3rd International Colloquium on Corporate Branding, Identity, Image and Reputation
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WELCOME FROM THE COLLOQUIUM HOSTS

We are pleased to host COBIIR2017, 3rd International Colloquium on Corporate Branding, Identity, Image and Reputation: Current and Future Trends, Developments and Challenges. Corporate branding is an art and a science. Businesses recognise that the most valuable asset a firm has is its corporate reputation. Even though competitors can copy products, processes, prices and promotional campaigns they cannot reproduce strongly held beliefs and attitudes embedded in customers’ and stakeholders’ minds. Creating and nurturing a strong corporate brand poses considerable challenges. Brands vary in the amount of power and value they have in the marketplace. Some are unknown to most buyers, whilst others have a high degree of brand awareness and a few enjoy a high degree of brand preference and loyalty. A powerful brand has high brand equity, which can be perceived as a reflection of a brand’s market share. Building brand equity demands considerable marketing efforts and investment. But high brand equity provides a company with many competitive advantages. A powerful brand enjoys a high level of consumer brand awareness, performance, quality, reputation and loyalty.

The 3rd International Colloquium on Corporate Branding, Identity, Image and Reputation is for academic researchers and educators as well as practitioners, seeking to promote knowledge, stimulate dialogue and set trends, in the field of marketing and corporate communication, brands, and branding. We have accepted over 70 submissions from 15 different countries and are pleased with the reception that we have obtained from scholars around the world. The consistent worldwide support established over many years strengthens our belief that there is an ongoing need to discuss, debate, and dissect issues surrounding corporate branding, identity, image, and reputation. Please use this colloquium as a sounding board, networking venue, and debate podium in our journey to amplify knowledge and understanding of these areas of research.

We hope you will find the colloquium stimulating, exciting, insightful and penetrating and that it provides you with inspiration and confidence to pursue research in this area of corporate branding, identity, image, and reputation now and in the future.

We thank the academic and administration staff of the Business School, Middlesex University, for hosting the conference this year. Thank you to all who have been such great supporters of this research field and of this colloquium. Without you, the conference could not happen.

Enjoy the colloquium!

Professor TC Melewar, Dr Pantea Foroudi, Dr Zhongqi Jin, Professor Ioanna Papasolomou, and Dr Yioula Melanthiou
COBIIR COLLOQUIUM COMMITTEE

Dr Zhongqi Jin
Associate Director

Prof TC Melewar
Conference Director

Dr Pantea Foroudi
Associate Director

Professor Ioanna Papasolomou
Associate Director

Dr Yioula Melanthiou
Associate Director

Tugra Akarsu
Conference Coordinator

Dr Elena Ageeva
Conference Coordinator
Welcome to the Business School, Middlesex University, London. London is one of the world’s most important centres for corporate branding, identity, image and reputation. Here at Middlesex University, we have the bright lights, theatres, shopping, historic sites and world-leading branding organisations on our doorstep, without the expense and crowds of central London. For more than 130 years we have been home to great minds with a determined and unwavering ambition to improve our world through teaching, learning and research. Our values including striving for excellence, freedom of academic enquiry and professionalism have helped us to grow to become one of the UK’s largest universities with around 40,000 students worldwide (18,500 in London). Middlesex University has been named among the world’s most international universities in the Times Higher Education World University Rankings 2015-2016, ranked 109 in the world for ‘global outlook’. The University’s ranking reflects the global nature and ethos.

With institutions on three continents – and students hailing from more than 140 countries – we offer outstanding teaching, learning and research that know no geographical or academic borders. We are proud to be recognised as a university with a global network of students and staff and an international outlook that informs everything we do, allowing us to make a far-reaching and enduring contribution to the world around us. Middlesex University is committed to ground breaking, innovative research that makes a real difference in the world. Our ambition is to drive positive change to make an impact on business, society and the world in which we live. The Business School’s drive towards achieving that ambition has seen Middlesex climb up the league tables, for example, the Business School is in the top 25 in the UK for aspiring marketers (LinkedIn, 2015), the top 50 in the World for E-Business Masters programmes (Eduniverasl, 2015-16) and the cusp of the top-30 business schools for research (ranked 31 out of 82 by funding for business and management research quality). Our striving for global research excellence sees expression inter alia in attracting high-prestige conferences such as this one. We are proud to host 3rd International Colloquium on Corporate Branding, Identity, Image and Reputation. Enjoy the conference!

Professor Joshua Castellino
Dean of Business School Middlesex University
Middlesex University London

Middlesex University London is located Hendon, North West London, England, in the historic county boundaries of Middlesex, from which it takes its name. It is one of the new universities and is a member of the Million+ working group. As is the case with many former polytechnics, Middlesex can trace its history back to the 19th century.

Today, Middlesex is an international university with 40,000 students studying at our campuses in London, Dubai, Mauritius and Malta. It is our ambition to create positive change by making a lasting impression on society, businesses and the wider world around us.

We are excited to welcome you to our campus in London, where we hope our facilities and surroundings will help inspire an enriching conference.

In the following sections you can find some practical information about the next few days, as well as the programme, submitted papers and abstracts to the conference.

Overview of Location

The conference will take place within the College Building of the Middlesex University London, Hendon Campus.

Registration will take place in the College Building on the Mezzanine. This is on the 2 level of the Mezzanine, up the stairs in the main entrance. Registration will take place in this location and refreshments will be available within this area.

The Welcome talk, Keynote Speeches and Closing Comments will be held in the Boardroom (C219).

The sessions will be held in rooms C135, C136, C219, CG47 and CG48. For a detailed overview of the programme, please see page 17.

If you have any questions during the conference, please don’t hesitate to ask any of the conference coordinators on the days of the conference.
GENERAL INFORMATION

Presentation

Please take time to find the room where you are presenting, and leave plenty of time to be able to load your presentation. There will be designated technicians on site to help you with issues that may arise. Please bring a copy of your presentation on a USB flash drive, and make sure it is compatible to use on a Windows Operating System. It is the responsibility of the presenter to upload their presentation on to the PC in the presentation room.

Name Badges

Conference participants are advised to wear their name badges during conference proceedings. Access to all activities (sessions, talks, coffee and tea breaks, lunch etc.) will be dependent upon wearing your name badge.

Transport and Parking

Middlesex University is well served by public transport. There are a number of ways to travel to Hendon campus.

By underground, the nearest station is Hendon Central Station (Northern Line). The walk from the station to Hendon Campus takes approximately 10 minutes. Turn right out of the station, walk up the road to the main junction and then turn right into The Burroughs. As you approach the campus, the Hendon Town Hall and Library are located on the left. Cross the road, continue past the fire station and you will shortly arrive at the main entrance.

Buses 143, 183 and 326 provide a direct service from the main entrance to Archway, Golders and Barnet. These services also provide link to Brent Cross Shopping Centre, Hendon Central Underground and Hendon rail stations.

There is no parking available at Middlesex University.

Taxi Information

Fleet Cabs offers a reliable service for local, long distance and airport transfers. Contact them on 0208 203 6666.

Accessing the Internet

If you would like access to the Internet during the conference, please inform the registration desk and they will provide you with access details.

 Liability and Safety

Any risk related to participants property in the conference building or the adjoining rounds, including theft or fire shall be borne by the participants. The organiser will not insure good. The organiser shall not be considered liable for damages to property or persons deriving directly or indirectly from participation in the conference, whatever the cause of damage.
CITY OF LONDON

Middlesex University is located in Hendon, a few stops on the Northern Line from the City of London.

Rich and diverse in culture, this exciting city has some of the world’s best sights, attractions and activities to keep you entertained during your visit. At its centre stands the House of Parliament, the iconic Big Ben clock tower and Westminster Abbey, site of British monarch coronations. To take a look at London’s famous skyline you can take in a panoramic view from The Shard or the London Eye, meet a celebrity at Madame Tussauds or examine the world’s most precious treasures at the National History Museum!

Brent Cross Shopping Centre

The nearest shopping centre to Middlesex University is Brent Cross Shopping Centre, with 120 stores including Fenwick and John Lewis. Brent Cross is North West London’s premier shopping destination, and home to over 2,000 leading and designer brands. Explore the handpicked range of restaurants and coffee shops at Brent Cross offering a variety of world cuisines from Italian to Sushi in the food court! For more information, visit www.brentcross.co.uk.

**Gary Davies**  
Professor of Strategy  
Alliance Manchester Business School, UK

**Key Note Speech Abstract:** Managing the Corporate Brand

My aim is to synthesise what I have learnt about managing corporate brands and corporate reputation over the last 20 years or so, by discussing what we know can be supported by academic research and theory and then applying these ideas to real world problems and challenges.
Simon is Professor of Public Relations and Advertising at Richmond, the American International University in London. He teaches on both undergraduate and postgraduate programmes and is co-author of four books on PR – most recently the second edition of PR Today: The Authoritative Guide to Public Relations (Palgrave Macmillan, 2016).

Simon Goldworthy
Professor of Public Relations and Advertising
Richmond, The American International University in London, UK

Key Note Speech Abstract: Public Relations and Reputation

PR’s official bodies often say that PR is about reputation. What does this mean in practice? What does “reputation” mean and how far are PR people able to manage it? How does this relate to PR’s struggle to find meaningful and commonly accepted ways of measuring its achievements?
SOCIAL EVENTS

Gala Dinner

On the 7th September, a Gala Dinner will be held at Hendon Hall Hotel, Ashley Lane, NW4 1HD at 6:30pm. There will be a shuttle service available from the Middlesex University to transport delegates to the venue.

The Hendon Hall Hotel is an urban country house hotel, set in North London. The hotel offers an irresistible alchemy of Georgian splendour and calm in a quiet residential area of North London. This urban country house hotel in Hendon has a variety of function rooms ideal for events.

We will be hosting the dinner and dancing in the Pembrooke Suite. Canapes will be served before dinner, and following the dinner there will be a DJ.

Royal Air Force Museum

On the 8th September, we will be taking a trip to the Royal Air Force Museum, Grahame Park Way, NW4 5LL. A coach will be ready to pick delegates up at 11:15am and return them to Middlesex University London after the tour. Lunch will be served at Middlesex University London.

The RAF Museum is located on the former Hendon Aerodrome, with five major buildings and hangars dedicated to the history of aviation and the Royal Air Force. It is part of the Royal Air Force Museum, a non-departmental public body sponsored by the Ministry of Defence.
## PROGRAMME OVERVIEW

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**Chair:** Jane Hemsley-Brown  
**Room:** CG47

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Session A1: Corporate Brand Identity and Corporate Social Responsibility

Corporate identity in UK slow fashion micro-organisations and the impact on scaling sustainability
Claudia E. Henninger, Panayota J. Alevizou, and Caroline J. Oates

Exploring the relationship between corporate identity and CSR: New directions in theory and practice
Marwa Tourky, Philip J. Kitchen, T.C. Melewar, and Ahmed S. Shaalan

Exploring digital corporate social responsibility on Twitter
Shintaro Okazaki, Kirk Plangger, Douglas West, and Hector Menendez
Corporate identity in UK slow fashion micro-organisations and the impact on scaling sustainability
Claudia E. Henninger, Panayiota J. Alevizou, and Caroline J. Oates

Purpose
This article examines aspects of corporate identity in micro-organisations and how this impacts to establish a strategy based on sustainability. This research is case study based and focuses on the context of the slow fashion industry.

Design/methodology/approach
The study takes a qualitative multiple case study approach utilising various methodological tools, such as employee shadowing, semiotics, Twitterfeed analysis, and semi-structured interviews to explore influencers, sustainability strategies, and scaling behaviour and their impact on corporate identity.

Findings
Findings illustrate a triadic relationship that shapes a micro-organisation’s corporate identity, which can foster vertical and horizontal pathways of scaling sustainability. A 2x2 matrix emerged that highlights different patterns of sustainability strategy and tactics. The extent to which sustainability is featured in the triadic relationship has an impact on why different strategic options and/or tactics are utilised to execute sustainability processes.

Research limitations/implications
The sample size and niche market of this research may be seen as limitations. Although implications of the findings are discussed in terms of the fashion industry, the applicability of these findings needs to be further researched.

Practical implications
Understanding scaling behaviour provides an opportunity to foster commitment to sustainability practices and can reshape corporate identity to gain a competitive advantage. The conditions underpinning a lack of engagement with sustainability are explored.

Originality/value
This article is novel in that we offer an insight into scaling sustainability, external influencers, and strategy implementations that can affect corporate identity in micro-organisations. This is the first study to address these issues holistically.

Keywords
Sustainability; Corporate identity; Micro-organisations; Triadic relationship; Vertical and horizontal scaling

Paper type
Research paper
Organisations are encouraged to behave in an ethical and socially responsible manner (Sweetin et al., 2013) by, for example, competing fairly with competitors, acting responsibly toward the environment, treating employees fairly (David et al., 2005), and implementing appropriate codes of conduct (Carroll, 2015). Such pursuits may be due to the recent spate of corporate scandals, which have generated renewed attention to ethics in business and attracted the interest of researchers and the business press alike. Furthermore, the growing importance of government regulation, amplified scrutiny of off- and online media, and increased pressure from various stakeholders have placed business ethics and corporate social responsibility (CSR) challenges on the strategic agenda of virtually all firms (Karaosmanoglu et al., 2016). Accordingly, the importance of CSR has led to developments in associated theories and classification schemes with the belief that external organizational factors are primary drivers of CSR adoption, with little emphasis on the organization itself (internal environment) (Lindgreen et al., 2016). Yet, research offers little on how best to achieve implementation (Vallaster et al., 2012).

This study addresses these gaps by positioning CI management as a new mechanism for implementing CSR through its integration in internal and external dimensions of CI. CI is a strategic resource and a valuable tool for addressing the needs and demands of firms’ stakeholders (Abratt and Mingione, 2017), which include legitimate demands for product safety, workplace non-discrimination, business performance, and environmental interaction. Managers also have a moral obligation (and an enlightened self-interest) to direct firm activities to maintain an appropriate balance among stakeholder interests. Thus, the way firms manage their interactions with these domains contributes to the shaping of CI because their values, actions, and stance present a means of differentiation from other organisations.

Thus, the objective of this study is to explore the nature of the relationship between CI and CSR, from the viewpoint of organisational managers in UK leading companies. Initially, this begins with a conceptual overview to define and establish CI and CSR dimensionality and the relationship between the two concepts. Then, an empirical phase applying a qualitative approach, using semi-structured depth interviews with 20 individuals from ten leading companies in the UK. Interviews target senior managers responsible for the CI mix (van Riel and Balmer 1997; Melewar and Karasomaoglu, 2006) as well as CSR management. The companies involved in the study come from a broad spectrum of industries including: one automotive, one bank, two food and beverage, two food and drug, one healthcare, one IT, and one tobacco. The interview sample is chosen purposively and an interview schedule is designed and followed to guide the interviews and gain insights about research objectives. In data analysis, this study utilizes Nvivo8, a computer assisted qualitative data analysis software (CAQDAS).

The findings reveal the association of CSR with CI, manifested through elements of the CI mix, including corporate culture, values, mission, founder, and communications. Driven by the findings and based on a multidisciplinary perspective, this study offers an eclectic model which explains interrelationships between CI elements and CSR. The findings of this study have several important implications. On the theoretical level, it emphasises the relevance of adopting a
multidisciplinary approach in examining the relationship between CI and CSR. CI is an overarching concept that derives insights and legitimacy from various areas of knowledge. Accordingly, grounding the analysis of CI and its relationship to other concepts (i.e., CSR) in one field provides a significant, though partial, view. The findings show that the multidisciplinary theoretical perspective of CI is useful for understanding its relationship to CSR, with theories complementing each other. Despite the considerable support found for each theory, a collective understanding derived from all these theories have not been explored so far in the same study.

This study advances knowledge on the conceptualization of CI elements, an as yet underemphasized area (Cornelissen et al., 2012), and offers suggestions to operationalize the main concepts of the model, which will allow subsequent examination of the relationships, and highlights potential linkages to acknowledged areas/theories (i.e., organizational culture, leadership, stakeholder management, organization identification, and corporate communication).

On the managerial level, this study also provides a new mechanism for adopting CSR through CI management. In order for CSR to be more than mere rhetoric, CSR should be integrated in CI management; institutionalized and actively integrated into the daily routines of the organization through organizational values, internal communication, mission dissemination, top management representational leadership, and value-based leadership. Taking account of these elements has significant implications for CSR performance and for corporate marketing.

References


Many brands utilize social media, but are they taking advantage of these media’s potential to co-creation with consumers or are they only using social media like other communications channels? This research explores this question in the context of corporate social responsibility (CSR). When brands informally interact with consumers using social media, online CSR dialogs form. These dialogs could be used to direct brands to create consumer-centric CSR programs that are more salient and relevant than other programs. After reviewing the literatures on CSR communication and consumer engagement, we devise research questions to guide our empirical studies that specifically explore methods of assessing consumer engagement on social media and the nature of that consumer engagement. This research offers several contributions: (1) an examination of the main findings from brand communication on social media and consumer engagement literatures, (2) two empirical explorations of top CSR brands’ communications on Twitter in terms of the measurement of the dialogs formed and the nature of that brand communication, (3) the findings from the comparison of academic and empirical results that they do not match up, and (4) three strong recommendations for brand managers to use in their CSR communication strategies.

Over two studies, we examine eight global brands’ CSR communication on Twitter using over 300,000 tweets extracted from their CSR Twitter handles over six months. Study 1 examines these dialog’s metrics through network analysis. It suggests that while there are online CSR dialogs present, the studied brands are rarely part of these dialogs and most interactions are between consumers. To scrutinize these findings further, Study 2 assesses the content of the brands’ Twitter handle’s CSR tweets using content analysis. It finds that the most messengers are not relevant to CSR. Furthermore, it indicates thatCSR-relevant messages are predominantly one-way. These results indicate that these brands are not tapping into the potential of consumer co-creation inherent in social media, and that there is a disconnect between academic research on social media and practice. From these findings, we have three recommendations for social media practitioners: engaging social media messages should include (1) responses/mentions of individual consumers, (2) audience specific and relevant message content, and (3) opportunities for consumers to contribute to or co-create value. We recognize that there are some limitations to our research: (1) only eight brands were sampled, so future research should look at a wider, more representative sample, (2) only top CSR global brands were surveyed and brands with weaker CSR rating might be examined for ways to strengthen their CSR profiles, and (3) there may be other methods of assessing and identifying online CSR dialogs that should be explored. In sum, online CSR dialogs have the potential to create immense value for both consumers and brands if brands devote sufficient resources not only broadcast information to consumers, but also engage in a dialog. Consumers expect (and social media such as Twitter can provide) tailored, focused messages that invite them to engage with each other and interact with the brand to co-create CSR. The evidence presented in this research suggests that while there is ample theoretical support for online CSR, in practice it remains in its infancy.

Keywords
Corporate social responsibility; Consumer engagement; Online CSR dialog; Social media; Twitter; Web 2.0
Session A2: Corporate Branding and Internal Marketing

Brand communities and the roles of their members
Cleopatra Veloutsou and Iain Black

An empirical investigation into the influence of employee engagement in the corporate rebranding process and the resulting effects on outcomes of rebranding
Abraham Joseph, Suraksha Gupta, Klaus Schoefer, and Yichuan Wang

Exploring the employee outcomes of corporate brand heritage
Leslie Pidcock, Radu Dimitriu, Emma Parry, and Simon Knox
Brand communities and the roles of their members
Cleopatra Veloutsou and Iain Black

Purpose and objectives
The evolving stream of research on consumer empowerment appreciates the role brand communities play in channelling increased consumer empowerment (Veloutsou and Guzmán, 2017). The members of a brand community engage with the focal brand and with other consumers both within (Dessart et. al, 2015; 2016) and outside (Pasternak et al., 2017) the boundaries of these communities. As members of these brand communities, individuals often try to expand the brand community by attracting new likeminded individuals into the group and interact amongst each other and the brand (Algesheimer et al., 2005; Popp et al., 2016).

Work exploring brand communities appreciates that the brand community members play various roles within these communities. Most of this research approaches the roles that members play simplistically, since it takes into account only the overall level of interaction that the members exhibit (Malinen, 2015) and categorise them into passive lurkers and active members who participate in discussions (i.e. Lai and Chen, 2014; Sun et al, 2014; Walker et al., 2010). Academics research suggests that the brand communities have a group structure of power and structure (Kozinets, 1999), members play various roles and these roles are associated to specific activities that the members undertake. Conceptual work proposes that, depending on the level of self centrality of the consumer activity and the social ties to the brand community the members can be characterised as devotees, insiders, tourists or minglers (Kozinets, 1999). Research also indicates that the roles of brand community members can be more complex, the members are engaging, educating and enriching and, depending on the level of engagement and the invested resource intensity, the members can be characterised as strangers, arrivals, residents and players (Pongsakornrungsilp, 2010). In a recent quantitative study that takes into account the perceive importance for a brand to have a facebook page, the level of interaction with the brand, the response to brand’s invitation to interact and the amount of likes, comments and shares the brand community members were classified as brand detached, brand profiteers, brand companions and brand reliants (Azar et al., 2016). Fournier and Lee (2009) report the most sophisticated set of roles that the brand community members may play. Although they imply that the eighteen roles are the most common roles, so far researcher has not empirically support the existence of these roles.

Originality
Researchers call for a better understanding of the roles and the participation of the members on brand communities (Malinen, 2015). Significant amounts of discussion on the brand community members’ roles is conceptual (Fournier and Lee, 2009; Kozinets, 1999) or/and has a focus on virtual brand communities (Azar et al., 2016; Kozinets, 1999; Lai and Chen, 2014; Malinen, 2015; Pongsakornrungsilp, 2010; Sun et al, 2014; Walker et al., 2010). Personal face-to-face contact between the brand community members could make the interaction deeper and more multifaceted in nature and the roles richer. The complexity of the interaction and the roles can be further enhanced when the brand community members are expected to actively co-create the company’s offer. The brand community members’ roles evolve over time (Kozinets, 1999) and this role can be enhanced or it can weaken, depending on the personal choices of the members (Pongsakornrungsilp, 2010) and the dynamics within the group.
The nature of the roles that brand community members play in the community and the
collection of these roles in the development and the management of the community itself and
the brand in a context that the interaction of the members is high is unknown and the focus of
this paper.

Methodology
Data was collected using participant ethnography (Schatz, 2013) within the Scottish
Independence movement from the initial meetings held in November 2011 designed to set up a
campaign structure through to polling day (18th September, 2014). The corporate Yes Scotland
brand was developed centrally by Yes Scotland the legally designated campaigning organisation
set up in May 2012 for supporters of Independence. Its central strategy was to develop a
network of local groups that would manage and implement the campaign semi-autonomously
using centrally produced branded materials and messages and resources and materials co-created
locally.

One researcher volunteered to be part of local group (Yes Edinburgh North and Leith (YENL) and
gained access to the central Yes Scotland organisation via a pre-existing consultancy relationship
with its Marketing Director. They collected, over 34 months, 161 observational field notes, 879
photos and 32 videos, 12 depth interviews (including 7 hours spent with the Yes Scotland
Marketing Director) and all social media activity from YENL. The focus is on a corporate brand
community with the goal to identify roles and responsibilities of individuals who were
participating in the brand community as developed over a period of 3 years. Data was open and
selectively coded to categorise the roles, understand the relationships between them and
understand how they emerged. Member checks were performed on the emergent findings
(Glaser and Strauss, 1967).

Findings and discussion
The brand community members are highly engaged, skilful volunteers who are an essential and
central asset in community formation and brand meaning co-creation. These individuals,
organised in small groups, act as a nexus through which Yes Scotland (the brand owners) the
overall campaign aims, brand values and brand signals were enacted within a wider brand
community, reciprocally back Yes Scotland and outwards to other local groups.

Many brand community members spent large amounts of time undertaking volunteer labour (up
to 100 hours per week) that utilised their skills and experience to strategically and tactically
create value for themselves and the parent organisation by setting up and managing local groups
and to developing their local brand by producing high quality branded marketing campaigns. In
turn this work was recognized by the centre and by other local groups so co-creating the core
brand.

This involved applying (and adapting) professional work structures, processes, rewards, and
review mechanisms to their volunteer work with this contributing to a number of specific brand
meaning management role being performed. These roles include roles related to the
management of the brand community similar to the ones identified by Fournier and Lee (2009)
and organised in categories, namely Managing New Members, Managing Existing Members and
Perusing Personal Objectives, as well as additional roles related to the management of the sub-
group (Setting up local brand community roles) and roles associated with the Brand meaning
management.

Often self-nominated to undertake specific roles, their participation provides reciprocal benefit
by developing management experience and obtaining skills. In contrast to Cova et al., (2015)
brand community members embraced the notion of performing ‘work’ as a symbolic resource highlighting the importance and quality of their contribution. The roles that the members play emerged through a combination of their attachment to the higher purpose the brand serves (brand vision), the deliberate actions (including restrictions) of the core brand originators and the influence of other organisations campaigning for Scottish Independence.

Contribution and conclusions
Within the category of PWC, a number of specific brand meaning development roles were identified that co-created the local sub-brand but also managed the relationship with the brand owners and co-creation of the parent, corporate, brand. These identified roles represent additional categories to those proposed by Fournier and Lee (2009) whose work focused on brand community membership. Whereas this current research finds empirical evidence for Fournier and Lee’s (2009) conceptual ideas, it focuses on elucidating the brand meaning development roles, the conditions under which they emerged, how they were developed, encouraged and managed so to facilitate local and corporate brand meaning co-creation.

Limitations
This study examines roles encountered during the observation period. The brand community members’ roles evolve over time (Kozinets, 1999) and this role can be enhanced or it can weaken, depending on the personal choices of the members (Pongsakornrungsil, 2010) and the dynamics within the group and future research might want to focus on the dynamic nature of the roles played by the brand community members. However, this study does not examine the evolution of the roles. Furthermore, the study is based on the observation of one brand community. Future research might be able to overcome these limitations.

References


literature review of empirical studies. Computers in Human Behavior, 46(May), 228-238
An empirical investigation into the influence of employee engagement in the corporate rebranding process and the resulting effects on outcomes of rebranding

Abraham Joseph, Suraasha Gupta, Klaus Schoefer, and Yichuan Wang

Purpose and objectives
This paper will investigate the influence of employee engagement in achieving employee buy-in and its resulting effect on the rebranding outcomes. There has been a growing interest among academics and practitioners around the issues involving corporate brands since Stephen Kings’ influential article in 1991 on brand building (Melewar et al., 2012). The corporate brand expressed as a covenant or a promise between the organisation and its key stakeholders (Balmer, 2001) is communicated in the form of a branding proposition via multiple channels and experienced through the organisation’s products/services and the behaviour of employees (Balmer and Gray, 2003). Two prominent approaches that have emerged in the literature on corporate brands are the normative and social constructionist approach (Melewar et al., 2012). The role of senior management to create and manage the corporate brand displayed a normative approach (Balmer, 2001) while a social constructionist approach linked the social interaction with the organisation and its environment to the meaning ascribed to corporate brands (Leitch and Richardson, 2003). Constant changes to the internal and external environment has caused organisation to constantly review its corporate brand (Abratt and Mofokeng, 2001; Knox and Bickerton, 2003; Kay, 2006). This could lead to a modification or review of the corporate brand values to suit the environment. The growth of corporate rebranding activities as a result has highlighted the movement of organisations in that direction (Merrilees and Miller, 2008). Rebranding is ‘the creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated view in the minds of stakeholders and competitors.’ (Muzellec and Lambkin, 2006, p. 805). Corporate rebranding on the other hand is defined as the disassociation of the original vision or ideas to a new formulation (Merrilees and Miller, 2008).

The organisation’s employees play a vital role in representing the brand values of the corporate brand and helps in building and maintaining it (Balmer and Gray, 2003; Balmer 1995; Harris and De Chernatony, 2006). Similar studies in the past has examined factors that influenced employees brand internalisation (De Chernatony and Segal-Horn, 2003; Davies, 2008). Employees remain an important part of the corporate brand and are instrumental in communicating the promise of the brand to the stakeholders through their values, conduct and attitudes (Stuart, 2012) and are therefore inseparable in the rebranding process. Corporate brands offer identities for its employees (Basu, 2006) and this can be challenged during rebranding (Chad, 2016). Employees need to accept the change and move from ‘one mindset/culture to another’ (Merrilees and Miller, 2008, p. 538). This is particularly important in service industries where employees co-produce the service to consumers (De Chernatony and Segal-Horn, 2003).

Internal branding showcases the organisations activities to help employees embrace the values of the organisation while treating them as internal customers (Foster et al., 2010). These activities should communicate internally congruent messages to what is communicated externally as they assist employees to buy-in to the organisational goals, and mission when performing their roles (Mitchell, 2002, Punjaisri et al., 2009). Two main internal branding
activities are internal communication and training. Internal communication by managers is used to affect employees at a cognitive level while training to develop skills and use techniques to perform the job well is an effective tool to affect behaviour (Lee, Kim and Kim, 2014). Another concept related to improving employees attitude and behaviour is employee engagement. According to Kahn (1990, p. 694) employee engagement is the ‘harnessing of organisation members selves to their work roles; in engagement people employ and express themselves physically, cognitively and emotionally’. Various studies in literature have pointed out positive outcomes to employee engagement such as commitment, positive reviews of the work place, innovative behaviour, job performance, job satisfaction and going the extra mile (Chughtai and Buckley, 2009; Lee et al., 2014; Slatten and Mehmetoglu, 2011).

The role of these two important constructs internal branding and employee engagement and its relationship to employee buy-in and success in the corporate rebranding process will be further investigated in this study.

Research questions
- How does internal branding affect employee buy-in?
- How does employee engagement affect the internal branding process and its outcomes in a corporate rebranding exercise?
- To what extent does employee buy-in contribute to corporate rebranding success?

Originality
In a recent review of the literature on corporate rebranding, internal branding activities through communication and training was considered an enabler in the rebranding process (Merrilees et al., 2014). This helps in developing employees understanding of the revised brand and its responsibilities which affects their behaviour and commitment to the rebranding process (Merrilees and Miller, 2008; Schultz and Hatch, 2003). Stakeholder strains can be caused due to varying interests of different stakeholders (Finney and Scherrebeck-Hansen 2010) and the contrast between the older approach and the new generated dissatisfaction and resistance to the rebranding process resulting in conflicts (Merrilees et al., 2014). This presents the case for examining the role of employee engagement to enable buy-in to the rebranding process. The literature has shown how employee engagement can act as mediator in internal branding (Lee et al., 2014) but no study as far as we are aware has used it as a moderator to the relationship between internal branding and employee buy-in in the context of corporate rebranding. The research question was inspired by this gap in the literature.

Research methodology
The research is expected to utilise a pragmatist philosophy with an abductive research approach. Due to the nature of the topic exploring the perception of employees and the role of managers in the rebranding process and the resulting outcomes both quantitative and qualitative data will be collected. This suggests a mixed methods approach. Triangulation of both qualitative and quantitative data would be useful in my research to reinforce the findings. Further it’s also expected that the proposed conceptual framework can be better understood through the qualitative data and measures developed for some constructs using Churchill’s (1979) approach to scale development.

It is expected that three organisations in the IT and Telecommunication sector will be contacted for data collection. The quantitative data collected through questionnaires using an online survey will be collected from a sample size of 150 employees and analysed using structural equation modelling. The qualitative data through semi-structured interviews will be collected from a
The sample size of 25 managers and employees and analysed using NVIVO. The results are expected to provide valuable insights to academics and practitioners.

**Theoretical and practical implications**
This research will contribute to the existing knowledge on corporate rebranding by; explicating the role of employee engagement in the rebranding process and understanding how the success of the rebranding process was affected by employee engagement. It will also have a significant influence in helping managers improve their internal branding activities so that managers also focus on developing employee engagement during the rebranding process.

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Exploring the employee outcomes of corporate brand heritage

Leslie Pidcock, Radu Dimitriu, Emma Parry, and Simon Knox

Purpose
This work aimed to explore the employee outcomes of corporate heritage by looking at a Canadian corporation with a distinct heritage and history, Canadian Pacific Railway (CP). CP is one of Canada’s oldest companies and a historical icon, being credited with “building Canada”. Anecdotal observations by the authors suggested that CP employees were uncommonly bonded to the company and that many employees had long tenures in the company. At least superficially, such a bond looked to be linked to the history and the heritage of the organization.

Based on such anecdotal evidence and by focusing on the case of CP, the current research aims to explore the employee outcomes that may be affected by the heritage characteristics of a corporate brand. In addition, it aims to explore whether such characteristics can increase the likelihood that employees stay with an organization.

Originality
The current work follows recent calls to “examine how and why organizational members identify with a corporate heritage brand and the possible (positive and negative) implications of this affiliation” (Balmer & Burghausen, 2015, p. 407). While the last ten years saw a growing interest in corporate heritage brands (Balmer et al., 2006; Burghausen and Balmer, 2014; Hudson, 2011; Wuestefeld et al., 2012), to the best of authors’ knowledge this is the first investigation of how employees as internal stakeholders relate to corporate heritage and are likely to be influenced by it.

Also, at the time of the data collection, CP was experiencing significant organizational change with new leadership into place, a different strategic focus and staff layoffs. This allowed a unique opportunity to explore if heritage characteristics made a difference to employees in conditions of adverse organizational chance.

Research methodology
The authors adopted an abductive research strategy and, in line with research adopting such an approach (Burghausen and Balmer, 2014; 2015), relied on semi-structured interviews as the primary mode of data collection. Specifically, they conducted a number of 14 interviews with employees of CP. Given an abductive approach has an inductive component allowing theory to emerge from the data (Timmermans an Tavory, 2012), the number of interviews was determined analytically based on achieving theoretical saturation (cf., Partington, 2002).

The interviewing procedure had two main stages. For the first stage, interviewees were asked to think of five characteristics they would use to describe CP and note them down. The interviewer then explored each characteristic in depth with the participants, discussing how the employee defined that characteristic, what it meant to them, why it was important to them and essentially how it made them feel about the company. The discussion zoomed in on those characteristics of a heritage nature. For the second stage, the interview asked interviewees to think of CP (the organization) as a person, to describe that person and to reflect on the relationship they would
have with that person. Further, the interview asked if the respondents would see themselves staying with CP, given the person analogy they made and the way they related to it.

The data resulted from the two stages of the interview were analyzed through multi-stage coding procedures (cf., Saldaña, 2013), culminating in the development and validation of major data themes.

**Findings and discussion**

The analysis of the first stage of the interviews revealed several important themes. The theme “CP’s identity” came up given the prompting in the interview, while the theme “change” appeared given the substantive change CP was experiencing. The remaining themes were suggestive of employee outcomes of corporate heritage, and were specifically: “attachment”, “belonging”, “engagement”, “values” and “pride”. The most interview quotes corresponding to such themes suggested the influence of heritage characteristics; however there were also quotes suggestive of the adverse impact of organizational change. Importantly, the five themes could be associated with constructs representing employee outcomes: organizational identification, organizational affective commitment, employee engagement and organizational pride.

The analysis of the second stage of the interviews revealed that most interviewees talked about both a “traditional relationship with CP” (before the organizational change occurred) and a “new relationship with CP” (after the organizational change). The traditional relationship with CP had an affective nature for most interviewees, and was represented through quotes suggesting the five themes above. The new relationship with CP varied among respondents from affective to functional to even negative. However, the respondents’ intention to stay with CP appeared to be best aligned with whether their traditional relationship with CP was affective and characterized by positive employee outcomes in the first place (i.e., before the occurrence of organizational change). The intention to stay also aligned with whether interviewees suggested a perception of heritage in the way they described “CP as a person”.

Overall, the analysis revealed two potential effects of corporate heritage. First, heritage characteristics are likely to drive several desirable employee outcomes that have a strong affective foundation (i.e., the four constructs outlined above), and thus can make employees stay with an organization. Second, heritage characteristics are likely to temper the impact of organizational change on employee outcomes and intent to stay.

**Theoretical and practical implications**

To the best of the authors’ knowledge, this is the first investigation of how employees as internal stakeholders relate to corporate heritage and how they are likely to be influenced by it. The findings suggest that heritage characteristics not only have the potential to drive a range of positive employee outcomes, but can also cushion an organization against the impact that adverse organizational change can have on employees. Based on the findings, managers are encouraged to uncover the sources of heritage in their own organizations and make them salient through internal communications. Such initiatives might also prove fruitful for companies that do not currently have heritage at their core, but where sources of heritage (i.e., heritage characteristics) might be identified and leveraged. Also, managers need to be aware that putting the corporate heritage to work is likely to buffer a company in times of organizational change, including contexts of mergers and acquisitions or changes of leadership or strategy.
Research limitations
The patterns identified in the current research would benefit from replication with other organizations and in other contexts, as well as from quantitative testing with an employee sample of adequate size.

Conclusion
Overall, this research suggests corporate heritage is likely to drive important employee outcomes and to temper the impact of adverse organizational change on such outcomes.

References
Session A3: Brand Identity and Stakeholder Co-creation

**Aesthetics and ethics of brand identity: Corporate art in the finance sector**
Angela Bargenda

**Higher education: The once-in-a-lifetime purchases and institutions**
Hsiao-Pei (Sophie) Yang, Dorothy Ai-wan Yen, and John M.T. Balmer

**Recovering the corporate brand through stakeholder co-creation**
Julie Robson and Jillian Dawes Farquhar
Purpose and objectives of the paper
The paper argues that aesthetic artefacts, such as artworks and art collections, enhance the ethical dimension of brand identity, while substantially contributing to managerial and communicational practices.

Originality of the paper
The originality of the paper consists in exploring the impact of corporate art on management communication and corporate behaviour. It extends on existing corporate identity models by attempting to show that art collections not only reflect corporate structure, but can shape managerial practice and communication. In management literature, corporate aesthetics are mostly conceptualised as decorative elements to enhance the visual attractiveness of the workplace. In contrast, this paper argues that far from being anecdotal and minor aspects of the organisational environment, they play an active role in internal managerial and communication practices.

Research context and methodology
The profound transformation of the finance sector calls for innovative identity-building and communication strategies. Growing de-materialisation of financial services and increased competition from non-traditional banking institutions require new approaches to building both competitive advantage and a trust-based relationship with stakeholders. To maintain their visibility in the marketplace, financial organizations increasingly have recourse to aesthetic elements that provide materiality and tangible identity. Design features, lighting effects, trendy furniture, artworks, innovative floor design, are used to create an experiential space that transcends the conventional banking venue.

In the extant scholarship on corporate visual identity (Baker and Balmer, 1997; Melewar and Saunders, 1998; Melewar and Saunders, 1999; Melewar et al., 2006), artworks have been categorised within this broader framework of corporate design elements. Focussing on corporate art collections, the paper attempts to elucidate the impact of art on corporate culture and employee behaviour. By addressing the use of art collections as identity-generating tools in the organisational environment, the research develops innovative management approaches and tools that foster internal communication.

Several global banks were selected for the empirical part of the research. The selection criteria concerned the importance and reach of the collections, acquisition and curatorial policies, the public availability of the collection, the use of the collection for managerial purposes, including internal communication and training. The research goal consisted in assessing the interrelatedness of art collections, corporate culture and organisational behaviour. The scope of the study was limited to the art collection as an internal phenomenon and did not extend into the reception of the art collection by external stakeholders. However, given that the public availability of the art works positively resonates with employees, community outreach programmes based on art collections were included in our questions.
Data was collected in field research by means of semi-structured interviews with practitioners. Personal one-to-one interviews were conducted with five directors of art collections and corporate museums, two artists prominently represented in the collections, six branch managers, a marketing and communication manager, a manager of heritage, and a manager of historic archives. Based on this variety of interviewees, corporate art could be approached and understood from multiple operational perspectives. Similarly, the sample of artworks covers an extensive diachronic spectrum, ranging from medieval to contemporary art. Thus, the study is not restricted to a particular type of collection, but allows for a more generalised view on art collections.

Data was collected from the following banks:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Country</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Société Générale</td>
<td>France</td>
<td>Paris</td>
</tr>
<tr>
<td>Banca Monte dei Paschi di Siena</td>
<td>Italy</td>
<td>Siena</td>
</tr>
<tr>
<td>UBS</td>
<td>Switzerland</td>
<td>Zurich and Lucerne</td>
</tr>
<tr>
<td>Deutsche Bank</td>
<td>Germany</td>
<td>Berlin</td>
</tr>
<tr>
<td>HypoVereinsbank – UniCredit Bank</td>
<td>Germany</td>
<td>Munich</td>
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</table>

Data was analysed using a manual coding process, whereby the salient elements were categorised and compared. In view of our research focus, the categories of investigation relevant for the research question concerned the role of art in managerial practices and communication, as well as motivational and identity-building aspects. Secondary documentation was also included in the study to triangulate the empirical research data. For example, internal company material accessed through archival research, visual analyses of artworks, and multidisciplinary literature, were used to verify the interview data and to strengthen the theoretical argument. The theoretical model is based on the seven dimensions of identity (Melewar and Karaosmanoglu, 2006).

**Findings and discussion**

In the image-driven postmodern society, art is the new mode of expression of corporate identity, reflecting ideological value through the symbiosis between culture and capital. As aesthetic artefacts fulfil ethical objectives, they transcend decorative purposes and align with business strategy. Used in internal and corporate communication, as much as in innovative management techniques, artworks contribute sustainable, socially-relevant and meaning-generating values to organisations. Artworks impact the working habits of people by stimulating dialogue and new thinking, fostering creativity, and enhancing well-being. Mediated by intuitive perceptions, new patterns of thought emerge through interpretive processes that vary from habitual business processes (Freeman et al., 2015). Artworks also establish transversal links with other areas of the humanities, such as history, literature, religion, and politics. Potentially, artworks humanise the financial sector and therefore facilitate the restoration of trust, credibility, and legitimacy with internal and external stakeholders.

All practitioners interviewed have identified identity and reputational issues as essential areas of concern. The atmospheric condition, i.e. the perceived pleasantness of the working environment also ranks high in the managerial priorities of the banks, as well-being and the creation of social identity are enhanced by the presence of aesthetic artefacts.

The appropriation of the arts for capitalistic purposes creates an ambiguous identity for organisations. On the one hand, the social acceptance and recognition of art positively establishes organisations as cultural players. On the other hand, stakeholders expect more than
the accumulation of compelling artworks and the publicity-generating promotion of artists. In addition, the suspicion of showcasing contemporary artists to increase their visibility and status in the global art market, may compromise the positive axiom of art collections as a noble enterprise.

The breach in the social status and public acceptance of art is reinforced by potential misinterpretations due to the polysemic meaning of most contemporary creation. In the banking sector, the acquisition of art used to be guided by conservative policies, placing the aesthetic focus mainly on consensual classicism to express values of stability, strength, security, and speed (Schroeder, 2003). While some banks, such as MPS and UBS, still pursue this conventional acquisition policy, others have adopted an overtly provocative strategy.

These provocative works tend to destabilize habitual mental patterns and organisational processes. They symbolically signal disruption and radical change (Ullrich, 2000, p. 28), thereby intimidating employees and other viewers (Hutter, 2010, p. 155). Top managers could purposefully select these controversial works, as they break free from tradition, continuity and routine operations, thereby fostering creativity and change. This could cause a sense of destabilisation with some categories of employees who lack the tools to understand and interpret the contemporary artworks in their office environment (Biehl-Missal, 2011).

Theoretical and practical implications
The theoretical contribution extends the seven dimensions of corporate identity (Melewar and Karaosmanoglu, 2006) by establishing a separate category for corporate art and its potential use in innovative management practices.

Research limitations and further research
The empirical data used for this paper was generated from interviews with practitioners, top executives, and artists who might defend a biased view with regard to the acceptance of art in their organisation. However, art remains a divisive issue and it was suggested in interviews that employees do not unanimously adhere to this practice. For example, some considered that the money spent on artworks should rather be used for salary increases. Thus, further critical explorations into the reception of art collections by external stakeholders could open up perspectives on how art collections could be used to generate value for customers.

Conclusion
The aestheticization of the environment through art collections offers new identity-building opportunities for organisations. When engaging in the arts, new institutional discourses and practices emerge that link the iconographic function of art with a deeper-seeded ethical objective. Especially in the finance sector, the integration of arts-based initiatives, such as art collections and philanthropic involvement, artist-led training programs, conferences, workshop visits, volunteer programs, have become significant managerial and communicational tools. According to the specific organisational culture and identity, these practices either stand for tradition, permanence and legitimacy or signal change, openness, innovation, and flexibility (Ullrich, 2000, p. 28). While offering significant outcomes in the areas of management communication and identity, art collections also offer innovative corporate branding opportunities and, positively impact on image and reputation management.
References


Higher Education: The once-in-a-lifetime purchases and institutions

Hsiao-Pei (Sophie) Yang, Dorothy Ai-wan Yen, and John M.T. Balmer

Purpose
This study has the specific research aim of making a theoretical contribution in underpinning a “once-in-a-lifetime purchase” (OILP), which can be defined as a consumer’s cognitive intent to make a not-to-be-repeated procurement.

Design/methodology/approach
Data derived from in-depth interview data with 34 Taiwanese and 11 Chinese students over two phases suggest that OILP qualitatively differs from other purchases.

Findings
The principal traits of such purchases are quadripartite in character: zero-repurchase intention; permanency of purchase; high social pressure; and extensive information search. The results contribute to theoretical understanding of the HE sector as OILP providers, followed upon which managerial implications are discussed specifically for HE Institutions.

Practical implications
Marketing managers should be cognisant of the variety of information collected by prospective OILP customers from a variety of different sources. OILP customers perceive the non-marketing information as more reliable than marketing promotional materials and can better assist consumers during their decision-making.

Originality/value
This paper makes explicit theoretical and instrumental contributions to our identification and comprehension of the phenomenon that international students would go abroad to pursue a better higher education degree, which we call OILP, wherein the universities providing such services are referred as the “once in a lifetime institutions”.

Keywords
Once-in-a-lifetime; Infrequent purchases; University selection; Higher education; International students

Paper types
Research Paper
Recent news about brand failures, for example Samsung, VW and United Airlines, is a reminder that brands can suffer crises at any time and also highlights how the misdeeds of one brand can damage others within the sector. Crises may be caused by product failure, poor corporate performance (Greyser, 2009) or corporate misdeeds, prompting firms to recover their brand. Existing research into brand crises and potential remedies is broadly characterised by the dyad of firm/customer with the recovery actions resting on the firm communicating with the customer (Andrews and Kim, 2007; Johar, Birk and Einwiller, 2010). It has been asserted that brand recovery may be subsumed under rebranding (Merrilees and Miller, 2008; Miller and Merrilees, 2013), potentially side-lining issues pertinent to brand recovery. Nor is there much discussion about trust in spite of its centrality in branding theory. There is little in the corporate branding literature about how brands may be recovered. This study sets out to address the gaps through an empirical study of corporate brand recovery (CBR) that draws on multiple data sources to address the complexity of the phenomenon.

Literature review
Existing work into how brands may be recovered or rebuilt has been conducted from a range of standpoints. Studies into brand transgressions (‘when brands do bad’) find marked differences in the type of brand that ‘has done bad’ and the nature of the transgression (Aaker et al. 2004; Trump, 2014). When highly prominent brands transgress, the fallout may spill over to affect attitudes about the product category and across competing brands (Roehm and Tybout, 2006). Marketing communications are significant in brand recovery (Johar et al. 2010; Muthukrishnan and Chattopadhyay, 2007) but mainly feature a uni-directional style that is, from firm to customer. In only one study, is the rebuilding of trust via transparency mentioned (Falkheimer and Heide, 2015).

Brand recovery is thought to be a subset of rebranding (Merrilees and Miller, 2008; Miller and Merrilees, 2013). This connection does have the benefit of widening brand recovery research by drawing in stakeholders (Muzellec and Lambkin, 2006; Miller et al. 2013). Rebranding has yet though to consider co-creation where customers and indeed stakeholders engage in mutual value creation (Brodie et al. 2009). Nor does the brand recovery literature make reference to corporate branding in spite of many of the crises occurring at corporate brand level. Corporate brands are considered to be fundamentally different from product brands in terms of disciplinary scope and management (Balmer and Grey, 2003). If a brand or corporate brand is trusted then favourable thoughts, feelings, images, beliefs, perceptions, opinions are generated (Hoeffler and Keller, 2002). Managers can no longer unilaterally define and control brand meaning instead brand value is co-created within stakeholder networks rather than dyadic relationships (Vallaster and von Wallpach, 2013). Brand value is dynamically co-created through social interactions among different stakeholders (Merz, Yi and Vargo, 2009) thus paving the way for an in-depth re-evaluation of CBR.

Method
To generate depth, insight and a context-enriched analysis (Creswell, 2007; Flyvbjerg, 2006; Miles and Huberman, 1994), the study concentrates on a single focal brand and its stakeholder
network. Multiple data sources on a single corporate brand were accessed to enable the elaboration of theory from the rich set of qualitative data (Patton, 2002), such as semi-structured one-to-one interviews within the focal firm, brand stakeholders, supplemented with data from consumer focus groups and written and electronic documentation. A range of suggestions (for example, Beverland and Lindgreen, 2010; Eisenhardt and Graebner, 2007) for case study rigour and quality guided the process of establishing the credibility of the findings, such as between-method triangulation of data and enfolding the literature with the emerging findings.

**Discussion and conclusion**

Four stakeholder co-created processes were uncovered in this research: forging coherence and alignment, revitalising transparency, optimising staff skills and providing tangible evidence (see Figure 1). The analysis also revealed activities undertaken by the focal brand designed to maintain its competitive position in the marketplace.

The study makes several notable theoretical contributions to CBR. Firstly, it amplifies research from its previous focus on the brand/customer dyad (Andrews and Kim, 2007; Muthukrishnan and Chattopadhyay, 2007) by providing empirical evidence of co-creation processes by a network of stakeholders to recover the brand. Secondly, the study finds that although CBR shares some characteristics with re-branding (Miller et al. 2013), in CBR there is a strong emphasis on repairing trust. The findings demonstrate that rebuilding trust is an indelible part of the process of CBR and therefore consistent with mainstream branding literature (for example, Balmer 2012; Chaudhuri and Holbrook, 2001). Thirdly, this investigation points to recovery efforts extending beyond common themes in the existing literature of communication with its uni-directional emphasis and warranties (for example, Andrews and Kim, 2007) to forging coherence across the network and providing tangible evidence. Finally, brand crises are increasingly occurring at corporate brand level, therefore by focusing on CBR, this study is more closely aligned to ‘real world’ business problems.

The study has several limitations. It is not able unpick the dynamic between CBR and rebuilding trust, indicating further research. This study adopted a co-creation perspective but alternatives such as interactions (Grönroos, 2011) or engagement (Hatch and Schultz, 2003) could be considered. It also prompts further work into brand spill over (Roehm and Tybout, 2006) as findings reflect the effects of brand transgression on the financial services industry as a whole. Further research might identify the saliency of individual stakeholders (Mitchell et al. 1997) in corporate branding, for example, he role of professional bodies in CBR and industry reputation emerges vividly in the study. Finally, the branding intricacies of the relationship between the broker, insurance company and consumer need to be unpicked.

**Keywords**

Corporate brand recovery; Brand crisis; Trust; Co-creation; Stakeholder network; Financial services.

**References** available upon request
Session A4: Place Identity and Nation Branding

An associative network approach to country image and place branding
Carmen Lopez and George Balabanis

Influence of country-of-origin reputation in wine preferences of millennials: a comparative experiment between France and Italy
Giuseppe Festa, Maria Teresa Cuomo, Gerardino Metallo, and Pantea Foroudi

An integrated model of place scale and place identity: A study of Khulna city, Bangladesh
Saalem Sadeque, Mohammad Shahidul Hasan Swapan, Sanjit Kumar Roy, Cheng-Hao (Steve) Chen, Md Ashikuzzaman, and Md. Hasan Howlader
Poiesz (1989) classified the conceptualisations and measurements of the image construct into three degrees of elaboration depending on the cognitive and affective activity involved: high elaboration (image as a network of meanings); medium elaboration (image as an attitude); and low elaboration (image of an entity described by its relation to another entity). Most of the country image research adopts the medium elaboration perspective of image and uses “a predetermined set of items that are not guaranteed of either being important to respondents, or even of being expressed in terms meaningful to the respondents” (Reynolds and Gutman, 1984, p. 30).

This study aims to redress the balance of image research towards the high elaboration end, fill the gaps left by the dominating medium elaboration image research, and compare the two image approaches (image as an attitude vs. image as a network of associations). A high elaboration method to image, the associative network, allows researchers to explore the richness of the consumer’s mind, get an understanding of country associations, identify new country image dimensions, obtain detailed data, get holistic impressions, and capture the unique characteristics of the country. It is more useful to country branding as it can provide deeper and more nuanced information about the positioning of the country and the centrality of different associations in activating positive thoughts. To our knowledge, very little research applies this method.

We used the human associative memory methodology to investigate the content of individuals’ mental structures and conducted 300 in-depth interviews to elicit freely country associations and gain a holistic impression of the image of a country in the minds of British consumers aged 18 and above from London or Greater London. This study focuses on Spain’s associative network.

The findings show that there is no overlap between the two country image appraisal perspectives. The two approaches complement each other by measuring different aspects of the image of a country.

References

Purpose and objectives of the paper
The scope of the research regards connection between nation branding and Millennials in wine marketing. This focus seems very relevant for wineries, considering that Millennials are also nowadays wine consumers, but most of all, they will become the great part of wine consumers in few years.

In previous research an innovative formula of wine marketing mix has been theorized and successfully verified: it is not structured in 4Ps (product-price-promotion-place), but in 4Es (expertise-evaluation-education-experience), which are based essentially on the approach to wine consumption in terms of organoleptic analysis, depending on the level of consumer information/knowledge/awareness. Moving from these reasons, the authors have tried to answer the following research questions: 1) «Is country-of-origin reputation with regard to wine markets felt in Millennials perception?»; and 2) «If so, can the 4Es model about wine marketing mix modify Millennials’ perception of country-of-origin reputation with regard to wine markets?».

Originality – what is new about it?
The research focuses on Millennials as innovative consumers in wine markets, considering them as new points of reference for current and future wine consumption. Most of all, the authors try to understand some effects of the country-of-origin reputation (and maybe its management) as regards wine Millennials, with a marketing experiment at international level regarding France and Italy. Results from the experiment show that through better knowledge, and particularly by adopting the 4Es model, managing the perception of nation branding effects is possible and advantageous.

Research methodology
The nature of the research is qualitative and exploratory. In methodological terms, a field survey has been carried out by adopting an experimental marketing approach, i.e., applying to small groups of subjects an experimental action that constitutes the marketing action under study, and then, measuring the results ‘after’ and ‘before’ the experimental action and deriving the survey results from differences between ‘before’ and ‘after’.The methodological infrastructure, more specifically, is a causal research techniques, particularly single experimental group based, and even more particularly ‘before and after technique’ (measurement) based.

The experimental technique on single group with measurement before and after, in the absence of the control group, is exposed to the interaction of the experimental action with other causes, which may vary in number and uncertainty. Nonetheless, the technique in question is considered reliable, because the design of the process of the experimental action has sought to contain, as much as possible, any potential distortion resulting from other causes. Moreover, from a point of view near to Occam’s razor, the experimental action is clearly the prevalent source of influence in any differences between before and after.
Findings and discussion
In-depth analysis of the experimental dynamics shows two most important evidences. The first one is that the experimental action (a mini-course about wine organoleptic analysis as preliminary step to the perspective of the 4Es model) has generated a further confirmation of the reliability of the model in general, i.e., even disregarding the possible interaction with the country-of-origin reputation. This evidence is based on clear circumstances: 1) after the experiment, the judgment about the two wines has increased; and 2) after the experiment, the price range at which assigning the two wines has increased.

The second evidence of the investigation concerns the possible interaction of the 4Es model with the country-of-origin reputation. From the experiment results, it has emerged that more than 50% of participants, after the experimental action, have changed opinion/judgment on the wine to prefer. In other words, more than 50% of those who started preferring a wine before the experimental action and even before tasting the two wines (then, most probably only under the influence of the country-of-origin reputation), have changed opinion/judgment after the experimental action.

Theoretical and practical implications
From a scientific point of view, the theoretical model of the 4Es as innovative wine marketing mix remains a very interesting methodological approach, with continuous empirical evidence, even on international markets and for new market segments (Millennials). In addition, the cultural experience of discovery, thanks to accumulation and management of new knowledge, seems also to contribute to overcoming prejudices, positive or negative, on the country-of-origin reputation.

In the specific case of the research, two national reputations have been analyzed (French and Italian): they are ‘extreme’, but both positive (probably, the two major reputations in the world). It seems possible, therefore, that this approach can be successful also in other circumstances, that is, when the quality of the product-wine is accompanied by a country-of-origin reputation that is not optimal, or even negative.

From a managerial point of view, the difficulty of understanding precisely deeper aspects of Millennials’ souls is confirmed. In the case of wine, as emerged from the investigation, they seem less influenced by the past and more interested in new knowledge (in this case, the 4Es model). Potentially, they could be susceptible to be involved in training/learning paths, even in virtual communities (given their high level of digital interconnection), possibility/opportunity that wine managers should consider very seriously.

Research limitations
The first and most important limit of the research concerns its very nature: in fact, it is an exploratory research, which has not been designed and implemented to allow a generalization, from a statistical point of view. The sample under investigation is not representative of the population of reference, which indeed is numerically huge (all Millennials who are neither French nor Italian), for at least two reasons: the limited number of participants (83) and the essence of the sampling procedure (a non-probability sampling, because it has taken place on judgment and convenience bases).

Another possible limitation of the research is the experimental environment. The participants were Erasmus students in Italy and the experiment was conducted in an Italian environment, although the experimental action was carried out in English. Some distortion, due to a kind of ‘hospitality’ effect, could have happened: but such distortion is very unlikely, especially because at the beginning of every experimental session, sincere answers have been clearly, repeatedly
and warmly invoked, just in the interest of the experiment (and in a certain sense, in the interest of the host environment).

**Conclusion**
The experiment conducted in this research is objectively a proof, because in the investigated group of Millennials (also with a good numerical response) many participants (more than 50%), who had preferred a wine at the beginning of the experiment, essentially because of the country-of-origin reputation, have preferred another wine at the end of the experiment. Therefore, an increase of knowledge can help to change (at least partly) a former prejudice, even in the case of non-expert Millennials. This consideration is true in the case of competitors with positive reputations, but clearly, it can be even more useful to support disrupting negative reputations.

**Keywords**
Millennials; Wine markets; Nation branding; Marketing mix; 4Es model; Experimental marketing.
The study investigates how identity formed at lower level of place scale (i.e. neighbourhood) influences identity formed at a higher level of place scale (i.e. city) by developing an integrated model of place scale and place identity for Khulna city in Bangladesh. Findings suggest that neighbourhood brand love, resident-neighbourhood relationship, place dependence and place social bonding positively impact neighbourhood identity which in turn positively influences resident-neighbourhood satisfaction and resident-neighbourhood citizenship behaviour. The study further finds that city identity is formed by neighbourhood identity and resident-neighbourhood satisfaction. The research also satisfies the calls of place branding and marketing researchers to advance the theory development in the area of city branding. The article closes with discussion and implications of these findings.

**Keywords**
City branding; Place scale; Resident-neighbourhood identity; Resident-city identity; Khulna city
Session B1: Corporate Reputation and Internal Branding

**Antecedents and consequences of employees’ awareness of their impact on corporate reputation in social media**
Mario Schaarschmidt and Gianfranco Walsh

**How job insecurity affects expatriate employees’ behaviors? The moderating role of perceived corporate reputation and employee-company identification amid the nationalization of the Saudi job market**
Imran Ali, Murad Ali, Georgiana Grigore, Mike Molesworth, and Zhongqi Jin

**Brand centred training and development activities, transformational leadership and employee brand support**
Narissara Sujchaphong, Bang Nguyen, and T.C. Melewar
Antecedents and consequences of employees’ awareness of their impact on corporate reputation in social media

Mario Schaarschmidt and Gianfranco Walsh

Purpose
When employees use social media, their behavior can be attributed to their employer, thereby shaping the company’s reputation in the eyes of various stakeholders. Thus, employees are well advised to use social media in a way that does comply with social norms in social media to avoid reputational damage for their firm. However, research has been anemic to the drivers of appropriate employee social media behavior.

Originality
This research combines organizational behavior research related to employee engagement and reputation (Helm, 2011) with conceptual work concerning employees and social media (Dabirian et al., 2017; Miles and Mangold, 2014) to arrive at a model that relates the firm’s online and social media presence with appropriate employee behavior. Central to the model is employees’ awareness of their impact on corporate reputation, as this awareness represents a bridge between perceptions of employer reputation and resulting actions (Helm, 2011). This research is the first that relates employees’ perceptions of their employer’s online reputation with online behavior.

Research methodology
The authors develop five hypotheses, largely informed by social identity theory. Based upon two quantitative studies, this research tests a model of social media-related antecedents and consequences of employees’ awareness of their impact on corporate reputation (AICR), and discusses managerial and theoretical implications. As antecedents, perceived external online reputation, organizational online distinctiveness and pride in online appearance are employed. As an important consequence, this study employs community norm adherence, that is, employees’ behavior in online settings that complies with the norms, beliefs and netiquettes commonly held in respective online communities. Study 1 is a cross-sectional survey among employees recruited via Amazon Mechanical Turks, while Study 2 employs a predictive design with a time lag of ten days.

Findings
Together, these studies show that drivers of prosocial behavior known from the organizational behavior literature, also drive employees’ awareness of their impact on corporate reputation in social media. In particular, this study shows that perceived external online reputation and organizational online distinctiveness drive pride in online appearance, which subsequently results in increased awareness of impact on corporate reputation. In turn, awareness of impact leads to an increased community norm adherence, a behavior that should not harm the employer’s reputation.

Theoretical and practical implications
Theoretically, the study complements previous employee-focused reputation research in the management field. Managerially, the findings improve managers’ understanding of the role of perceived external reputation and organizational online distinctness in terms of driving
employees’ awareness of impact on corporate reputation. In particular, the results should prompt managers to keep an eye on their online reputation, as it indirectly shapes employee behavior in social media (Walsh et al., 2016). In addition, the results suggest that perceptions of how outsiders evaluate the company’s online appearance are more important than employees’ own evaluations.

Limitations
This study investigated only one outcome of AICR. In particular, community norm adherence, which relates to behavior that does not deviate from appropriate actions in online communities, was employed as the dependent variable. However, community norm adherence is no concept to capture, for example, forms of organizational citizenship behavior or safeguarding the employer. Future research therefore could expand definitions of appropriate online behavior towards proactive reputation-enhancing dimensions. Also, this study was a cross-sectional study involving respondents from multiple employers. Follow-up studies could replicate the findings in mono-organizational settings.

References
How job insecurity affects expatriate employees’ behaviors? The moderating role of perceived corporate reputation and employee-company identification amid the nationalization of the Saudi job market

Imran Ali, Murad Ali, Georgiana Grigore, Mike Molesworth, and Zhongqi Jin

Purpose and objectives of the paper
This study examines the influence of job insecurity on employees work behaviors including: employee engagement, job burnout and intentions to quit, recognizing the interplay of employees’ identification with an organization and perceived corporate reputation in shaping employees work behaviors amid job security. The context is Saudi Arabia, where the government is repairing the economy by replacing expatriate employees with local citizens, causing unrest among expatriate employees.

Originality – what is new about it?
The contributions of this research are: (1) it examines the work behaviors of expatriate employees (including positive and negative behaviors) in response to job insecurity in the environment of economic crises and localization of job market policies; and, (2) it examines the moderating roles of corporate reputation and employee-company identification on the relationship between job insecurity and employees behaviors. The study provides findings on the perceptions of expatriate employees amid job insecurity, economic crises and localization of job market policies.

Research methodology
The unit of analysis in this study is the expatriate employees working in Saudi Arabia. Data was collected through personally administered and online survey questionnaires including 135 valid and complete answers from expatriates in different organizations in Saudi Arabia (see appendix including demographic profile, education, and designation in the organization, monthly income, and tenure). Participation in the data collection process was voluntary and the confidentiality of the data was assured to the respondents. The selection of participants was based on the professional connections of the research team.

Data has been collected through cross-sectional survey from 135 expatriate employees working in different organizations in Saudi Arabia. The study uses partial least square structural equation modeling (PLS-SEM) and PROCESS tool to analyze data and test hypotheses. This study uses PLS-SEM or more specifically, SmartPLS software (Hair et al., 2017; and Ringle et al., 2015) for the PLS analysis, and a freely available computational tool for SPSS called PROCESS macro (Hayes, 2013) for the conditional moderating analysis.

Findings and discussion
Findings show that job insecurity has a significant effect of reducing engagement of expatriate employees working in Saudi Arabia. Job insecurity also leads to increased employee burnout and intentions to quit their jobs. Although corporate reputation has insignificant moderation between job insecurity and employee engagement, it has significantly moderating effects between job insecurity, burnout and intentions to quit. Whereas, employee company identification has insignificant moderating role between job insecurity and employee
engagement and burnout, it has significant moderating role between job insecurity and intentions to quit among expatriate employees.

**Theoretical and practical implications**
The study proposes a model that includes corporate reputation and employee company identification as moderating variables. The model explains how corporate reputation and employee company identification affects the work behavior of expatriate employees (the sample) amid job insecurity owing the localization of the job market following financial crisis. The suggestion here is that even a strong corporate reputation cannot make up for a government policy that is directly aimed as expat workers when it comes to their engagement, although it does protect both employees from burnout and the organization from losing key expat workers from resignation. Whereas, employee company identification has insignificant moderating role between job insecurity and employee engagement and burnout and significant moderating role between job insecurity and intentions to quit among expatriate employees in Saudi Arabia. Strong identification therefore also protects a corporation from loosing key expat staff prematurely in a period of localization.

**Research limitations**
This model can be validated through application in other countries (for example in the middle east and in the UK) that are undertaking localization, and/or anti-immigration policies in the job market. A comparison of expatriate versus local employees can also yield meaningful results regarding how corporate reputation and organizational identification influence the work behaviour of local employees who have relatively less job insecurity. It would be interesting to see how foreign employees with diverse profiles perceive job insecurity and if there is any significant change in the work behaviours of respondents with gender, education, income level, designation, or personality traits.

**Conclusion**
The localization of labor market may be inevitable in Saudi Arabia, but the uncertainty and job insecurity that result has serious implications. The disengagement, high burnout and turnover intentions can reduce expat productivity and harm organizational performance during the transition to a local workforce. Although this may be accepted as a consequence of the policy by government, to ensure a transition that minimizes negative economic effects such policy may also support corporations through programmes that not only encourage localization as Nitaqat does, but also encourages organizations to better support the at risk expat employees, in particular that supports employee engagement. At the organizational level, there is a need to address this situation by reducing ambiguity, communicating their committee to expat employees and so also their job security so that they work with peace of mind and contribute to achieving organizational goals. Maintaining a strong corporate reputation, and working to ensure employee identification can achieve this, mitigating the negative effects of government localization policy.

**References**
Brand centred training and development activities, transformational leadership and employee brand support

Narissara Sujchaphong, Bang Nguyen, and T.C. Melewar

Purpose and objectives
The study examines internal branding in universities and employees’ brand support, and further investigates the mediating effects of (a) brand-centred training and development activities, and (b) internal brand communications. A research model of internal university branding from the academic staff’s perspective is developed.

Research methodology
With data collected from 355 respondents across 20 Thai business schools, the study employs structural equation modelling to test a proposed research model. Both direct effects and mediation models were tested and confirmed.

Findings and discussion
Findings reveal positive relationships between brand-centred training and development activities, internal brand communication activities, transformational leadership characteristics of the immediate leaders, and employee brand support. Unexpectedly, the relationship between internal brand communication activities and employee brand support is not significant, indicating that brand-centred training and development fully mediates the relationship between internal brand communication activities and employee brand support. Thus, to create employee brand support behaviours among academic staff, institutions cannot rely solely on their internal communication activities, but must emphasise on the crucial role of brand-centred training and development activities in building employee brand support in the context of higher education.

Originality
The study is first of its kind to examine the direct and mediation effects of the relationships between internal branding activities, employee brand support and the transformational leadership characteristics of immediate leaders within universities. Surprising findings demonstrate a full mediation role of brand-centred training and development activities on the relationship between employee brand support and internal brand communication activities.

Keywords
Internal brand communication; Brand centred training and development; Transformational leadership; Employee brand support; University branding.
Session B2: Corporate Brand Identity

Corporate brand rehab: Diagnosing trust repair mechanisms in the service sectors
Elvira Bolat, Julie Robson, Samreen Ashraf, Shannon Birch-Chapman, Jason Sit, Juliet Memery, and Caroline Jackson

Consumer brand knowledge and brand usage
Michaël Korchia and Jonas Holmqvist

Rebranding: Creation of new brand identities
Vaishali Garg
Purpose and objectives
In recent times, a number of spectacular organizational transgressions have damaged consumers trust towards corporate brands. To survive, these damaged brands must ‘spend some time in the trust rehabilitation clinic’ to repair and regain trust. Trust repair is a complex brand-specific rehabilitation process. According to Bachmann, Gillespie and Priem (2015), a combination of multiple approaches is required for trust rehabilitation across levels. In 2017 Bozic has called for new studies to adopt an interpretivist perspective to empirically explore consumer trust repair process. In this paper, we respond to Bozic’s call and our research purpose is to evaluate consumer responses to trust repair mechanisms adopted by corporate brands. We address the research purpose by exploring the following research objectives: (1) to evaluate consumer understanding of trust; (2) to evaluate trust damage; (3) to identify the mechanisms which contribute to consumer trust repair.

Originality
The present study examines an important gap in the literature. On the one hand, there is an established body of theoretical work around trust repair mechanisms within the organizational context (Bachmann et al., 2015). On the other hand, there is a paucity of empirical research addressing how consumers respond to trust repair strategies adopted by corporate brands. Our research addressed the latter gap by integrating theoretical ideas of Bachmann et al. (2015) to evaluate consumer responses to trust repair mechanisms adopted by corporate brands.

Research methodology
This study opts for an interpretivist approach to address three research objectives. We employed the focus group discussion method. This decision was driven by two rationales: the cases under investigation are high profile (misspelling of Payment Protection Insurance (PPI) policies, HR issues in Sports Direct and safety issues in Alton Towers) and have had wide coverage across varied mass and social media. This study comprised a total of six focus groups, with two focus groups per case. In total, 48 participants, with roughly equal gender distribution with ages ranging from 18 years to over 75 years agreed to participate in this study. Analysis of the focus group data employed the template analysis approach and procedure. Focus group transcriptions were imported into the NVivo interface.

Findings and discussion
Discussion of the findings is organised around the three objectives of the research. Firstly, in line with existing research (Dietz and Gillespie 2012; Schoorman et al., 2007) when defining consumer trust, participants in this study have mostly discussed the trustworthiness of corporate brands and what shapes the trustworthiness. Participants across all groups primarily defined consumer trust in terms of competence and integrity. We also know that trust is context specific (Bozic, 2017). Our results, however, suggest that the trust dimensions may change as a result of trust damage, whereby those dimensions that most closely match the cause of the trust damage shape consumers’ trusting behaviour.
Secondly, the transgressions appear to have caused the greatest impact on cognitive trust. Consumers tend to continue relationships with corporate brands where trust erosion impacted others (i.e. employees) or where consumer choice is limited due to an unconditional trust in competences of financial brands (i.e. PPI case) or due to market-based manipulations of service elements (i.e. low price in the Sports Direct case). So far, it has been theoretically discussed in the context of healthcare services only (Fotaki, 2014). Thirdly, we found that despite severity of trust damage, our research illustrates that corporate brands can recover. However, in line with existing research (Bachmann et al. 2015; Bozic 2017), our findings suggest that not all trust repair mechanisms are equally applicable to all service contexts. Hence, context specific nature of trust affects choice of trust repair mechanisms. We also found that corporate brands in the service sectors should focus on sense-making, relational approaches and transparency.

Conclusion
Evaluation of consumer responses to trust repair mechanisms adopted by corporate brands in the service sectors confirms previous theoretical work in that consumer trust varies by context. Transgressions may however change consumers’ perception of trust as they reflect on the incident. To our knowledge, no studies suggest that corporate brand rehabilitation of consumer trust requires careful examination of what trustworthiness components consumers expressed before and after the trust erosion incident. In doing so, effective diagnosis of trust repair mechanisms against trust damage is most likely to guarantee a successful rehabilitation. Our results also suggest that trust erosion mainly impacts cognitive consumer trust.

Theoretical and practical implications
We have illustrated that it is important to reconsider conceptual models of trust repair process and integrate post-transgression consumer research that investigates general trustworthiness components in a particular corporate brand situation. With our empirical research we also evidenced that there is a complex relationship between consumer choice and consumer trust: it also raises quite important theoretical question on whether consumer choice can replace consumer trust.

Research limitations
Although this study provides a better understanding of consumer responses to trust repair mechanisms adopted by corporate brands, findings need to be interpreted with caution. Our findings are limited and applicable to specific service sector cases we examined. Brand crisis and trust damage, as a result of it, is not restricted to the service sector as the Samsung phone incident and labor violation of Apple’s suppliers in developing countries have demonstrated. There is therefore scope to extend our work into other industry sectors.

References
Purpose and objectives of the paper
This paper contributes to extant brand research by proposing and testing an extended model of brand associations, and how these brand associations relate to brand usage segments. The knowledge and perceptions consumers have of brands are inherently linked to brand usage. Keller (1993, p. 3) defines brand image as “perceptions about a brand as reflected by the brand associations held in consumer memory [...] Brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers”. We define four usage levels (current users, recent users, past users, as well as people who have never tried the brand), review the extant literature to propose an extended model, and analyze consumer associations for each segment by focusing on the effects of usage on brand knowledge.

We address these research aims in order to contribute to the marketing literature by offering an increased understanding of the points in the usage cycle in which different brand associations are created, whether in terms of valence or type. This would allow brands to improve their communication with consumers based on their level of experience with a brand (Koll et al., 2014; Oakenfull and McCarthy, 2010).

Originality
We acknowledge that brands must have strong, unique and favorable associations to establish a high level of brand-equity. However, we agree with Winchester and Romaniuk (2008) that the relationship between purchasing and usage behavior on the one hand, and brand associations on the other, has hitherto received comparatively little attention in the branding literature. This is surprising given the important role of usage in forming consumption knowledge, which may enhance future usage experiences (Clarkson et al., 2013). We approach this research gap in the extant literature with three main aims:

1. Analyze the valence of brand association of past experiences, whether positive, negative or neutral, based on past experience, in a sector where symbolism and prestige-value are important.
2. Analyze the type of brand association based on past experience in order to detect different patterns of association depending on the level of experience with a brand.
3. Address the existence of a fourth segment, recent users, not considered in the previous brand literature.

Research methodology
We use a mixed-methods approach to test the proposed model through two studies. The first study consists of a qualitative study, focusing on two French fashion brands, with the aim of extending the understanding of brand dimensions. We interviewed eighteen respondents about both brands; reflecting the target consumers of the brands, the respondents were females between the ages of 19 and 39. The second study is quantitative, designed to empirically test the brand associations uncovered in the first study. In the second study, again focusing on two French fashion brands but this time one for men and one for women, 796 respondents took part and filled in a questionnaire about both brand associations and their brand usage.
Findings and discussion
The combined findings show that brand usage has a strong impact on the number of associations retained in memory, their favorability, and their content. Consumers who have never tried the brand hold a significantly greater number of neutral or negative associations about users of the brand. These consumers have a critical opinion of the current brand users, and this negative opinion acts as a psychological barrier to their purchasing the brands. These perceptions relate to the idea of self-image congruence (Sirgy et al., 1997), as individuals who do not identify with a brand would be unlikely to buy that brand. The findings further show that consumers who never tried the brand have few distribution-related associations or positive associations with either the brand or the current brand users. Past users associate the brand with users and/or negative personal experiences, and perceive the benefits of the brand to a lesser extent than the others: they tried the brand, were not satisfied, and subsequently abandoned it. Contrary to consumers who never tried the brand, the past users’ negative associations are thus the result of knowledge of and experience with the brand. We did not find a direct common link with recent users. Finally, current users hold many positive associations for points of sale, product-related attributes, users and personal experiences, which reflects their day-to-day experiences of the brand. In fact they almost never perceive brand users, with whom they tend to identify, negatively.

Implications and conclusion
This paper gives us a better understanding of the different types of brand associations and how they relate to brand image. These results also contribute to brand advertising strategies addressing different kinds of consumer profiles, and to an increased understanding of when and at which points in the usage cycle brand associations are created in terms of valence or type.

Keywords
Brand image; Brand associations; Experience; Brand usage; Memory

References
Rebranding: Creation of new brand identities
Vaishali Garg

Purpose and objective of study
Globalization, changing technology, organizational restructuring are features of modern commercial environment that creates a situation of uncertainty and dilemma for consumers. In such scenario, brands become a stabilizing anchor promising quality, consistency, reliability and integrity. Consumer starts relying on the chosen brand after series of transactions. Slowly, these transactions transforms into meaningful relationships (Fournier, 1998). In addition to providing functional utility, brands also provide symbolic benefits to consumers (Levy, 1959). Brands do have personalities like humans (Aaker, 1997), which provide them distinct identities. Hence, Consumer chooses to bond with a brand, which is having coherence with his/her, self-concept (Jamal and Goode, 2001). It allows consumers to express self in front of their significant others (Hollenbeck and Kaikati, 2012) but – Then why brands starts adorning a changed identity (known as rebranding).

Rebranding is a ubiquitous and unavoidable strategy popularly practiced by managers to ensure the longevity of their brand\(^1\). The extant work available on rebranding is mostly conceptual, only a handful of empirical studies are available (Roy and Sarkar, 2015). In such a case, there is ample scope for academic community to support practicing community. In fact, a quick Google search would open up thousands of web pages that are prescribing managers on handling rebranding which in itself is an evidence of managerial preference. In addition, rebranding is an interesting antithesis to brand equity literature. This paper is trying to understand the phenomenon of rebranding.

Originality
Rebranding is commonly understood as a change brought about in the visual identity elements (viz. logo, name, slogan, color etc.) of an existing brand. The extant research therefore assesses the impact of the change in visual brand identity elements on outcome variable like firm performance, consumer loyalty, brand equity, consumer attitude etc. On the other hand, it is observed and reported by many scholars that change in brand elements is a signal sent by the organization to its stakeholders, to indicate that organization has changed for better. In light of this fact, operationalizing rebranding as just change in visual brand element does not seem very wise, because both internal and external stakeholders of the rebranded firm assesses rebranding process in its entirety and not just on the basis of a changed logo, color scheme, name or slogan. However, the academic literature fails to incorporate a broader view of rebranding. The present study is trying to propose a comprehensive and an encompassing model of rebranding that will bring forward more serious concerns, which remained unobserved.

Research methodology
For doing so, an extensive cross-disciplinary literature review has been conducted. After the literature, review it has been observed that rebranding events involve dealing with organization culture, brand identity and brand image. Incidentally, brand identity stretches way beyond visual identity. It would be interesting to observe how the above-mentioned constructs (viz. brand

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\(^1\) Pepsi, Tropicana, AT&T, Hero Honda, Vodafone, Master Card, Addidas, Animal Planet, Johnny walker, Windows, Google are some recent example of rebranding.
image, brand identity and culture) interact during rebranding. Their interaction would help us define and classify rebranding better.

**Theoretical and practical implications**
The study is expected to make various theoretical and managerial contributions. It will help managers to rationally practice rebranding. It will allow them to appreciate the probable barriers to successful rebranding arising due to interaction of culture, identity and image. In addition, it will also guide the practitioners to make other accompanying changes like changing the marketing mix to support their rebranding. The model is assuming brand identity to be a co created outcome, which is of great relevance today.

**Conclusion and limitation**
The current research is conceptualizing rebranding as a change in brand identity. The concept of identity is chosen because it aptly captures the dynamism and fluidity exhibited by brands to survive in a competitive market. The proposed model is unique in various ways. First, it models the process through which the current brand identity comes into place. Culture and Image are proposed to be important contributors of brand identity. The dynamism of Culture – Identity-Image supplies the theoretical lens through which rebranding, its causes and its various levels are conceptualized. Understanding the process of identity formation helps in identifying central and distinct elements of any brand. This in turn would be useful to understand various levels of rebranding as different levels of rebranding would cause different levels of changes in different brand elements. Additionally, identity acts as a conduit that allows the interaction of internal and external stakeholders of brand. This interaction triggers rebranding as an adjustment to the identity claims and understanding. By focusing on both sets of stakeholders this models paint a holistic picture of rebranding that is rare as in most of the current work the focus is limited to any one stakeholder. The model is also unique in the sense that it offers a retrospective loop of identity formation. Rather than just providing an inside-out perspective of identity formation, this model is also considering and outside-in path of identity formation. However, by the same virtue the model is difficult to test. At the same time, collecting the data from multiple stakeholders is a difficult task. In addition, processing and comparing data observed from different unit of analysis in the same model stands as a challenge.

**References**
# Session B3: Corporate Branding and Social Media

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Corporate branding and Facebook brand pictures
Aaron Ahuvia, Carolin Kaiser, Philipp Rauschnabel, and Matt Wimble

Purpose and objectives
This research is a collaboration between industry GfK Verein (the non-profit affiliate of GfK market research) and academic researchers. The goal is to explore the possibility of a groundbreaking approach to market research that would utilize consumer-posted photos containing corporate names, brand names or logos (henceforth “brand photos”).

Facebook’s users upload more than 350 million pictures per day (Facebook 2017). As with textual brand related user-generated content (UGC), these photos are relevant to corporate brands both because if a photo contains a brand name, it may influence other consumers who see it; and because these photos may serve as a novel source for market research data about the people who posted them.

RQ1. Can managerially important variables be predicted by analyzing brand pictures?

RQ2. What motivates consumers to post brand photos? In particular, to what extent is posting brand photos motivated by (1) a general interest in brands, and by a desire for (2) self-expression, (3) social status, and (4) close social relationships?

Originality
While much prior research has studied textual user generated content (UGC), this is the first empirical study about UGC brand photos on social media.

Research methodology
Data for all models comes from a survey 503 Facebook users from Germany and the US, who claimed to have posted brand pictures to Facebook. Data was collected by a market research firm. With respondents’ consent, we downloaded their 148,393 Facebook photos, and asked them about themselves and their brand preferences. At the beginning of the survey, people were asked to look at their Facebook profile and name 0-3 brands, which they believed were included in their Facebook pictures. During the survey, people were asked about their attitudes and posting behavior about ten brands, comprised of the 0-3 self-named brands and 7-10 additional brands randomly selected from a predefined list of ten well-known brands from a variety of industries. The downloaded photos were coded by professional coders. The codebook was based on prior research. Standard assessment methods of reliability did not indicate any concerns.

Findings and discussion
Seventeen percent of the pictures were band photos (i.e. included a company name, brand name or logo) and 83% of the surveyed Facebook users posted at least one such photo.

RQ1. Can managerially important variables be predicted by analyzing brand pictures?
Table 1: Correlation between the most significant picture set descriptors and brand attitudes.

<table>
<thead>
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<th>Brand Love</th>
<th>Brand Loyalty</th>
<th>Non-visual WOM</th>
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<tbody>
<tr>
<td>The number of pictures</td>
<td>.222**</td>
<td>.246**</td>
<td>0.152</td>
</tr>
<tr>
<td>Self-inclusion</td>
<td>.170*</td>
<td>0.117</td>
<td>0.127</td>
</tr>
<tr>
<td>Page-owner appears to be</td>
<td>.275**</td>
<td>.302**</td>
<td>.264**</td>
</tr>
<tr>
<td>engaged in brand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implied negative/neutral/</td>
<td>.214**</td>
<td>.243**</td>
<td>.166*</td>
</tr>
<tr>
<td>positive attitude valence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of the page-owner towards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the brand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prominence of the brand</td>
<td>.225**</td>
<td>.258**</td>
<td>.201*</td>
</tr>
<tr>
<td>photo within the page-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>owner’s profile</td>
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N=155 brand person combinations, *p<0.05, **p<0.01.

In order to test whether a consumer’s brand love, loyalty, and non-visual WOM can be predicted from picture annotations, we applied a machine learning approach that considers complex interdependences between all variables. Three different approaches (Artificial neural networks; Naïve Bayes, and Support vector machines) lead to similar results. All three approaches yielded accuracy values of .55-.61 for brand love, .59-60 for loyalty, and .51-.58 for WOM, which is substantially above the random guessing of .33.

**RQ2. What motivates consumers to post brand photos?**

The second model puts brand photos in context, by exploring why consumers engage in brand related activities more broadly; i.e. not only posting photos of brands, but also looking at brand pages, talking to friends about brands, and Liking brands. Research has shown that social motives permeate consumer behavior (for review see Ahuvia 2015). Here we look at how the two important social motives, (a) self-expression (e.g. using Facebook to show others who I am) and (b) strengthening social connections (e.g. using Facebook to find people I have not seen for a while) influence brand related activities on Facebook.

**Figure 1: Predicting brand related activities on Facebook.**
SEM-results show that both social motives indirectly influence brand engagement on social media, mediated by users’ Facebook intensity (overall use of Facebook). This effect was fully mediated for strengthening social connections, but only partially for self-expression, indicating that self-expression motives can also lead to an increase in brand related activities on Facebook among less active users. Moderation analyses reveal that the effects were stronger among consumers with high general brand engagement, i.e. who frequently have strong emotional connections with brands.

Our third model looks specifically at how posting brand photos is influenced by social motives. Ahuvia (2015) notes that the two dominant social motives are for social status (the lack of which is experienced as shame) and social closeness (the lack of which is experienced as loneliness). Theory suggests that brand-photos are likely to be used to increase social status (“check out my new Nespresso machine”), as well as social closeness (“here’s a photo of us breaking in your new Nespresso machine”). To assess a person’s tendency to use Facebook to increase social closeness, respondents were asked about their use of Facebook to maintain friendships. To assess a person’s tendency to use Facebook to increase their social status, we used an indirect measure to avoid socially desirable responding. Specifically, we used the number of Facebook friends, since having a very high number of Facebook friends reflects a desire for social status. Methodologically, to focus specifically on brand picture UGC, we calculate estimates using a poisson model due to the right skewed nature of count data (all fit measures were acceptable).

Results show that in practice, posting brand pictures is mostly a bid for social status. Having lots of Facebook-friends, which reflects a higher drive for social status, leads to increased numbers of brand-photos. Interestingly, the social motive of strengthening social connections actually leads to a lower percentage of pictures that include brands. Results also showed that, not surprisingly, posting a lot of photos of all kinds predicts the number of brand-photos posted as well. And general brand engagement increases the percentage of posted photos that include brands.

**Figure 2:** Predicting brand-photo UGC on Facebook.

![Diagram](image-url)
Theoretical and practical implications

For marketing managers, analyzing photos that consumers post online is expensive. Model 1 demonstrates that using machine learning to analyze brand photos posted by consumers can predict managerially relevant outcomes. This suggests that developing tools for doing this type of analysis on a large scale may be worth the effort.

Models 2 and 3 looked at what motivates consumers to post brand photos. The results are relevant to managers who may wish to promote this behavior. The results are also relevant to theories about materialism (for review see Dittmar et al., 2014), consumer-brand relationships (for review see Fournier 2009), and how consumer behavior is embedded in our friendships and other interpersonal relationships (for review see Ahuvia 2015). Model 2 shows that brand related activities on Facebook increase along with the desire for self-expression, even after controlling for the effects of this desire on overall Facebook utilization and the person's overall engagement with brands. Finally, Model 3 finds that the desire for social closeness (i.e. to strengthen social connections) reduces the rate of brand picture posting, whereas the desire for social status (i.e. having lots of Facebook friends) increases the rate of brand photo posting.

Research limitations

Limitations of this study include a selected pool of brands, the focus of two countries and only Facebook as a study context.

Conclusion

Text based UGC was a natural place to start research in this area, since it is easy to collect and analyze. However, the literature has progressed to the point where it makes sense to investigate visual UGC. This research shows the potential of visual UGC for both practice and the further development of theory.

Keywords
Brand love; Monitoring; User generated content; Social media

Note
Funding for this project was provided by GfK Verein. Carolin Kaiser, of GfK, was a full participant in all aspects of this research.

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How to boost a brand in the social media era: fsQCA findings

Roberto Chierici, Barbara Del Bosco, Alice Mazzucchelli, and Claudio Chiacchierini

An important share of firms’ value is related to the value of their brands, which are crucial elements in the relationship with customers (Aaker, 1992). This attributes importance to brand management and to the various firms’ activities that may affect brand awareness, reputation, and customers’ loyalty to the brand. In recent years, the growth in the use of social media by individuals has generated opportunities and challenges for firms, offering a new tool for interacting with current and potential customers (Kaplan and Haenlein, 2010). A large number of firms have populated social media accounts in order to exploit these potentialities. However, it is still not evident which is the effectiveness of social media usage and which managerial choices lead to better outcomes.

This paper aims to provide a contribution by investigating which choices regarding social media use and management are associated with better results in terms of brand awareness, brand reputation, and brand loyalty. The paper presents a study on a sample of 268 firms located in Italy and operating in primary, industrial and service sectors of activity, based on a questionnaire sent to managers operating in organizational units strictly involved in marketing and communication activities. The questionnaire investigated firms’ practices concerning information collection through social media, the sharing of this information among internal organizational positions, and the response provided by the firm to social media users. In addition, the questionnaire explored how the firms have introduced the use of social media in their communication mix, using social media as complement or substitute of other channels, and which is the level of integration with the management of other media. Finally, managers were asked to evaluate the efficacy of the use of social media by their firms in terms of impact on various dimensions of performance.

More in detail, the study explores how social media information generation, internal information dissemination, responsiveness, integration with other media and their complementary use collectively result in high brand awareness, high brand reputation and high brand loyalty. Using fsQCA, this study analyzes three models in order to identify the causal combinations of social media usage and management that lead to an improvement of brand awareness, brand reputation and brand loyalty, respectively. The first model analyzes the relationship between the set of causal conditions and brand awareness, as an outcome condition; the second one analyzes the causal configurations useful to reach brand reputation, and the last one identifies the alternative paths leading to brand loyalty. In order to assess the proposed models, the study uses measures from the existing literature and adapted them to suit the research context (Agnihotri et al., 2016; Trainor et al., 2014). Using 3.0 fsQCA software (Ragin and Sean, 2016), conditions and outcomes are calibrated to produce fuzzy-set scores (Ragin, 2008). Then, for each outcome, the analysis of necessary conditions and a sufficiency test through the truth table are carried out (Fiss, 2007; Schneider and Eggert, 2014; Schneider et al., 2010).

Findings reveal that none of the conditions is necessary for brand awareness, brand reputation and brand loyalty. With regard to the first model, high level of social media integration with other media and social media complementary use combined with high level of internal information
dissemination allow firms to improve their brand awareness. The second model suggests that high level of social media integration with other media and high level of internal information dissemination are both sufficient and core conditions to achieve high level of brand reputation. Finally, in order to achieve high level of brand loyalty, firms can follow different pathways. In particular, results indicate that high social media responsiveness is a sufficient and a core condition to reach high level of brand loyalty. Moreover, findings suggest that the use of social media in a complementary mode lead to high brand loyalty if combined with a) high level of internal information dissemination or b) high level of social media integration with other media and high level of information generation. Finally, high level of brand loyalty can be achieved also combining high level of internal information dissemination, high level of information generation and high level of social media integration with other media.

These results contribute to a better understanding of how social media use and management foster brand awareness, brand reputation and brand loyalty, leading to interesting implications for both research and management. The addition and integration of social media to firm’s communication mix increase communication efficacy, enhancing brand awareness and brand reputation. Moreover, internal sharing of information facilitates the firm’s ability to create a consistent brand communication across different media. Finally, engaging customers through timely responses and active interactions via social media enables firms to boost their brand loyalty.

References

**Pop Music celebrities’ worship and materialism as segmentation criteria and eWOM predictors**

Joana Cruz and António Azevedo

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**Purpose and objectives of the paper**

Several authors have explored attachment to “human” brands, defined as “any well-known persona who is the subject of marketing communication efforts” (Thomson, 2006, p. 104). Hackley and Hackley (2015, p. 469) analyzed the culture production of celebrities and they confirmed that “the performance of celebrity has become part of the daily practice of millions of consumers who upload images, videos, comments, and ‘statuses’ to social media and receive approval ratings in the form of views or ‘likes’” and ultimately download their album in Billboard or iTunes. This paper discusses the consequences of adolescent fan’s celebrity worship in terms of engagement, consumer behaviour and electronic word-of-mouth (eWOM).

**Originality**

While celebrity worship research has been the subject of a growing number of studies (Green et al., 2014), less is known about the use of worship as segmentation criteria of adolescent fans or about the role of brand positioning (personality) in musical celebrities context.

**Research methodology**

The research focused on the relationship between the human brand identity conveyed by the celebrity personality and catalyzed by the self-congruence process. On other hand, Reeves et al. (2012) claimed that materialism and compulsive buying are positively correlated with celebrity worship. Two hypotheses emerged:

_Hypothesis 1: The celebrity positioning influences the worship level._

_Hypothesis 2: The eWOM is positively correlated/predicted by a) Worship; b) Materialism; c) Brand Love; d) Brand Identification; e) Loyalty and f) Willingness To Pay._

Authors selected four musical celebrities (Lady Gaga, One Direction, Ed Sheeran and Miley Cyrus) who fit the four quadrants of a positioning map: 1) brand personality (simplicity versus eccentricity) versus 2) target segment (teenagers versus young adults). Lady GaGa and Miley Cyrus are perceived as eccentrics. GaGa targets an older audience (16-24 years old), while Miley targets a younger audience (12-16 years old). One Direction (younger fans.) and Ed Sheeran (older fans) are characterized by the simplicity.

On February 2015, a survey was promoted in fans’ pages on Facebook and Twitter: Worship, 22 item of Celebrity Attitude Scale (CAS) of Maltby et al. (2002); Word Of Mouth-WOM; the identification with celebrity; Brand Love (10 item) of Carroll and Ahuvia (2006); Materialism Values Scale- MVS of Richins (2004); loyalty (4 item) (2006); WTP for a ticket. The study obtained the answers of 337 participants: One Direction fans- 194 (57,6%); Ed Sheeran fans- 73 (21,7%), Lady Gaga fans - 47 (13,9%); and Miley Cyrus- 23 (6,8%). 85,8% of respondents are adolescent girls and the average age is 16,4 (SD=3,92).
Findings and discussion

One Direction fans revealed the CAS highest score (3.98) followed by Miley Cyrus’s fans (3.82) while Ed Sheeran’s fans only rated a score of 3.02. A stepwise multiple linear regression assessed the eWOM predictors for the total sample (see Table 1). A k-means cluster analysis split the sample in four clusters (see Table 2): Cluster 1 (N=63) “Older and Low Worshippers”; Cluster 2 (N=109) younger “Extreme worshippers”; Cluster 3 (N=57) “Older but Moderate worshippers”; and Cluster 4 (N=108), “Younger High worshippers”.

Table 1: Linear Regression model statistics and beta coefficients of the predictors of eWOM considering the total sample.

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>Square R</th>
<th>Adjusted Square R</th>
<th>Standard Error</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>.809</td>
<td>.655</td>
<td>.651</td>
<td>.66659</td>
<td>.007</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F</td>
<td>3.292</td>
<td>184.53; p&lt;0.001</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2: ANOVA of Cluster analysis variables

<table>
<thead>
<tr>
<th></th>
<th>Cluster centers</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>1 (N=63)</td>
<td>2 (N=109)</td>
<td>3 (N=57)</td>
</tr>
<tr>
<td>CAS1</td>
<td>20</td>
<td>44.37</td>
<td>32.49</td>
</tr>
<tr>
<td>CAS2</td>
<td>10.05</td>
<td>20.19</td>
<td>32.13</td>
</tr>
<tr>
<td>CAS3</td>
<td>3.19</td>
<td>8.73</td>
<td>4.74</td>
</tr>
<tr>
<td>CAS (Total Score)</td>
<td>34.54</td>
<td>93.76</td>
<td>57.42</td>
</tr>
<tr>
<td>MVS1</td>
<td>7.40</td>
<td>8.26</td>
<td>7.53</td>
</tr>
<tr>
<td>MVS2</td>
<td>7.17</td>
<td>8.34</td>
<td>7.42</td>
</tr>
<tr>
<td>Brand Love</td>
<td>2.93</td>
<td>4.40</td>
<td>3.61</td>
</tr>
<tr>
<td>WOM</td>
<td>2.66</td>
<td>4.76</td>
<td>3.31</td>
</tr>
<tr>
<td>WTP for a concert’s ticket</td>
<td>1.90</td>
<td>3.91</td>
<td>2.46</td>
</tr>
<tr>
<td>Identification with Celebrity</td>
<td>2.75</td>
<td>4.34</td>
<td>3.82</td>
</tr>
</tbody>
</table>

Conclusion

The influence of celebrity positioning based on their brand personality (H1) was confirmed. The regression model showed that CAS, Brand Love and Loyalty are the most relevant predictors of eWOM (H2). Strong worship levels result in greater activity on social networks and, consequently, a very positive and profitable eWOM for musical artists.
Theoretical and practical implications
Finally, the cluster analysis provided a set of segmentation criteria that can be used by celebrity brand managers. CAS and age are the variables that can explain the classification of respondents in four different segments.

Research limitations
The study used a convenience sample, which may result in limitations in the generalization of the conclusions.

References
Selfie phenomenon: Mobilizing target audiences’ interactivity with brands

Yioula Melanthiou and Nazli Uzunboylu

Introduction
Expert commentaries and empirical studies have shed light on the influential impact of the “selfie” from a marketing standpoint. Often, products and brands in selfies are connected with the person in some form of activity. It has been indeed established that brands and products often assume a role in selfies (Ham, 2014) where the expression of brands and products provokes consumer emotions that bring about greater engagement (Kwon and Sung, 2011; Tsai and Men, 2013) and contributes to the interactivity with the brands and products. Further research has been encouraged however, to examine this “selfie phenomenon” as a marketing tool. Along these lines, this research seeks to understand how the selfie phenomenon could mobilise the interactivity between brands and target audiences, in a way which could be used as a marketing tool by companies.

Literature review
The direction of marketing has completely been transformed with the introduction of the first website, in 1991 (Chaffey and Ellis-Chadwick, 2012). Since the recent digital age has created a new wave of communication, traditional integrated marketing communication methods have undergone remarkable changes (Keller, 2009) and developed as a more interactive and dynamic process (Brassington and Pettitt, 2013). Recently, the emergence of digital media has made it possible for users to communicate with hundreds or even thousands of other people around the world (Chaffey and Ellis-Chadwick, 2012). As social media usage becomes prevalent, it has been at the top of the agenda for many businesses today. The concept of social media provides an unparalleled platform for both consumers and brands in terms of engagement, interaction, brand equity and word-of-mouth communication (Kim et al., 2016). Moreover, the growing trend of users increasingly presenting their personas by posting self-portrait photographs (broadly called selfies), coupled with the increasing popularity of social networking sites (SNSs), has attracted the attention of both users and marketing experts in terms of consumer-brand relationships (Zhu and Chen, 2015).

In line with this current trend, researchers have sought to understand the influential impact of the selfie phenomenon through SNSs, such as motivation of selfie postings (e.g., Pounders et al. 2016), and selfie-posting behaviour on SNSs (e.g., Kim et al., 2016). However, how brand selfies posted on SNSs attract non-users and interact with them remains unclear.

Methodology
To achieve the aim of this research, the present study will investigate the experiences of brand selfie postings on Instagram by analysing users’ selfies to predict brand and product usage. A netnographic research methodology will be employed for the current study since it is a method specifically designed to study online communities (Kozinets, 2010). According to Presi et al. (2016) brand selfies are rich in visual content hence a qualitative analysis will assist the study in order to achieve the research aim and objectives. Brands and products used in selfies contribute to the likeability of selfies among consumers (Lim (2016), and leave an impression which offers trustworthiness, and leads to greater engagement with the product (Kwon and Sung, 2011; Tsai and Men, 2013). To delve into this rising subject, potential likeability of selfies posted with brands
and products will be investigated to examine how consumers turned into word-of-mouth marketers and contributed to the consumption of brand meanings.

The review of the literature has led the authors to develop the following hypotheses:

H1: The incentive of posting selfies with a brand is positively related to the consumers’ experiences with the brand.
H2: The number of brand selfies posted is positively related to the customers’ loyalty to a product.
H3: The number of brand selfies posted is positively related to brand equity.

As consumers are both viewers and producers of brand images, the content created by users can have more impact on customer engagement than content created by brands. Thus, branded visual content can be used to influence peer’s attitudes and good content may activate the audience to engage. In this sense, to predict future customer behaviour and measure the brand selfie’s impact on consumers’ attitude and actions, the following hypotheses have been developed:

H4: Brand selfies impact peers’ attitudes towards products positively.
H5: There is a positive relationship between the number of likes to brand selfies and peers’ attitudes towards brands.
H6: Positive comments on brand selfie posts are related to higher levels of interactivity with brands.
H7: Brand equity is positively related to brand selfies.

Conclusion
The aim of this research is to understand how the selfie phenomenon could mobilise the interactivity between brands and target audiences, in a way which could be used as a marketing tool by companies. This understanding could consequently motivate companies to encourage target audiences to interact and connect with the brand which will ultimately improve the marketing performance and provide a competitive advantage in the marketplace. Theoretically, this research will provide further insight into the selfie-phenomenon and specifically as a marketing tool and not just a new social trend. This research, of course, is limited in that it only examines a small number of case studies, and conclusions can only be with regards to the specific sample chosen. Future research could further be carried out for testing and generalisation of findings.

Keywords
Selfie phenomenon; Marketing communication methods; Social media; Consumer behaviour.

References
Session C1: Brand identity, Attachment, and Reputation

*Exploring the dynamics of the two facets of brand identity*
Oriol Iglesias, Nicholas Ind, and Polina Landgraf

*On brand attachment: A review of the business-to-consumer antecedents and consequences*
Jane Hemsley-Brown and Ibrahim Alnawas

*Making sense of stakeholder brand reputations: A Venn-diagram approach to visualize cross-stakeholder homogeneity and fit with intended reputation*
Sylvia von Wallpach and Oliver Koll
Purpose and objectives of the paper
Traditional views of brand identity focus on stability and managerial intent and control (e.g., Aaker, 1996). However, the emergence of social media and greater opportunities for stakeholder participation have shifted perceptions of brand identity, so that it is increasingly seen as a dynamic social process where multiple stakeholders have an involvement in its definition and meaning (e.g., Merz et al., 2009). According to this emerging perspective, while managers still plan and present brands (i.e., the intended identity) there is the enacted identity which evolves continuously as stakeholders interact with the brand and discuss and negotiate its meaning (Kornum et al., 2017; Von Wallpach et al., 2017).

The first research objective of this paper is to better understand empirically how brand identity develops and evolves and the relationship between the intended identity and the enacted identity. The second research objective is to explore the practices the stakeholders in the brand identity co-creation process engage in.

Originality
This research shows how brand identities are developed and enriched through participation and explores the practices that stakeholders engage in, as they contribute to brand meaning. This is a very relevant contribution because there is extremely scarce empirical research on the dynamics of brand identity.

Research methodology
First, we conducted a preliminary explorative study based on the data from 8 narrative interviews with representatives of senior management boards in small and medium-sized enterprises (SMEs). Our aim here was to generate initial insights into how the intended foundational brand identity emerged. Next, we conducted 30 in-depth interviews with internal and external stakeholders spanning 5 different case studies (all SMEs). The objective was to better understand how brand identity evolves and develops and the practices different stakeholders engage in when co-creating the brand identity.

The analysis and interpretation was done using Atlas.ti software, version WIN 5.0. using a process in which we focused on the explanatory relationships between the codes, constantly comparing them and assembling them into more abstract concepts (Strauss & Corbin, 1998). Finally, we compared the resulting categories against the already existing literature in order to build our definitive theoretical framework.

Findings and discussion
The analysis and interpretation of the interviews shows that brand identity stems from the values and personality of founders, but it is also dynamic and evolves as a result of multiple ongoing interactions among very diverse stakeholders. The foundational intended brand identity is a reflection of the founder’s identity. When there are several founders, the brand identity reflects their common shared values.
Once company founders expose the intended brand identity to internal and external stakeholders, the brand meaning is in constant flux. This is a dynamic process whereby many different stakeholders continuously interpret and evolve the intended brand identity as they discuss its meaning and reinterpret it. This also means that different stakeholders may hold competing or even conflicting interpretations. Brand meaning is “agent-ascribed” and it is very much related to the personal experiences and values of each one of the actors.

The evolution of the enacted brand identity occurs because of the engagement of many diverse internal and external stakeholders in four different but related practices: dissemination, contestation, internalization, and elucidation of the brand identity.

**Theoretical and practical implications**

This research supports the emerging, but still scarce, literature that defends the existence of two facets of brand identity: the intended identity and the enacted identity (Kornum et al., 2017; Von Wallpach et al., 2017). Results show how both facets of a brand identity are inextricably interconnected and mutually influence each other in a continuous dynamic process.

This study also provides a first empirical description of the set of practices different stakeholders engage in, when co-creating the brand identity. This is important because, according to a process-perspective, brand identity is something that any stakeholder “does or performs” rather than “has” (Goffman, 1967).

The dynamics of brand identity demand a new form of governance (Iglesias et al. 2013) and suggests that managers should no longer see themselves as “brand guardians” who rigidly try to keep and preserve the purity of the brand identity. Instead, they should act as “conductors” (Michel, 2017) who try to integrate multiple stakeholders and reconcile diverse brand meanings.

**Research limitations**

First, the present study is limited to services contexts and SMEs brands. Further research should explore if the findings also hold for other business contexts and types of organizations. Second, the qualitative nature of the study and the use of interviews entails a ‘double hermeneutics’. This issue could be avoided by conducting a netnographic study of internal and external brand communities where different stakeholders discuss and negotiate the brand meanings.

**Conclusions**

This research shows how brand identities are developed and enriched through participation and explores the practices that stakeholders engage in, as they contribute to brand meaning.
References

On brand attachment: A review of the business-to-consumer antecedents and consequences

Jane Hemsley-Brown and Ibrahim Alnawas

Purpose and objectives of the paper
Customers’ relationships with brands form the basis of their future purchases, the brands they remain loyal to, feel passionate about (Hemsley-Brown and Alnawas, 2017), and form a brand attachment (BA) with; these brands represent a person’s self-identity and self-concept (Hwang and Kandampully, 2012). Emotional brand attachment (EBA) positively enhances attitudinal brand loyalty (Thomson et al., 2005; Thakur and Kaur, 2016), and has a positive effect on brand relationships (Thakur and Kaur, 2016). The domain of brand loyalty is well developed with considerable research exploring the relationships between variables, however, despite recent studies of BA, EBA and product attachment (PA), the concept of BA is less well developed; little attention has been paid to comparing the various definitions, as well as exploring and mapping the dimensions, antecedents and consequences used in prior empirical studies.

Which variables are antecedents to BA? What does research indicate are the most robust dimensions of BA? What are the empirically tested positive consequences of strong BA?

Originality – what is new about it?
First, currently, there is no theoretical agreement among researchers on the key dimensions of the BA concept and second, there is no clear theoretical distinction between the concept and other related concepts, such as brand love. Third, some researchers considered BA to be a uni-dimensional construct, others consider it to be a two-dimensional construct, and other researchers work with BA as a construct with three-dimensions. The purpose of this paper, therefore, is to provide a comprehensive review of the BA and EBA literature in order to identify the key dimensions of BA/EBA, and to inform understanding of the antecedents and consequences of the BA/EBA experience in a business-to-consumer purchase context.

Defining brand attachment
The themes which emerged from analysis of definitions of BA have been categorised by the authors resulting in the following headings: emotion (Pedeliento et al., 2016), self-defining (Schmalz and Orth, 2012; Hemsley-Brown and Alnawas, 2017), connecting (Park et al., 2010), closeness (Park et al., 2006; Hemsley-Brown and Alnawas, 2017), investment and sacrifice (Hemsley-Brown and Alnawas, 2017) development over time (Kleine and Baker, 2004), and multi-faceted (Thomson et al., 2005). The authors map the dimensions of BA/EBA and sub-dimensions of BA/EBA based on the various constructs and items used by prior authors in their published empirical studies of BA and EBA.

Research methodology
A systematic literature review process is used to identify the best evidence (62 articles on BA and EBA, from 319 hits on EBSCO [Business Source Complete and psychology databases] with additional papers from in-article citations, to map the relationships between BA and its antecedents and BA/EBA and the consequences of positive BA/EBA. The authors systematically categorised BA and EBA definitions and identify a research gap, new research questions, scale items and hypotheses for testing.
Theoretical and practical implications
The paper offers four contributions to the field, for academics and practitioners, in relation to BA/EBA and its antecedents and consequences. First the research study adds to understanding of business-to-consumer purchase experience; second, the authors specifically identify and critically review the antecedents of BA, based on prior literature relating to BA and EBA. Third, the authors identify potential consequences of BA and EBA, and set out a research model with hypotheses for further research. Finally, the authors discuss the importance of BA and EBA for academic theory, propose future research and set out managerial implications.

Research limitations
The study is limited to scholarly publications, published in English. Studies published in other languages, which might have made a good contribution to the review, were excluded. Practitioner publications and reports are excluded and this could limit the insights offered to practitioners. Whilst qualitative research is included in the study the results of searches resulted in predominantly quantitative studies including surveys and experimental studies. Qualitative studies are under-represented due to available studies reported in academic publications.

Conclusion
In conclusion the authors provide a conceptual framework of BA; identify the variables that have both a direct and indirect effect on BA; and recommend that there is a need for researchers to identify and understand both the cognitive as well as the affective aspects of BA/EBA.

References
Making sense of stakeholder brand reputations: A Venn-diagram approach to visualize cross-stakeholder homogeneity and fit with intended reputation

Sylvia von Wallpach and Oliver Koll

It is widely acknowledged that a favorable brand reputation among customers has a positive effect on brand and company performance (Fombrun and Shanley 1990; Fryxell and Wang 1994). But the relationship with other stakeholders may benefit from positive reputation as well and could translate, for instance, into an inclination to buy the organization’s products and services, to work for, to report about or to invest in the organization. A stakeholder brand conceptualization renders brand building and monitoring an even more challenging job. Also the task of monitoring multiple stakeholders’ brand reputations requires collecting perceptions, attitudes and behaviors of groups that differ with respect to size (how many persons are part of this stakeholder group?), approachability (does the organization have the necessary information to get in touch with these persons?), expected mode of communication (face to face or written or online) or information sought.

Apart from the gap between desired and actual thinking of each individual stakeholder group, corporate brands are likely to have different reputations between different stakeholders or stakeholder groups. A brand conceptualization including multiple stakeholders therefore renders brand reputation management a complex task.

Organizations can choose between a wide array of techniques to learn about brand reputations of different stakeholders. We refer the interested readers to other publications for a more in-depth discussion than we can provide here (Burmann et al., 2017; Koll et al., 2011). We propose to examine top-of-mind thoughts triggered by the brand as a compromise between largely quantitative (i.e. scale-based) and largely qualitative (i.e. incident-based) approaches. While they allow the respondent to freely verbalize her thoughts regarding the brand in question (Spears et al., 2006), consistent coding of answers and the ability to assess frequency provides data that can be used to compare knowledge across stakeholders and fit with management desired reputation elements (if they are available in such a format). Once the most important associations of stakeholder groups of interest are available, the Venn diagram provides a simple way of visualising information where the focus is on understanding commonalities and differences between different entities.

We report results of an international study focusing on the reputation of a corporate brand from both an employee and a customer perspective. The employee survey was administered globally to all employees of the corporation via a mail questionnaire. To allow a meaningful comparison between the brand reputations held by the two stakeholder groups we limit the analyses to a subset of all associations mentioned, namely the top 30 codes for each group (32 for the customer because three associations are tied at position 30). Also, the top 30 codes cover 80% of employee and 90% of customer associations elicited and allow to assess a sizeable proportion of brand-relevant knowledge respectively.

When comparing the two stakeholder groups’ associations, we find that employees and customer share more than 50% of their associations. Out of the 30 associations defined by the organization to establish the intended brand reputation, eight are also among both the top 30...
associations of customer and employees. Eight more have permeated to employees, and another one to customer. In other words, employees elicit more than half of the desired associations, customer elicit less than one third. The associations that are shared by the two stakeholder groups and desired by the organization all relate to benefits a customer might experience when purchasing or consuming the brand, and also contain the core material used in all products sold under the brand name.

Our study has important implications for brand managers responsible for brand reputation and brand equity management: Managers should not only focus on customer brand reputation but broaden their focus to consider all relevant stakeholders in their brand building and monitoring efforts. After deciding which stakeholders are most important for a brand, actual stakeholder brand reputation needs to be investigated, e.g. by means of a stakeholder brand survey. Learning about intended and unintended brand associations (collected via a free association task) present among different stakeholder groups provides management with an early warning system indicating whether brand management efforts were successful or whether the brand moves in the wrong direction. The free association task also provides a useful and easily applicable tool to monitor stakeholder “buy-in” or brand fit and the level of homogeneity of brand reputation across different stakeholder groups. The last point becomes even more important if unintended associations are shared. While shared intended associations may reinforce each other at multiple touch points of these stakeholders, negative ones may spin out of control. In addition to better understand across-stakeholder variation with respect to brand associations, within-stakeholder differences may shed light on the degree of brand commitment in different units, countries and for different market segments.

References

Session C2: The Management of Brand Consumer Relationships

*Translating organisational brand meanings into resonating touch-point experiences*
Günther Botschen, Josef Bernhart, Oliver Koll, and Kurt Promberger

*The role of cognitive-affective trust and peer support in brand-consumer relationships and brand loyalty: A study of mediation and moderation effect*
Sena Ozdemir, Shijie Zhang, and Suraksha Gupta

*The “It Happened to Me Too” effect on transgressor brand-consumer relationships*
Didem Isiksal, Elif Karaosmanoglu, and Unvan Atas
Translating organisational brand meanings into resonating touch-point experiences
Günther Botschen, Josef Bernhart, Oliver Koll, and Kurt Promberger

Purpose and objectives of the paper
One of the most crucial challenges for brand leadership and brand management is to ensure that their organisational touch point interfaces stimulate the co-creation of the meaning-portfolio of the intended organisational brand identity (Filho, 2012; 2015). Any stakeholder’s perception about an organisational brand identity is built during each and every interaction along the touch points of an organisation. (Batey, 2008; Brakus et al., 2009; Brodie et al.; 2009; Esch et al., 2014; Mühlbacher and Hemetsberger, 2008; Mühlbacher et al., 2006; Schultz et al., 2005). To build resonating customer experiences, which continuously charge the intended organisational meaning portfolio the authors present a conceptual phase model which outlines the main stages while gaining the necessary commitment and support from employees to perform any renewal.

Originality – what is new about it?
The paper starts with a short discussion of organizational brand identity as a prototypical representative of meaning portfolios, which is based on McCracken’s (1986) original meaning making model and Collins & Porras (1996) building your company’s vision approach. Then a conceptualization of concrete multisensory experience based on Brakus et al., (2008) understanding of brand experience, Vincent (2012) and interdisciplinary investigations. Finally, the phase model approach on translating abstract organizational brand meanings into concrete consumer or stakeholder experiences and accompanying supporting rules for responsible employers is introduced.

Research methodology
The following framework for effective translating meaning-portfolios into stimulating touch-points experiences evolved from our long term action research and consultancy work with fifty companies up to present (Botschen et. al 2012). The model evolved from twenty years of collaborative action research (Argyris and Schön, 1986; Dewey, 1938) in fifty companies across industries and company sizes. Studies of Senge (1990 and 2000), Kotter (2007) and Dannemiller Tyson Associates (2000 and 2005) on the learning organisation, facilitating change through engaging people build the main ingredients for the brand-driven translation approach. For the detailed description of the phase model a prototypical case of a regional brewery is used.

Findings and discussion
Figure 1 summarizes the main phases and corresponding results of the approach in the Zillertal Beer case.
The whole process is divided into a process and content stream, which are continuously interwoven. All results in the right stream of the transition model are generated in an expanding co-creation process. The phases of expanding co-creation into the whole organisation is described in the left stream. Figure 1 shows these co-creation groupings and their corresponding results. As can be seen from the Zillertal Beer Transition OBI and leveraging strategic action fields were developed in the microcosm of the organisation.

Then the microcosm is split into so called touch point teams where under the guidance of external facilitators the concrete formulation of delighting touch point encounters takes place. The code of conduct teams are basically the touch point teams enlarged through additional responsible employees. In these groups any code of conduct to fulfil the corresponding customer experience requirements is developed. The code of conduct specifies the necessary resources to start implementing the specific rules per touch point and development zone.

**Theoretical and practical implications**

With the application and continuous development of the OBI-Transition procedure over more than ten years in companies from various industries and sizes a promising approach for the consistent determination of derived resonating (stakeholder) experiences has evolved. The process includes continuous involvement of employees from different hierarchical levels and functions and their impact on the intellectual and emotional buy-in of these organisational members. The parallel working on the concretising of abstract meanings of the OBI support the emerging shared mental pictures, which in turn augment the likelihood of brand consistent
behaviour across brand strengthening touch point zones.

In the case of Zillertal Beer the main focus for the first year was on the development of the beer assortment and the accompanying service and delivery behaviour of beer operators. The continuous involvement of almost every employee during the Zillertal transition process raised the intellectual and affective involvement significantly.

References


The role of cognitive - affective trust and peer support in brand - consumer relationships and brand loyalty: A study of mediation and moderation effect

Sena Ozdemir, Shijie Zhang, and Suraksha Gupta

Purpose and objectives of the paper
Drawing on the social ties theory and the concept of trust, the main objective of this paper is to examine the mediation effect of diverse types of consumer trust including cognitive and affective trust on the relationships between different brand and consumer relationship constructs and brand loyalty towards the national Chinese dairy brands for infants. The paper is also investigating the moderation effect of peer support on the relationships proposed among brand and consumer relationship constructs, cognitive and affective trust, and brand loyalty.

Originality – what is new about it?
The contribution of this study is threefold: (1) Studying a unidimensional concept of trust provides an incomplete understanding on the role of brand and consumer relationships in building brand trust and, in turn, brand loyalty. This study examines diverse antecedents of cognitive and affective trust in the brand and consumer relationship process. (2) The few studies that have focused on the antecedents of cognitive and affective trust have rarely examined the meditational effects of brand trust (e.g. Wang et al., 2006). This study examines the mediational effects of cognitive and affective trust on the relationship between the brand and consumer relationship constructs and brand loyalty. (3) Although most studies have produced consistent results in terms of how certain antecedents affect the development of cognitive and effective trust (Dowell et al., 2015; Johnson and Grayson, 2005; Lee et al., 2015), and how a unidimensional concept of brand trust affects brand loyalty (Chaudhuri and Holbrook, 2001; He et al., 2012), they have given limited consideration to the role of other factors, and importantly consumer-to-consumer relationships such as peer support in this process. This study focuses on how brand- and consumer-relationships may affect brand trust and influence a consumer’s brand loyalty under various conditions of peer support.

Research methodology
A face-to-face survey was undertaken with a sample of 600 survey responses regarding their brand purchases of dairy products (i.e. powdered baby milk products) for infants. A confirmatory factor analysis (CFA) was used to test the measurement model. The bootstrapping method of mediation analysis was used to test the mediation (or indirect effects) (Hayes, 2009; Hur et al., 2014) while the latent moderated structural equations (LMS) approach was used to test the moderation effects (Klein and Moosbrugger, 2000) using Structural Equation Modelling method.

Findings and discussion
Cognitive trust mediates the relationships between certain brand and consumer relationship constructs including brand competence and brand communication and brand loyalty. Affective trust mediates the effect of brand and consumer relationship constructs including brand communication, brand liking and brand similarity on brand loyalty. These findings have contributed to the previous studies which have investigated the effect of a unidimensional trust on brand loyalty (e.g. Nuttavuthisit and Thøgersen, 2017). They have also contributed to the previous research which has only investigated the role of cognitive and affective trust on intentions to purchase by showing that these trust concepts also affect the actual behavior...
Peer support is only found to have a positive moderating effect for the influence of brand and consumer relationship constructs including brand communication and brand similarity on affective trust. Finally, peer support moderates the effect of cognitive trust and affective trust on brand loyalty. However, unexpectedly, the effect of different trust components on brand loyalty has been negative, thus seem to weaken when there is stronger peer support. These results add to the previous research findings that peer support may not always reinforce the actual behaviour (Koo, 2015).

Theoretical and practical implications
This research has contributed to the previous studies by examining the role of brand and consumer relationships in influencing cognitive and affective trust, and in turn, brand loyalty, and the moderating role of peer support in this process. First, future studies can consider additional factors which explain the negative effect of peer support on the relationship between cognitive and affective trust, and brand loyalty. For instance, future research can examine the moderating role of an individual’s personal characteristics such as predisposition to trust in influencing the relationships proposed in this study. Second, the future studies could further investigate the role of e-word of mouth communication in affecting brand loyalty in brand and consumer relationships. The negative moderating effect of peer support may depend on the source and channel of communication. Third, the study could further consider the attitudes of Chinese consumers towards the imported dairy brands for infants which may affect consumers’ loyalty towards Chinese dairy brands for infants. Managers of the dairy product brand firms for infants need to effectively communicate the competence of their brands to improve their consumers’ cognitive trust towards their brands and build their consumer loyalty. They need to further improve consumers’ liking and associations with their brands to improve affective trust and loyalty towards their brands. Finally, the managers need to consider that peer support may only affect the role of their consumer relationships in building trust. In motivating the actual behaviour, they need to provide consumers with a satisfactory brand performance to build their loyalty.

Research limitations
This study does not consider the effect of certain personal characteristics on the relationships proposed in this study. The study does also not consider consumers’ attitudes towards the imported dairy brands for infants to understand whether they may influence Chinese consumers’ behaviour towards the national brands. The research does not also identify the source and communication channel of peer support.

Conclusion
This study has showed that certain brand and consumer relationship constructs build cognitive and affective trust, and in turn generate brand loyalty in the context of Chinese dairy brands for infants. The study also revealed that peer support may only be influential to building affective trust in brand and consumer relationships.
References


The “It Happened to Me Too” effect on transgressor brand-consumer relationships

Didem Isiksal, Elif Karaosmanoglu, and Unvan Atas

Purpose and objectives of the paper
Transgressions have been studied in several ways but less is known about what happens when a brand violation opens an old wound for consumers and hence leads them to recall a negative past experience. This article investigates the strengthening power of self-reference effect on punishing behavior towards corporate brands that engage in different levels of corporate brand transgressions (mild vs. severe).

Originality – what is new about it?
In contrast to previous research (e.g. Hong and Zinkhan, 1995; Martin et al., 2004) which primarily studied the strengthening effect of self-referencing on enhancing the positive power of a stimulus, this article focuses on the side effects of self-referencing by investigating how consumers demonstrate punishing behaviour towards brands that engage in various types of brand transgressions (mild vs. severe) when they have experienced a self-referent case in the past.

This research also highlights the fact that in cases of mild transgressions, which are assumed to be less harmful and/or recoverable by consumers, having a self-reference to the transgression leads individuals to punish the transgressor more than in cases of severe transgressions, which are considered as more damaging and non-recoverable. Unique in this way, it introduces self-reference effect as a valid contributor that can explain why some consumers more harshly punish corporate brand transgressors not only under severe situations but also under mild cases which are generally accepted as less important.

Research methodology
The research is based on three scenario-based experiments. The first one assesses whether consumers will engage in more punishing behaviour targeting corporate brand transgressors in severe cases by conducting a two-independent group experiment. The other two focus on the moderating role of self-referencing on the relationship between corporate brand transgression and consumer punishing behaviour through 2x2 factorial design experiments.

Findings and discussion
In Study 1, the statistically non-significant t-test results show that consumer punishing behaviour does not significantly differ in cases of mild transgressions (3.09 ± 1.31) compared to severe transgressions (3.30 ± 1.13). The non-significant test results led the researchers to take a further step and investigate the reasons why participants reacted similarly to a company withholding overtime payments (mild transgression) and one employing children without providing them with social security (severe transgression) even though the latter was proven to be more severe than the former during the manipulation check ($M_S = 4.39$ vs. $M_M = 2.36$, $F = 11.85$, $p < 0.05$).

To test the interaction between perceptions of transgressions and self-referencing as well as its impact on punishing behaviour, the researchers conducted a 2 (mild vs. severe transgression) x 2 (self-referencing vs. no self-referencing) between-subjects experimental design study. Although
the results of Study 2a support the main effects, there was no interaction effect between transgression severity and self-reference on punishing behaviour. This outcome may have been obtained as the result of the varying scope of the two transgressions (health vs. employment). In order to eliminate potential problems arising from the choice of transgression types, the researchers conducted Study 2b, in which the two cases selected involve professional life. Except for the cases of transgression, all else remained the same in both studies. After the manipulation check, the ANOVA results indicated that brand transgression \((F = 45.89, p < 0.05)\) and self-referencing had a primary impact on punishing behaviour \((F = 10.98, p < 0.05)\) in Study 2b as well. More importantly, a significant interaction between brand transgression and the self-reference effect \((F (1,182) = 5.33, p = 0.02 < 0.05)\) was found. Specifically, in cases of mild transgressions punishing behaviour was found to increase considerably between no self-referencing \((M_{PMTNISR} = 3.21)\) and self-referencing \((M_{PMTSR} = 3.82)\), whereas consumer punishing behaviour increased slightly between cases of no self-referencing \((M_{PSTNISR} = 4.19)\) and self-referencing \((M_{PSTSR} = 4.30)\) when severe transgressions occurred. This analysis revealed that the self-referencing effect strengthens the severity of perceived transgressions, especially when mild transgressions occur.

### Theoretical and practical implications

McCullough et al. (2003) assert that people show more tolerance for transgressions when they initially had high levels of empathy for the transgressor. Similarly, it can be expected that consumers will be more intolerant towards transgressors when they initially had high levels of empathy for the victims of the transgression. While McCullough et al. (2003) discussed consumer’s empathy for transgressors, the current research focuses on empathy for victims that is manifested as self-referencing and shows that when people have had previous experiences that stimulate empathy for the victims, they are more likely to engage in punishing behaviour that targets the corporate brand transgressor.

McCullough et al. (2003) argue that mild transgressions which are characterised by high levels of empathy for transgressors only lead to a slight decrease in consumers’ tolerance. In their study, it was also found that consumers who initially have empathy for a transgressor are more likely to tolerate the transgression. The current study suggests that this relationship is reversed when consumers have empathy for the victims; this is especially true if consumers have had similar experiences as the victims (i.e. self-reference effect), as they will recall their own negative memories (Burnkrant and Unnava, 1995). In cases of mild transgressions the self-reference effect leads to a drastic decrease in consumers’ tolerance and hence a significant increase in the likelihood that consumers will punish the corporate transgressor when a severe transgression occurs. This result is indicative of the importance of brand transgressions regardless of their severity. Furthermore, it suggests that corporate brands should be more careful when transgressions occur even when they do not initially seem so severe. In short, this study confirms that a small stone can indeed upset a large cart. Corporate brands should thus take into account the possibility that minor transgressions may be perceived as being more severe as the result of consumers’ previous experiences.

### Research limitations

This study should be repeated for specific consumer groups and for different business contexts that might elicit smaller or larger effects that may provide more useful insights for corporate brand management.

### Conclusion

Overall, it can be concluded that mild corporate brand violations can indeed garner consumer attention and hence throw corporate brands a curveball in today’s world of seemingly limitless communication. Such omnipresent negative information can lead to prejudices against
transgressor corporate brands, which in turn make them more vulnerable to consumer discontent.

References


Session C3: Corporate Branding and Marketing Communication

Investigating online complainants’ reactions to (un-)desired webcare responses
Wolfgang Weitzl and Sabine Einwiller

Building brand advantage through integrated marketing communication: The role of organizational culture
Lucia Porcu, Salvador del Barrio-García, and Philip J. Kitchen

Is corporate co-branding at risk? Examining corporate image and co-branding attitudes following corporate crises
Jaywant Singh, Benedetta Crisafulli, La Toya Quamina, and Rita Kottasz
Purpose and objectives of the study
Nowadays, many customers who have experienced a dissatisfactory service failure and who seek to rebalance their relationship with the concerned company publish negative comments on social media in order to seek a solution for their consumption problem directly from the company (i.e., ‘constructive complainants’) (Hong and Lee 2005; Einwiller and Steilen 2015). However, platforms such as Facebook also enable individuals to offend a company publicly without seeking a direct reaction from the company itself (i.e., ‘vindictive complainants’), but out of other reasons like intentionally harming a brand in public or warning other consumers (Hennig-Thurau et al., 2004). What these two types of complainants differentiates is not only their motivational background, but their receptiveness to corporate ‘webcare’ (i.e., the act of engaging in online interactions with (complaining) consumers, by actively searching the web to address consumer feedback; Van Noort and Willemesen, 2012). Given this complex situation companies face a critical uncertainty when and how to respond to online criticism. In many cases, webcare is able to restore customer-brand relationships and foster corporate reputation in public (Weitzl and Hutzinger, 2017). However, when addressed to the wrong people, companies often fear a ‘spiral of negativity’ which means even more negative word-of-mouth. This research is the first that investigates the nature of different types of online complainants and their role for determining consumer post-webcare reactions. Specifically, the study strives to answer the following research questions: (1) How do constructive (webcare receptive individuals) and vindictive complainants (webcare unreceptive individuals) differ with regard to personal and collective goals they want to achieve through complaining? (2) How do constructive and vindictive complainants differ in their responses to different types of webcare?

Research methodology
We collected empirical data from multiple countries in order to answer these research questions. More specifically, adult consumers from a US and German online panel were asked to participate in an online survey conducted in December, 2015. This study investigated the circumstances of complaint patterns of 812 (US: 432; DE: 380) individuals who recently had a dissatisfactory brand experience and who had decided to voice their dissatisfaction publicly on Facebook or Twitter. The online questionnaire consisted of multiple parts covering a variety of influencing factors that led to public complaining (i.e., personal and contextual variables), the company’s reaction, pre-webcare factors (e.g., relationship strength), the webcare reaction and post-webcare outcomes (e.g., brand attitude, positive (negative) word-of-mouth intentions). All key variables were measured with multi-item scales taken from leading academic journals. Psychometric qualities of the scales (e.g., discriminant validity) were verified with confirmatory factor analysis together with other statistical methods.
Findings
Results of a logistic regression show that the two complainant types are associated with a multifaceted but different set of complaining goals. Specifically, the motivation to seek redress from the company, empowerment, helping the company and searching for recognition by the company were found to determine constructive complaining. In contrast, we found several other factors that reduce a consumer’s willingness to regard webcare interventions as acceptable.

Among these, consumer goals such as altruism and entertainment can be found. In total, research indicates that a large proportion of complainant type can be explained by complainers’ personal and collective goals. These findings support our view that different types of online complainant exist. However, our study’s main goal was to provide a detailed insight into the favorable and unfavorable post-webcare reactions of these two complainant types. Here, our preliminary analyses (a series of ANCOVAs) demonstrate that complainant type is a key moderator of the influence of different webcare forms on post-webcare reactions (e.g., brand attitude, PWOM, NWOM). While the majority of complainants’ patterns turned out as predicted (that is, constructive complaining enhances the effects of webcare actions), results also showed that providing the wrong form of webcare (i.e., defensive response) to the wrong type of complainer (i.e., ‘constructives’) increases their inclination to badmouth the company in future (i.e., a ‘backfiring effect’). Results also demonstrate that vindictive complainers are immune to any form of webcare.

Discussion
The research advances our knowledge about the motivational factors that drive the type of online complaining. More importantly, however, it provides valuable new knowledge about the outcomes of desired and undesired webcare interventions. Results show that undesired webcare doesn’t mitigate detrimental effects of NeWOM (e.g., unfavorable brand attitude), while desired webcare in specific forms lead to favorable reactions among constructive complainers. This research also identifies a condition unfavorable for brands in which desired and obtained defensive webcare backfires on the brand in the form of negative WOM directed to friends, family members, acquaintances and third-parties. The research at hand, therefore, should relieve marketers that even undesired webcare can trigger (often introversive) favorable attitudes towards the company but it also warns about a potential ‘spiral of negativity’ from an unexpected direction. As the form of webcare (i.e., defensive vs. accommodative webcare) is highly likely to influence consumer post-webcare reactions (Weitzl and Hutzinger 2017). Future research should investigate the various facets of webcare responses in greater detail.

References
Building brand advantage through integrated marketing communication: The role of organizational culture

Lucia Porcu, Salvador del Barrio-García, and Philip J. Kitchen

Over the last three decades, the research corpus in the field of Integrated Marketing Communication (IMC) has been growing (Muñoz-Leiva et al., 2015). Authors have highlighted the impact of IMC in several management areas over a relatively short time frame (Luxton et al., 2017; Porcu et al., 2017; Schultz et al., 2014). Despite attention from academics and practitioners, there are unresolved issues that need to be addressed. For example, lack of empirical research into the role played by organizational variables in IMC processes is one of the main lacunas. Indeed, organizational culture has been conceptualized as a key internal driver of IMC (Gulati, 2007; Ots and Nyilasi, 2015). In addition, while positive brand outcomes of IMC are demonstrable via prior studies (i.e. Reid, 2005; Einwiller and Boenigk, 2012; Luxton et al., 2015; 2017), more evidence for the positive impact on brand performance is needed to provide agencies and clients with a better understanding as to how IMC works, (see Kliatchko and Schutz, 2014; Ots and Nyilasi, 2015). With the above in mind, this paper addresses four research questions: (1) Does the adoption of clan (collaborative) culture promote IMC? (2) Does clan culture facilitate IMC to a greater extent than does hierarchy (bureaucratic) culture? (3) Does IMC exert beneficial effects in terms of brand competitive advantage? (4) Does IMC mediate the relationship between OC and BP? In pursuing these aims, we adopt a broad organizational and firm-wide approach. More specifically, this study is based on the Porcu et al.’s (2017) conceptual framework that defines IMC as:

*stakeholder-centred interactive process of cross-functional planning and alignment of organisational, analytical and communication processes that allows the possibility of continuous dialogue by conveying consistent and transparent messages via all media to foster long-term profitable relationships that create value* (Porcu, et al. 2017).

According to the above conceptualization, the IMC construct has four dimensions: message consistency, interactivity, stakeholder-centred strategic focus and organisational alignment. Extant research shows two main positions regarding the role of organizational culture as an antecedent of IMC. On the one hand, early studies suggest that the responsibility of managing integration should be situated at the peak of the organizational pyramid, i.e. top management (Schultz, 1996) and emphasize the need to control the whole communication process from a central location, especially in the case of global companies (Schultz and Kitchen, 2000). On the other hand, most recent research (Christensen et al., 2008; Gulati, 2007; Luxton et al., 2017; Porcu et al., 2012; Reid, 2005) suggests that flexibility, reciprocal trust, mutual commitment and horizontal (cross-functional) and vertical (both top-down and bottom-up) cooperation are relevant IMC drivers, while high centralization, control, stability and rigid rules and structures are expected to hinder innovative management approaches, bottom-up communication and cooperation, thus preventing the organization from successfully implementing IMC.

The assessment of OC is performed via the Competing Values Framework (CVF) (Cameron and Quinn, 1999; Quinn and Rohrbaugh, 1983), based on the conceptualization of clan and hierarchy as two culture types delineated by internal focus. According to Cameron and Quinn (1999, p. 17) OC “is reflected by what is valued, the dominant leadership styles, the language and symbols, the
procedures and routines, and the definitions of success that make an organization unique”.

While clan culture is flexibility-oriented, hierarchy culture focused on control and stability. Moreover, the former is a supportive culture archetype wherein members of the organization are involved in decision-making processes and teamwork is relevant. By contrast, hierarchy culture is a fairly bureaucratic and focused on efficiency and a top-down approach to the levels of organizational hierarchy, wherein the members focused on the rules and norms regarding how certain tasks should be undertaken. Thus, we hypothesized that adoption of clan culture facilitates IMC implementation (H1) and that hierarchy culture positively influences IMC but to a lesser extent than does clan culture (H2). Moreover, we hypothesize that IMC exerts a positive effect on brand performance (H3), and fully mediates the relationship between organizational culture and brand performance (H4).

Data are gathered via online survey hosted in a web platform. The sampling frame for the study consisted of a commercial listing of 969 businesses drawn from the Bureau van Dijk SABI database. The listing included service businesses operating in Spain with 40 or more employees, and four SIC codes (701, 702, 703 and 704) being covered. CEOs and senior corporate managers were key informants. As a preliminary step, we contacted managers by phone to ask for their availability and collect their e-mail addresses. Second, a customised link to the online questionnaire was sent to the 524 who agreed to participate, resulting in 180 valid responses and 18.6% response rate. All measurement instruments were derived from the literature. To assess firm-wide IMC, we used the firm-wide IMC scale (Porcu et al., 2017), while the measurement to assess clan culture was drawn from the Organisational Culture Assessment Instrument (Cameron and Quinn, 1999). Finally, brand advantage measurement scale was drawn from Reid (2005). The validation of the scales and the hypotheses testing were performed via path analysis. The findings enabled confirmation that the model had an adequate goodness-of-fit and the results enabled to confirm H1, H3 and H4, while H2 is only partially supported. The contributions of this paper lie in providing the first empirical proof of the role of clan culture as considerable antecedent of IMC and evidence for the beneficial effects of IMC in terms of brand advantage. As regards managerial implications, top management should be aware of the benefits derived from the assessment of organizational culture to build brand advantage.

**Keywords**
Organizational culture; Hierarchy culture; Clan culture; Integrated marketing communication (IMC); Brand performance

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**References**


Is corporate co-branding at risk? Examining corporate image and co-branding attitudes following corporate crises

Jaywant Singh, Benedetta Crisafulli, La Toya Quamina, and Rita Kottasz

Focus of the research
Co-branding or brand alliance is a popular brand management strategy that involves cooperative ventures where two or more individual brands enter into an association or partnership. Research highlights benefits associated with co-branding, such as signalling quality (Rao et al., 1999; Rao and Ruekert, 1994), creating a point of differentiation for partner brands (McCarthy and Norris, 1999), diluting the risk of entering new markets (Leuthesser et al., 2003), enhancing brand equity (Ueltschy and Laroche, 2011; Washburn et al., 2004), and transferring of favourable associations to partner brands (Besharat and Langan, 2014).

Existing studies depict a largely positive picture of co-branding as a strategy. In practice, there are frequent cases of crises in co-branding, wherein corporate brands are involved, i.e. “corporate co-branding” (Kahuni et al., 2009). For example, Accenture and Nike were drawn into a scandal and media hype surrounding the celebrity endorser Tiger Woods (Hughes, 2010). Ford received negative media attention and was boycotted in the wake of Firestone’s tyre scandal (The Economist, 2001), and Lego faced consumer backlash over Shell Oil’s controversial arctic drilling (The Guardian, 2014).

Marketing practitioners seek to reap the benefits of corporate co-branding, and they strive to understand how to manage the alliance in crises situations (Segil, 2002). Crises can be harmful to the image of the partner brands, might lead to negative responses from consumers and ultimately affect the success of corporate branding strategy (Schroeder, 2015; Votolato and Unnava, 2006). Advancing knowledge on consumer evaluations of corporate co-branding in crisis is, therefore, crucial and represents the focus of our study.

Originality
Following information integration theory (Anderson, 1981) and Attitude Accessibility Theory (Fazio, Chen, McDonel, and Herman, 1982), consumers carry corporate image (CI) associations. Such associations are cognitively accessed and integrated with new information concerning the alliance in shaping attitudes toward the alliance. Importantly, such associations might be disrupted when one of the brands in the alliance sends new stimuli. We contend that a corporate crisis represents a new stimulus, which encourages consumers to revise their attitudes and CI associations toward the allied brands, especially the culpable one. We explore, (a) the role of CI associations as an antecedent to attitudes toward the alliance, (b) the impact of attitudes toward the alliance on purchase intentions, (c) whether negative information conveyed by the crisis weakens CI associations toward the partner brands and attitudes toward the alliance, and (d) how crisis response strategies disconfirm negative information embedded within the crisis.

Methodology
A conceptual model of the impact of CI associations on brand alliances in the context of corporate crises was developed and tested in an experiment. Three types of crises (victim; accidental; preventable) and crisis response strategies (deny; diminish; acknowledge/rebuild) were manipulated. Scenarios embedding real brand alliances between well-known brands across
three contexts – retailing, technology and automotive – were employed. The brands were selected due to strong familiarity across various demographic groups. A pre-test confirmed ecological validity, and that the manipulations functioned as desired. Data were collected using an online questionnaire administered at two time intervals, pre-crisis and post-crisis. Participants (n=558) were recruited from a UK-based consumer panel. The model was tested using PLS-SEM with SmartPLS 3.0 software (Ringle et al., 2015).

Findings and discussion
CI association toward the partner brands is a relevant antecedent to attitudes toward the alliance. Attitudes toward the alliance, in turn, influence purchase intentions. CI associations and attitudes toward the alliance, however, weaken in the event of corporate crisis. This is especially evident for the culpable brand. The effect is prevalent in preventable crises, whereby the brand intentionally breaches the law. Surprisingly, response strategies largely worsen the crisis effect, especially the deny strategy.

Theoretical and practical implications
Our study advances research on consumer evaluations of corporate co-branding. It proposes and tests a novel, hitherto overlooked antecedent to attitudes toward corporate co-branding initiatives, namely CI associations. Further, our study extends research on the effect of corporate crises on consumer evaluations of partner brands and of the alliance. We confirm the relevance of information integration and attitude accessibility theories in explaining consumer evaluations of brand alliances in crisis. Lastly, our study advances knowledge on the efficacy of crisis response strategies.

From a managerial perspective, the study’s findings underscore the importance of carefully selecting a partner brand when entering an alliance. Whilst the image of the culpable brand is weakened, the non-culpable brand can still suffer from the crisis as the alliance perishes. Brand managers are advised to make informed decisions regarding the selection of an alliance partner. A scenario planning exercise is recommended prior to committing to a co-branding initiative. Given that crises can at times be out of the company’s control, designing a crisis response strategy from the onset is recommendation, although our findings challenge the conventional wisdom that a corrective action is always necessary and efficacious. Managers are advised to avoid implementing response strategies such as deny.

Limitations and avenues for further research
Our study adds to corporate brand management literature by demonstrating how corporate co-branding is affected by episodes of corporate crisis. Our explanation is that corporate crises disrupt existing CI associations and attitudes toward the alliance by presenting negative cues inducing a re-assessment of the partner brands and of the alliance. Alternative explanations that justify our findings need exploration. Future research could investigate whether personality traits such as resistance to negative information could explain why CI associations and attitudes toward the alliance weaken post-crisis. Similarly, future studies could examine whether the attributes of the person rendering a crisis response influence consumer evaluations. Finally, whilst the methodology is relevant to existing debates in co-branding literature and the use of three contexts enhances the generalizability of findings, testing across different product or service contexts is needed.
Session D1: Corporate Reputation and Performance

Good citizen, good ambassador? Linking employees’ reputation perceptions with citizenship behavior and socially supportive behavior on Twitter
Raoul Köngsen and Mario Schaarschmidt

Relationship between corporate social performance and corporate reputation - A Meta-analytic review of boundary conditions
Raza Ali, Zhongqi Jin, and Fatima Zahid

How reputation and country of origin contribute to corporate brand performance
Kirsten Cowan and Francisco Guzman
Good citizen, good ambassador? Linking employees’ reputation perceptions with citizenship behavior and socially supportive behavior on Twitter

Raoul Könsgen and Mario Schaarschmidt

Firms have begun to use social media to shape their corporate reputation by communicating with their customers and sharing content (Gretry et al., 2017; Van Looy, 2016). However, even companies attempting to avoid social media at all must recognize that many of their employees are using social media in a way that directly affects their corporate reputation (Walsh et al., 2016). In particular, due to a coalescence of private and business-related social media use, online behavior that is primarily targeted to friends and peers might be attached to the employing company as well (Hansen and Levin, 2016). Consequently, Miles and Mangold (2014, p. 402) assert that “employee voice can be a source of competitive advantage or a time bomb waiting to explode.” Thus, employees that are connected to their customers in social media have the responsibility to contribute to a positive online appearance in order to protect their organization’s reputation when submitting personal social media posts (Walsh et al., 2016).

One way to contribute to the employer’s good (online) name is by displaying extra-role and helping behavior (often referred to as organizational citizenship behavior [OCB]) while active in social media (Lee et al., 2006; Lii and Lee, 2012). In turn, customers will value employees’ helping behavior, which results in more positive firm evaluations. Referring to the dimensions of the Inventory of Social Supportive Behaviors (Barrera et al., 1981), two different dimensions of helping behavior can be distinguished in online contexts. First, publishing useful messages, for example, traffic jam warnings, is a kind of assistance and related to the informational dimension of Inventory of Social Supportive Behaviors. Second, showing affection to someone is related to the emotional dimension of Inventory of Social Supportive Behaviors. Both facets might prompt customers to link helping employee online behavior to the respective employer, thus increasing their perceptions of the company’s reputation as having employees who care. To capture these two aspects in an online context, this research introduces the concept of socially supportive behavior in social media (SBSM) as an enacted interpersonal transaction that employees perform in social media when they render assistance (Barrera et al., 1981; Vangelisti, 2009).

As noted by various authors, the relationship between employee behavior and corporate reputation is two-folded (e.g., Helm, 2011; Schaarschmidt, 2016). On the one hand, employees contribute to how their workplace is seen by externals through their behavior. On the other hand, the level to which they display behavior that benefits the firm is driven by how they themselves (and others) perceive their employer’s reputation (Helm, 2013). Employees’ perceptions of how others view their employer, referred to as perceived external reputation (PER), is known to be a driver of extra-role and citizenship behaviors (Schaarschmidt et al., 2015). However, research has been anemic to the question of whether or not PER also drives extra-role behavior in social media, such as SBSM.

Thus, this study addresses the research question of how PER influences employees’ SBSM using a survey approach combined with a qualitative analysis of 152 employees’ Twitter accounts. In addition, the authors investigate the mediation effect of a three-dimensional organizational citizenship behavior (OCB). Figure 1 depicts the conceptual model.
The results clearly suggest that employees who are connected to their customers on Twitter and perceived a higher level of PER were more likely to engage in SBSM. Theoretically, this study sheds light on the underdeveloped areas of consequences of PER in an online context. This study is also the first approach that investigates the relationship between PER and the targets of OCB, which include customers, co-workers and the organization. Practically, the findings should facilitate managers to identify SBSM determinants that are influenced by the company’s reputation. Conceptually, the results are consistent with corporate reputation literature, in that employee’s behavior is recursively linked with the corporate reputation (Helm, 2011).

References


Relationship between corporate social performance and corporate reputation -
A Meta-analytic review of boundary conditions
Raza Ali, Zhongqi Jin, and Fatima Zahid

Purpose and objectives of the paper
This study aims to investigate the relationship between corporate social performance (CSP) and corporate reputation (CR) through a meta-analytic review of the literature. A positive effect of CSP on CR is widely documented in the existing literature (Turban and Greening, 1996; Saiedi et al., 2015; Williams and Barrett, 2000). However, the literature provides little understanding about whether the strength of the positive impact of CSP on CR varies across multiple contexts, in different research settings, and over time. Our initial review of the literature raises at least four important questions about the CSP-CR relationship in this regard. First, do the social performance of a manufacturing firm and of a service-based firm affect their respective corporate reputations in the same way? Second, does the strength of CSP-CR relationship depend upon the type of stakeholders (i.e., managers or customers) who evaluate the social performance of a firm? Third, has the strength of the CSP-CR relationship, as reported in the existing literature, varied over time? Fourth, does the strength of CSP-CR relationship depend upon the economic development of the country where such relationship is studied? This study aims to address the above-stated four questions through a rigorous meta-analysis.

A review of literature on CSP-CR relationship and theories explaining this relationship has helped develop the following hypotheses:

H1: Type of sector moderates the CSP-CR relationship in a way that this relationship is stronger in services sector than in manufacturing sector.

H2: Type of stakeholder group evaluating CSP moderates the CSP-CR relationship in a way that this relationship is stronger when customers evaluate CSP, as compared to when managers evaluate CSP.

H3: The strength of CSP-CR relationship has increased over time.

H4: Country of study moderates the CSP-CR relationship in a way that this relationship is stronger in less developed countries than in developed countries.

Moreover, the following hypothesis may also be included in the final meta-analytic review:

H5: Type of measurement data moderates the CSP-CR relationship in a way that this relationship is stronger if secondary data is used to measure CSP and CR, as compared to usage of primary data.

Originality – what is new about it?
This study contributes to the existing literature on the CSP-CR relationship by testing four boundary conditions of this relationship through a meta-analysis. To the best of our knowledge and search, this is the first meta-analytic review which aims to assess whether the strength of the CSP-CR relationship varies across different sectors (i.e., manufacturing versus service sectors), depends upon who (i.e., managers or customers) evaluates social performance of a firm, varies over time, and depends upon the economic development of the country of study.

We could hardly find one meta-analytic review on the CSP-CR relationship in the existing literature that is by Ali et al. (2015). In that meta-analytic review, Ali et al. (2015) have tested the moderating effects of country of study (USA versus other countries), type of stakeholder group
assessing CR (i.e., top management and analysts versus other stakeholder groups) and type of CR measure (CR rankings published by ‘Fortune’ and ‘Management Today’ versus other measures of CR) on the relationship between CSP and CR. Our study responds to the call from Ali et al. (2015) to further explore CSP-CR relationship through testing of other moderating influences and to address the other limitations of their meta-analytic review.

**Research methodology**

For this meta-analytic review, we adapt the procedures recommended by Hunter and Schmidt (1990, 2004). The strategy for searching the relevant studies, shortlisting of the studies, extraction of the required information from the selected studies, and coding of the extracted information has been designed by using the guidelines provided by Cooper (2010).

In the first stage, we will search for the key terms in the ‘title, abstract or key words’ of the resource documents. The key terms include ‘social performance’, ‘social responsibility’, ‘philanthropy’, ‘giving’, ‘charity’, ‘CSR’, ‘corporate reputation’, ‘company reputation’, ‘organizational reputation’, ‘brand reputation’, ‘firm reputation’ and ‘business reputation’. The search for these key terms will be conducted to identify the relevant journal articles, books and unpublished thesis by using a range of online databases including: Google Scholar, Science Direct and Emerald. The references section of an earlier meta-analytic review of antecedents and consequences of corporate reputation by Ali et al. (2015) will also be used to identify the relevant studies. The other step-by-step procedures to be used in five stages of this meta-analytic review are presented in Figure 1.

**Figure 1: Five-stage methodological process of the meta-analytic review of CSP-CR relationship**

**Findings and discussion**

By using the procedures presented in Figure 1, a pilot meta-analytic study has been conducted by the authors of this paper. The major meta-analytic review of the literature on CSP-CR relationship will be completed in next few months. For the pilot study, we shortlisted 21 studies through our initial search of the relevant resource documents. These studies have been published between 1990 and 2017. Each selected study reports correlation coefficient for CSP-CR relationship.
Overall these studies report the findings about CSP-CR relationship from 12 different countries including Australia, China, India, Iran, Malaysia, Portugal, South Korea, Spain, Turkey, United Arab Emirates, United Kingdom and United States of America. The key findings of pilot meta-analysis are presented in Table 1 and in the subsequent paragraphs.

Table 1. Results of the pilot study

<table>
<thead>
<tr>
<th>Sample/Study Characteristics</th>
<th>Sub-groups</th>
<th>K</th>
<th>N</th>
<th>Average Ri</th>
<th>Rc</th>
<th>Qt</th>
<th>Qw</th>
<th>Qb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>-</td>
<td>55</td>
<td>17650</td>
<td>0.229</td>
<td>0.210***</td>
<td>1376.65* **</td>
<td>99.05</td>
<td>414.68** *</td>
</tr>
<tr>
<td>Sector</td>
<td>Manufacturing</td>
<td>14</td>
<td>2652</td>
<td>0.155</td>
<td>0.170***</td>
<td>78.42</td>
<td>184.50</td>
<td>329.64** *</td>
</tr>
<tr>
<td></td>
<td>Services</td>
<td>6</td>
<td>1767</td>
<td>0.596</td>
<td>0.663***</td>
<td>20.63</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder group evaluating CSP</td>
<td>Managers</td>
<td>14</td>
<td>2953</td>
<td>0.244</td>
<td>0.264***</td>
<td>162.77</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customers</td>
<td>6</td>
<td>2729</td>
<td>0.651</td>
<td>0.645***</td>
<td>21.73</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time/Year of publication</td>
<td>Regression Coefficient=0.008. p-value=0.084, where ‘time/year of publication’ is independent variable and the correlation coefficients of CSP-CR relationships represent dependent variable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country of study</td>
<td>Developed (high-income) countries</td>
<td>44</td>
<td>14946</td>
<td>0.167</td>
<td>0.150***</td>
<td>684.20</td>
<td>795.28</td>
<td>574.16** *</td>
</tr>
<tr>
<td></td>
<td>Less developed (Middle or low income) countries</td>
<td>9</td>
<td>2464</td>
<td>0.532</td>
<td>0.577***</td>
<td>111.08</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Where, K = Number of effect sizes; N = Overall sample size = Σni;
Ri = Correlation coefficient; Rc = Correlation coefficient corrected for sampling error =∑(Ri*ni)/N
Qt = Q-statistic (used to test homogeneity of effect-size measures) having chi-square distribution with ‘k-1’ degrees of freedom (DF).
Qw = Summation of Qt values for respective sub-groups
Qb = Overall Qt – Qw, using chi-square test with (g-1) degrees of freedom (g = number of sub-groups)

** p < .01, *** p < .001

a According to World Bank List of Economies (March 2017)

The results of pilot study (see Table 1) reveal an overall significant CSP-CR relationship (Rc=0.210; p<0.001), which is consistent with the existing literature (see e.g., Turban and Greening, 1996; Saeidi et al., 2015). It is found that the variation in the effect size measures of CSP-CR relationship is due to the moderating factors that went beyond the sampling error (Qt=1376.65; DF=54; p<0.001).

‘Type of sector’ is found to significantly moderate the impact of CSP on CR (Qb=414.68; DF=1; p<0.001), where such impact is stronger for services sector (Rc=0.663; p<0.001) than manufacturing sector (Rc=0.170; p<0.001).

‘Type of stakeholder group evaluating CSP’ is also found to significantly moderate the impact of CSP on CR (Qb=329.64; DF=1; p<0.001), where such impact is stronger when customers evaluate CSP (Rc=0.645; p<0.001), as compared to when managers evaluate CSP (Rc=0.264; p<0.001). The impact of time/year of publication on the strength of CSP-CR relationship is found insignificant (β=0.008, p=0.084), which reveals that the strength of CSP-CR relationship has not significantly increased over time.

‘Country of study’ is found to significantly moderate the impact of CSP on CR (Qb=574.16; DF=1; p<0.001), where a stronger CSP-CR relationship is found in less developed countries (Rc=0.577; p<0.001) than in developed countries (Rc=0.150; p<0.001).
Theoretical and practical implications
This study advances the literature on determinants of CR and consequences of CSP by testing the boundary conditions of CSP-CR relationship through a meta-analytic review. Based on the results of pilot study, CSP-CR relationship is found to be stronger in services sector than in manufacturing sector, and in less developed countries than in developed countries. The relationship is also found to be stronger when customers evaluate CSP, as compared to when managers evaluate CSP.

Our results suggest that practitioners or managers need to be cautious about the sectors and countries in which their businesses operate when they formulate strategies to manage their CSP with an aim to develop CR. CSP can perform a more critical role in the development of CR in services sector than in manufacturing sector, and in less developed countries than in developed countries. Managers should also understand and value the differences between their own evaluations of CSP and the evaluations of CSP by their customers, as both may have varying influences on CR. Customers, as compared to managers, may consider CSP as a more important determinant of CR.

Research limitations
Lack of accessibility to the full-text of some resource papers, and inability to identify and test all possible moderating factors for CSP-CR relationship may be two key limitations of this study. Future researchers may consider testing of some possible mediating influences in CSP-CR relationship through meta-analysis.

Conclusion
This study aims to provide a better understanding of CSP-CR relationship by testing some moderating influences on this relationship through a meta-analytic review. Results of pilot study suggest that CSP-CR relationship may be stronger in services sector (than in manufacturing sector), in less developed countries (than in developed countries) and when customers (in comparison with managers) evaluate CSP. Implications for researchers and practitioners are suggested.

References
A corporate brand, as an expression of an organization’s identity combined with various stakeholders’ images of its identity (Abratt and Kleyn, 2012), contributes strategically to a company’s reputation by enhancing the brand affinity and trust among all of its stakeholders (Balmer, 2011; Balmer and Gray, 2003; Hatch and Schultz, 2001). Many corporate brands assume that green or socially responsible signals indicate that a company cares about society and influences long-term shareholder value (McKinsey, 2010). However, having a green reputation does not always ensure success (Sen et al., 2006; Torelli et al., 2012). This leads to the following research questions: is focusing on CSR and green reputation good for business globally? And, if so, do other more prominent brand signals lead firms to benefit differently from a positive reputation signal?

Corporate value (e.g. equity) derives from domestic and international sales. Moreover, corporate brands consider their reputations globally. This research, thus, focuses on corporate brand equity stemming from an international and domestic stance, considering the country of origin (COO) and disentangling the nuanced relationship amongst COO, corporate brand reputation, and corporate brand equity.

This paper thus tests the following hypotheses:

**H1**: Corporate brands with more favorable reputation signals (CSR and green) have a higher a) financial domestic and international sales performance and b) brand value.

**H2**: COO will moderate the relationship between a corporate brand’s reputation signals and a) a firms’ domestic and international performance and b) brand value

**Research methodology**

To test these hypotheses the study relies on secondary data. First, Interbrand’s “Most Valuable Brand” list (2010-2015) is used as a measure of brand equity. Second, all brands from these lists were examined further. Fortune’s “World’s Most Admired Company” list (2009-2014) signals CSR reputation. Interbrand’s green score (2011 to 2014), from consumer surveys, signals green reputation. Finally, data from each brand’s investor relations and annual reports were collected, including COO and domestic and international revenue (2010 to 2012).

**Findings**

Bivariate correlations were used first. It appears while both signals affect international sales, CSR signals alone impact domestic sales growth, supporting H1a. Correlation data also indicates a strong relationship between brand equity valuation and both reputation indices, offering support for H1b. Next, regressions were run with the reputation variables, COO, and their interactions on each of the dependent variables. For most, COO was insignificant and removed. COO significantly moderates the relationship between reputational signals and brand performance, in support of H2a. While the interaction of COO and green score has a negative relationship with domestic sales growth, the beta score for the international sales performance is positive. This suggests that U.S. brands with strong sustainability signals experience stronger U.S. sales, while non-U.S. brands with stronger sustainability signals experience stronger performance outside their own
domestic markets. Concerning brand equity, there is moderate support for H2b for green signals. Though, U.S. corporate brands’ use of green signals produces a greater increase in brand equity.

Theoretical and practical implications
Many brand equity models define brand equity from either a financial or a consumer based perspective, yet the two perspectives should be combined (Nguyen et al., 2015). A brand can use signals to improve its image and reputation, which enhances its financial value. Moreover, certain factors can impact how green reputation influences brand equity (Baalbaki and Guzmán, 2016), namely COO.

From a practical perspective, the data suggests that investing in green and CSR signals can improve firm performance, though cannot guarantee success. First, companies may not send effective signals. Second, the brand may not have established a history of positive reputational signals. Third, COO suggests brand equity can benefit uniquely from green or CSR signals, based on whether the brand is U.S. or non-U.S. based. Fourth, CSR and greening signals are not substitutable but influence equity and revenue uniquely.

Limitations
This research sheds light only on a small portion of brand equity and cannot possibly account for other factors given the scope of the research and methodology. Given the nature of secondary data, maximizing the external validity was accomplished at the expense of internal validity.

Conclusions
Despite its limitations, this research has considerable value. In response to Melewar et al. (2012), longitudinal data were collected using historical and actual figures. Its findings open the door for future research to study equity from a signaling perspective, aligning financial and consumer based equity perspectives.

References
Session D2: Retailing and Reputation

The role of momentary and longer-term retail brand experiences in the development of retail brand equity in task-orientated store environments
John Murray, Christoph Teller, Jonathan Elms, and Andrew Murphy

Organisational stability, durability and volatility in retail reputation - An investigation of leading UK retailers
D. Michael Brown and Paul Whysall

Corporate heritage brand insight from John Lewis
Ammar Sammour, Weifeng Chen, and John Balmer
The role of momentary and longer-term retail brand experiences in the development of retail brand equity in task-orientated store environments

John Murray, Christoph Teller, Jonathan Elms, and Andrew Murphy

Purpose and objectives of the paper
Extant research has examined brand experiences (e.g. Lemon and Verhoef, 2016) and the influence of aesthetics in promoting affective states. How companies can successfully manipulate the conditions that lead to these affective responses remains poorly understood (Alba and Williams, 2013). Consequently, the objective of this paper is to examine the role of store prototype designs in building positive retail brand experiences and brand equity, specifically in frequently-visited, task-orientated contexts.

Originality – what is new?
This research combines an understanding of the perceptual processes that underpin aesthetic perceptions, aesthetics-branding interactions (e.g. Landwehr et al. 2012), and consumers’ perceptions of servicescapes (Baker et al. 2002). This includes a unique appreciation of how both visual design and sensory, as well as general atmospheric, processing influences consumer experiences of retailer store brands, and how this impacts the development of retail brand equity. By examining retail brand experiences in a task-orientated grocery store context, this research extends beyond earlier studies on retail design that tend to examine the role of aesthetics in highly-charged, experiential environments (Joy et al. 2014). This research draws on literatures focusing on brand equity (Keller, 1993), prototypes theory (Martindale and Moore, 1988), and design and servicescapes evaluation (Baker et al. 2002) in order to develop a conceptual model (Figure 1)

Figure 1. Conceptual model for examining brand experience effects on retail brand equity

Research methodology
Three prototype generations of the same Australasian grocery chain were compared using identical in-store consumer surveys. A stratified random sampling was used. The survey instrument utilized scales and measures drawn from the extant literature. In the oldest prototype,
Store 1, 236 consumers responded; 228 responded in Store 2 (a newer prototype); and 201 in the newest prototype, Store 3. The three datasets were examined using multi-group comparisons and structural equations modeling.

Findings and discussion

Table 1 presents a summary of the structural effects (standardized coefficients) and model comparisons. The findings confirm momentary affective consumer-environment brand experiences, and how minor prototype changes induce different sensory, intellectual, behavioral, and emotional brand experiences responses in largely stable expectations contexts.

<table>
<thead>
<tr>
<th>Structural Effect (Hypothesis)</th>
<th>All Samples</th>
<th>Store 1</th>
<th>Store 2</th>
<th>Store 3</th>
<th>Δχ² (df=1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₃ (γ₁₁): Prototypicality (ξ₁) → Brand Loyalty (η₁)</td>
<td>.17***</td>
<td>.20*</td>
<td>.04**</td>
<td>.20**</td>
<td>1.8</td>
</tr>
<tr>
<td>H₃ (γ₂₁): Prototypicality (ξ₂) → Design Pleasure (ξ₂)</td>
<td>.25***</td>
<td>.57***</td>
<td>.37***</td>
<td>-.08**</td>
<td>1.5</td>
</tr>
<tr>
<td>H₃ (γ₃₁): Prototypicality (ξ₃) → Atmospheric Evaluation (ξ₃)</td>
<td>.14***</td>
<td>.21**</td>
<td>.20***</td>
<td>.17*</td>
<td>0.1</td>
</tr>
<tr>
<td>H₄ (γ₁₂): Design Pleasure (ξ₂) → Atmospheric Evaluation (ξ₃)</td>
<td>.59***</td>
<td>.52***</td>
<td>.69***</td>
<td>.25**</td>
<td>2.3</td>
</tr>
<tr>
<td>H₄ (γ₂₂): Atmospheric Evaluation (ξ₃) → Brand Loyalty (η₂)</td>
<td>.36***</td>
<td>.33***</td>
<td>.45***</td>
<td>.27***</td>
<td>0.5</td>
</tr>
<tr>
<td>H₅ (γ₃₂): Atmospheric Evaluation (ξ₃) → Brand Equity (η₃)</td>
<td>.30***</td>
<td>.20**</td>
<td>.32***</td>
<td>.31***</td>
<td>6**</td>
</tr>
<tr>
<td>H₆ (β₁): Brand Loyalty (η₁) → Brand Equity (η₃)</td>
<td>.52***</td>
<td>.56***</td>
<td>.42***</td>
<td>.60***</td>
<td>2.2</td>
</tr>
</tbody>
</table>

Notes: *** significant on a .001 level; ** significant on a .01 level; * significant on a .05 level; ns, not significant (p>.05); Δχ² (Δdf=1), difference between structural effects across two samples (results of the χ² difference test).

The newer prototypes (Stores 2 and 3) promote improved retail brand equity outcomes. The findings suggest that consumers connect store prototype designs (intellectual and affective) with store design pleasure (singular sensory and affective processing) and their evaluation of the store atmospheric environment (multi-sensory affective processing) in different ways as a consequence of shorter- and longer-term brand experiences and brand equity.
Theoretical and practical implications
This research contributes to the extant literature by examining: 1) different prototype generation comparisons to better understand retail brand experience responses to aesthetic content; 2) aesthetic–brand interactions in both momentary and longer-term consumption contexts; and 3) the role of stable expectations in generating retail brand experience responses to store design and atmospherics content. Practically, this research would suggest that to improve brand loyalty in contexts where habits are important, such as in frequently-visited grocery store environments, maintaining stable contextual servicescape cues is likely to be more effective. Even minor novelty introductions are likely to result in perceptual changes and can potentially promote strong affective responses. This also blurs understandings of what is considered the utilitarian and hedonic dimensions of shopping value or attitude (Jones et al. 2006).

Limitations
More research is required to understand the process dynamics in which consumers encode novel information into prototype representations and retail brand equity development. These encodings can result in misattributions of novel information and inaccurate discrimination between the prototypes of different retailers who employ similar aesthetics (Foster and McLelland, 2015). Confusion may exist between a perceived familiarity with what is identified as the original design and the fluency of its processing, and therefore demands consideration of the number of previous alternative exposures to the design (Whittlesea and Williams, 2000). Some consumers may, for instance, misattribute their fluency of processing to a familiarity with the prototypes of other retailers and little is consequently known of the relative impacts of different retailers in brand development. More research on the origins of familiarity and the role of consumers’ exposures to retailer and alternate prototypes is therefore necessary.

Conclusion
This research suggests that it is difficult for retailers to build affective as well as behavioral loyalty and equity when very strongly established prototypes already exist. These differences in relating to brand experiences in short- and longer-term contexts confirm a number of subtle processing dynamics in consumer experience development in stable expectations contexts and frequently-consumed store environments.

References
The retail industry has come under increasing competitive pressure and scrutiny in relation to their accounting and operational activities that together has tarnished their reputation. It remains relatively easy to evaluate the impact this adverse publicity has on share price and consumer ratings, however what is less evident and more difficult to evaluate is the effect this has on the intangible asset of the reputation of their company and brands.

Extant research has identified reputation as the cornerstone of corporate communication and from a marketing and financial perspective can become a differentiator and the foundation of a sustainable competitive advantage.

This paper explores the corporate reputational characteristics of leading British retailers over an uninterrupted longitudinal period of seventeen years. Deconstructing the ingredients of reputation over this period through access to a unique database and viewing this data through a reputational coated lens allows us to explore key stakeholder’s tacit knowledge on the stability, durability and volatility of a group of blue chip UK retail companies.

Using a database that encapsulates the views of senior executives and sector investment analysts over the period 1996-2013 the paper provides a pragmatic consideration of the following questions.

1. Are the reputations of leading UK retailers ‘homogenous’ or ‘heterogeneous’? By this we mean are the components of reputation of a consistent level at a point in time or do companies rate differently on different criteria?

2. How have leading UK retailers’ reputations changed over the period of study? Is the picture one of stability and durability or volatility and turbulence, and if so for whom?

3. How have different constituents of retailer reputation varied across the period of study? Have some constituents (e.g. corporate responsibility) been more or less stable or volatile?

Britain’s Most Admired Companies (BMAC) survey into corporate reputation is a peer perception survey based on the views of company senior executives and sector investment analysts, towards a series of components that contribute to a measure of corporate reputation. The research has been conducted by one of the authors since 1990. The characteristics are: quality of management (QM); financial soundness (FS); quality of products and services (QP); ability to attract, retain and develop top talent (AADRT); value as a long term investment (VLTI); capacity to innovate (CI); quality of marketing (QMar); community and environmental responsibility (CER); and use of corporate assets (UCA).

An exploratory methodology is adopted that ranks companies for each year of the survey we analyse. Rather than utilize the actual rating scores for each company and for each of the nine characteristics, ordinal rankings are adopted. This reputational ranking approach was taken...
because the actual reputational scores of retailers may vary over time. Thus, in favourable times, values for one characteristic may be relatively higher than in periods of economic downturn. By focusing on rankings we believe that issue may be neutralized as the focus is on relationships within the sector. Taking a ranking approach will isolate factors that may contribute towards such variations. Also the ranking approach does provide us with a greater opportunity to study retail organizations’ stability and volatility over time and also correlations between the constituents. It is a form of measurement designed to infer conclusions, while other methods are used to describe conclusions.

The results and observations offer insights into the conflicts and challenges that face executives in their strategic decision making. Deconstructing reputation into its constituents provides an opportunity for a closer longitudinal examination of UK retail companies contrasting reputational journeys. We find evidence of homogeneity and heterogeneity within their reputational profiles, with community and environmental responsibility in particular showing different characteristics from other constituents of reputation. Exploring retailers’ changing reputations over time reveals examples of enduring strong reputation yet also incidences of reputational collapse and recovery. Analysing these different components of reputation shows that greater stability existed in areas such as the quality of products and services and the ability to attract and retain talent, whereas greater volatility characterized financial considerations such as the value as a long term investment and the use of corporate assets. The paper concludes with suggestions for further research.
Purpose
This paper studies the relationship between corporate heritage brand identity and customers' satisfaction of John Lewis Partnership (JLP) which is one of the most successful British retail heritage brands internationally. We conceptualize and address the key factors of corporate heritage brand identity which includes brand price, quality, design, and symbol. It examines the corporate heritage brand experience of JLP customers through which corporate heritage brand identity influence its customers' satisfaction. We also established the moderating role of word of mouth (WoM) on these relationships.

Design/methodology/approach
An online and observation surveys targeting over than 6000 customers in some five main cities in England (London, Manchester, Liverpool, Leicester and Southampton) used in this study, A (596) survey success responses collected from JLP stores, shopping centres, and public places within the United Kingdom, in addition to that, approaching all JLP online customers and followers to their social media applications and their website.

Findings
The results confirmed the importance of heritage brand identity to reach for a powerful heritage brand satisfaction. The relation becomes stronger once corporate heritage brand experience considered as mediation between identity and satisfaction.

Research limitations/implications
This study was implemented on a single at the retail sector in the United Kingdom, were still the management strategy had huge restrictions to represent the heritage identity and involve the academic sector to test it or represent it.

Practical implications
The corporate heritage brand identity dimensions that were tested in this study gives the brand managers a clear picture in how to represent their heritage brand to the market, while the negative effect of word of mouth on the relation between the corporate heritage brand identity and brand experience is a reasonable indicator of lack communication between the heritage brand and the customers which need more attention from the heritage corporation to consider to sustain their brand on the market.

Originality/value
This paper identifies the distinct characteristics of corporate heritage brand identity dimensions that must be taken into account to get a powerful brand experience and sustain the brand satisfaction on the market.

Keywords
Corporate heritage brand identity; Corporate heritage brand; Brand strategy; Brand experience; Word of mouth; Satisfaction

Paper Type - Research Paper
Session D3: Corporate Reputation and Social Media

Negative tweets about airlines and the factors that influence a change in corporate reputation
Jennifer B. Barhorst and Alan Wilson

Going “Viral”: How YouTube can become a powerful tool for NGOs
Katerina Avgeropoulou, Yioula Melanthiou, and Ioanna Papasolomou

The impact of social media contents on brand trust: Some empirical evidence
Saverino Verteramo, Isabella Nocella, Vincenzo Aragona, and Eleonora Pantano
Negative tweets about airlines and the factors that influence a change in corporate reputation

Jennifer B. Barhorst and Alan Wilson

The advent of customers sharing their negative experiences of brands on social media sites such as Twitter, and the viral nature of these shared experiences, has received a tremendous amount of media coverage over the last few years. One of the most memorable events in recent history was a video of Dr. David Dao being forcibly removed from a United Airlines flight for refusing to give up his seat due to an overbooked flight. The event was initially filmed and shared on Twitter and subsequently sparked global outrage with over 100 million views of the video in China alone (Bowerman and Aubach, 2017; Griffiths and Wang, 2017). In another instance, the violin group, Time for Three, were denied boarding a US Airways flight, and shared their negative experience with US Airways on Twitter. Their negative experience went viral and received media coverage and a hashtag named #violingate (Sharkey, 2015). Although these two examples are considered extreme in nature, consumers increasingly share their everyday negative experiences about organisations on microblogs such as Twitter just as they would tell a close friend or next-door neighbor in the past. Only now, they tell the world about their experiences and do so through the use of a range of formats including text, photographs and videos. We know very little however about the impact that these everyday shared negative brand experiences, termed microblog word-of-mouth brand image disruptions (Barhorst and Wilson, 2017), or MeWOM brand image disruptions, have on receivers. The literature calls out that organisations are increasingly losing control of their reputations as advents in technology and social network site applications such as Twitter have given individuals unprecedented power over the increasingly scattered images of organisations (Berthon et al, 2012; Breazeale, 2009; Cheng and Loi, 2014; Fournier and Avery, 2011; Kaplan and Haenlein, 2010; Siano et al, 2011).

There is however a surprising dearth of research with regard to receivers and their perceptions of MeWOM brand image disruptions and any influence they have on their evaluation of firms. For example, the factors that influence a change in reputation after exposure to a shared negative valence experience in microblogs remains unclear. It is thus important that we expand our knowledge and explore the factors that could influence a change in a corporate reputation upon exposure to a MeWOM brand image disruption. This study seeks to address this gap in knowledge and does so through the operationalization of an explanatory mixed-methods research design (Creswell and Plano Clark, 2007). The study involved a quantitative study followed by a qualitative follow-up. The quantitative study was comprised of an experiment where 372 Twitter users in the United States were exposed to negative Twitter posts about airlines in an experiment setting.

The airline industry was chosen as an industry of focus as customers are increasingly using social media to air their grievances with airlines (Hobica, 2013). The experiment was designed to examine whether MeWOM brand image disruptions in Twitter had any impact on the participants’ perceptions of the airlines’ corporate reputations and the variables that influenced a change in corporate reputation if one took place. Partial Least Squares Structural Equation Modelling was employed to demonstrate the variables that predicted a change in corporate reputation from the receivers’ perspective. Three PLS-SEM models were created to demonstrate the variables that influence a change in reputation for three types of negative valence Tweets (a
Tweet with video, a Tweet with photograph and a Tweet with text only). Stage two of the explanatory study was a qualitative study involving 14 participants of the same sample who took part in 14 semi-structured interviews. This phase of the study focused on the provision of explanatory data for the significant variables found in the quantitative phase of the study.

Findings from the quantitative study reveal the importance of issue involvement, message involvement and emotions felt by receivers after exposure to MeWOM brand image disruptions. Analysis of the qualitative follow-up qualitative data brought to the fore the key themes of culpability, authenticity, following the story and service expectation disconfirmation in relation to the significant predictors of the quantitative phase.

For the academic community, this research furthers existing understanding and knowledge of the theoretical concepts of corporate image and corporate reputation and provides new empirical data to enhance theoretical assertions made within the literature. For practitioners, the findings from this project deepen the understanding of receivers of MeWOM brand image disruptions and the factors that predict a change in corporate reputation upon exposure to a MeWOM brand image disruption.

References


Going “Viral”: How YouTube can become a powerful tool for NGOs.

Katerina Avgeropoulou, Yioula Melanthisou, and Ioanna Papasolomou

Previous studies and literature indicate that, even though NGOs use YouTube tremendously as a platform to reach and to affect target consumers, there is a lack of direct engagement with shareholders’ and consumers’ motives and belief systems (Belk, 2011; Waters and Jones, 2011). The result is a powerful medium that can assist NGOs significantly, which is not used though effectively, and to its full potential, in order to achieve the ultimate goal of every organization, which is maximum consumer engagement and call for action.

The present research aims to examine the link between Consumer Behavior Theory, Viral Marketing, and Videography/Cinematography, in order to understand how certain tools and best practices can assist and increase engagement of consumers that will lead to viral campaigns (Hietanen et al., 2014; Mohr, 2014). The examination of the linkage among Consumer Behavior Theory, Viral Marketing, and Videography/Cinematography, aims to find elements both in terms of content and of aesthetic-creative formation, that can be applied to NGOs’ marketing campaigns through YouTube, and thus to assist NGOs’ videos to gain extreme popularity or even become viral in order to fulfill NGOs’ mission. The particular research further articulates important components of NGOs’ operations and purpose and thus, strengthens theoretical insight in correlation and juxtaposition to practices already done by NGOs, based on Consumer Behavior Theory insights (Karns, 2017). The current research will also provide recommendations for NGOs in order to use YouTube as a tool, so as to increase consumer awareness, attract volunteers, and raise funds.

As literature indicates the rise of the digital era marked an immense shift from traditional media to digital and social media as mainstream channels of information and communication of the 21st century. The vast increase of social media usage, such as YouTube, carried a different paradigm in regards to how people choose to communicate, inform, interact and consume in today’s highly branded world (Chang et al. 2015; Solomon et al, 2013). In addition to the shift from traditional to social media as the main source of information, entertainment, and even education, there is simultaneously a global financial crisis exacerbating sociopolitical turbulences and massive migration waves, especially in Europe. Consumer Behavior Theory and the mission of Non-Governmental Organizations with either environmental and/or humanitarian action are more relevant than ever in this period of sociopolitical and financial turmoil (Karns, 2017).

At the same time due to the fiscal crisis and to limited budgets, NGOs’ struggle to fund and create appealing campaigns in order to achieve their mission. As a result, the observation and analysis of both visual and textual appealing elements of viral YouTube campaigns, can be of significant importance for NGOs, since YouTube is a medium that can be used and have an extremely high audience reach without burdening NGOs’ budget in a period of financial crisis where NGOs are struggling to survive (Balog, 2015).

Several studies point that the combination of high quality image along with interactive communication can trigger a high degree of emotions and thus engage consumers and stakeholders in alliance with NGOs’ mission (Sallivan, 2013; Samu and Wymer, 2014). The current
research suggests that NGOs’ purpose and goals can be achieved through Consumer Behavior Theory insights, with the assistance of extremely popular, or viral, marketing, through the social platform of YouTube.

The use of netnography in this research, aims to create recommendations for NGOs so as to use YouTube as a tool in order to: attract volunteers, increase awareness, and to achieve maximum engagement of consumers and stakeholders in order to support the non-profit organizational mission. It is expected to understand and analyze how consumer behavior can assist on influencing consumer: emotions, beliefs, memory, and attitudes, in order to identify and suggest to NGOs specific content and visual elements that can lead to a viral video campaign through the social platform of YouTube. The observation and analysis of both visual and textual content, as well as the interaction among consumers through YouTube, will be achieved through Netnography, which consists of an ideal method in order to observe online textual discourse (Willi, 2013).

In terms of content, it is observed that a very important factor that can affect viewers’ memory and attitudes and thus make a video more or less favorable and memorable, is the pairing of the YouTube video with congruent promoting content for the NGO, also in-stream promotional messages in the videos prompted memory for persuasive messages for NGOs (Kononova and Yuan, 2015). In terms of visual and aesthetic appeal of the video, which leads also to consumer’ triggering and engagement; proper combination of emotion triggering elements, along with sound, image, and hard data/factual content, can influence and increase consumer engagement and behavior in alliance with NGOs’ aims (Kavoori, 2015). The current research will also identify various combinations among the above elements in order to provide applicable recommendations to NGOs.

Four case-videos will be studied and interpreted through Netnography. The rational for choosing these video/marketing campaigns which went “viral” on YouTube, is mainly due to their success documented in the literature review (Mohr, 2014). These videos will be studied through careful observation, analysis and interpretation, using Netnography. The purpose is to understand questions such as why people watch videos, why they share them, why they like them, how they are rating them, how they comment, and what shapes their comments (Kozinets 2010). The videos that appear through literature review and are studied in this research appear to be of phenomenal success from the very first day that they were uploaded on YouTube.

The current research seeks to explore and to identify common characteristics among YouTube campaigns that went Viral, and hence practically contribute by providing recommendations and new insights for NGOs so as to adapt their marketing efforts towards more visually, aesthetically appealing, and also engaging in terms of content, campaigns with an end result: maximum audience engagement, and call for action; such as raise funding, and attracting more volunteers. The theoretical contribution of this research is significant as it explores the linkage among the until recently non-directly related theoretical fields of Consumer Behavior, YouTube Viral Marketing, and Videography/Cinematography. This research, of course, is limited in that it only examines a small number of case studies, and conclusions can only be with regards to the specific sample chosen. Future research could further be carried out for testing and generalisation of findings.

**Keywords**
Viral marketing for NGOs; YouTube; Consumer behaviour; Visual/Aesthetic appeal; Content appeal; Videography/Cinematography.
References


The impact of social media contents on brand trust: Some empirical evidence
Saverino Verteramo, Isabella Nocella, Vincenzo Aragona, and Eleonora Pantano

Purpose and objective
The presence of brands on Facebook and other social media has acquired an important role to influence both consumers’ perception of brand and purchase intention (Abubakar and Ilkan, 2016; See-To and Ho, 2014; Hsu et al., 2015). For instance, the creation of brand fan pages supports the building and maintaining of relationships with consumers, which results in an increasing reputation (Lee et al., 2012). Thus, the number of brands that created an account on social media, with emphasis on Facebook, rapidly increased. Past studies also highlighted the extent to which social networks are actually the main channel used by organizations to engage customers and conduct direct customer relationship management strategies (Azar et al., 2016; Chang et al., 2017; Hammick and Ju, 2016).

Therefore, understanding how stimulating involve consumers in online discussions, sharing of opinion and experiences, suggesting brand products to other consumers on social media has become an integrative part of digital marketing strategy. To date, the research focusing on the contents which brands should share to be more successful is still in progress (Abubakar and Ilkan, 2016; Lis and Horst, 2013).

The aim of this paper is to understand the influence of these contents in terms of informativeness and entertainment on the brand trust, and how these variables influence in turn the purchase intention. In fact, informativeness and entertainment have been investigated in the case of web advertisement (Kim et al., 2010) but not in the specific context of social networks, which offers a different scenario based on the direct interaction between brand and consumer.

Originality – what is new about it?
The present study proposes a new model to assess how perceived informativeness and perceived entertainment of contents shared on social networks influence brand trust and purchase intention. Therefore, this study would be first one to investigate the contents typologies that should be shared on social media to have a more positive impact on brand trust.

Research methodology
The study involves a quantitative approach with a sample of 449 respondents randomly recruited in April 2017 among Facebook users following at least one brand fan page. Hypotheses are tested through structural equation model, and Lisrel software, while reliability analysis involves the measurement of Cronbach’s alpha through SPSS software.
Findings
The model provides useful insights concerning the relationship between the firm social media actions (in terms of informativeness and entertainment) on brand trust and consumer behavior. In particular, findings reveal the extent to which informative contents shared on brand pages have a significant impact on brand trust and a low influence on purchase intention, while entertainment contents have an impact on both purchase intention and brand trust. This results demonstrate the importance to consider and differentiate the online posts based on informativeness and entertainment, because they lead consumer to different behavior.

Theoretical and practical implications
The model suggests brand managers to consider the social media actions on brand fan pages in terms of perceived informativeness (considered as the firm’s ability to provide the information needed by the consumer) and perceived entertainment (considered as the pleasure and fun perceived by consumer while browsing the online company contents).

Research limitations
Few limitations emerging in the studio can be listed as follows: first, the present study considers only one type of social network (Facebook); secondly, the research considers only two main features of the contents, entertainment and informativeness, while further studies might extend the analysis to other aspects related to the usage of the contents by brands to achieve data on consumers perception of a certain product/service, etc; thirdly the actual study held in a specific country (cross-country investigation might increase the validity of the results).

Conclusion
The aim of this paper was to understand the influence of these contents in terms of informativeness and entertainment on the brand trust, and the extent to which these variables influence in turn the purchase intention. Results show the extent to which both informativeness and entertainment aspects of the contents brands post and share on social networks have an influence on consumers brand trust and purchase behavior, by extending the actual research on brand management and providing useful suggestions for practitioners.

Keywords
Social media contents; Perceived informativeness; Entertainment; Brand trust; Purchase intention

References


Session E1: Tourism and Nation Branding

Antecedents of destination brand equity and its consequences on attitudinal and behavioral tourists' responses: The case of Djerba
Hamida Skandrani, Kaouther Kooli, Atef Ben Hariz, and Nesrine Ben Aissa

Nation branding: An integrated framework for developing a nation brand for Palestine
Ioanna Papasolomou, Yioula Melanthiou, and Jilan Abdalmajid

The impact of small businesses with particular reference to small hotels and loyalty factors
Michael Kourtoubelides
Purpose and objectives of the paper

The tourism industry is the most important industry for generating employment and providing many emergent countries with vital source of foreign currencies (Bianchi et al., 2014). Tunisia is one of these countries where several of its touristic towns have been struggling to develop and maintain a distinct positioning. The severe competition from other destinations i.e. Morocco and Egypt, and most importantly, the civil uprising of 2011 contributed to the shrink of the tourism industry and, as a result, to an unprecedented and ongoing economic crisis (Reuters, 2016). Conversely, the island of Djerba, a pioneer Tunisian destination in the Mediterranean seaside, has been relatively successful in coping with terrorist attacks of 2015 that hit the tourism industry in Tunisia. Compared to other touristic cities in Tunisia i.e. Sousse and Hammamet, the island is performing better in terms of the number of European tourists.

Hence, the purpose of this study is to explore the factors that lead to the relative increase of the number of tourists visiting Djerba despite the difficult time Tunisia is going through. The objectives of this study are to (1) map the antecedents of the brand equity of a destination in crisis i.e. Djerba, and its impact on the attitudes and behaviors of foreign tourists. And, (2) identify the city brand image and equity influence on tourists’ attitudes and behaviors.

Originality – what is new about it?

Most of the studies addressing destination brand equity are quantitative (Boo et al., 2009; Pike et al., 2010). There is a need to appropriately conceptualise constructs related to destination brand equity i.e. destination awareness (Chekalina et al., 2017). Additionally, very few research addressed brand equity for destinations in crisis. Hence, the study proposes to consider a destination in crisis and explore in-depth the concept of brand equity of destination from a customer perspective, its antecedents and its consequences.

Research methodology

Consistent with these objectives, a qualitative study is appropriate (Miles and Huberman, 1994). A purposive sample of thirty European tourists (sixteen females, fourteen males) who consented to participate in-depth interviews was selected. The interviews were conducted in four hotels in Djerba: Dar Jerba, Hasdrubal Prestige, Village de Vacances Jerba La Fidèle and La Sirène. The saturation criteria was used to determine the number of interviews (Mucchielli, 1991). Each interview lasted fifty three min in average. Three other interviews were conducted with professionals in the industry. The three interviews lasted forty minutes. All the interviews were recorded, fully transcribed and a content analysis was then carried out (Negura, 2006).
Findings and discussion

The table below presents the antecedents of brand equity for a destination in Crisis.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Themes</th>
<th>Frequencies</th>
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<tbody>
<tr>
<td>1. The island image</td>
<td>Sweetness/smoothness</td>
<td>10</td>
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<td></td>
<td>Authenticity</td>
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<td></td>
<td>Paradise</td>
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<td></td>
<td>The tour operator image</td>
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<td>2. The destination awareness</td>
<td>Reputation</td>
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<td></td>
<td>Positive World Of Mouth (PWOM)</td>
<td>22</td>
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<td>3. The destination attributed</td>
<td>The destination personality</td>
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<td>associations</td>
<td>Island charm</td>
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<td></td>
<td>Tranquility and friendliness</td>
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<td></td>
<td>Island of dreams</td>
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<td>Sun and beach</td>
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<td>4. The quality and price</td>
<td>Destination climate and landscapes</td>
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<td>Destination attachment</td>
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<td>Friendship</td>
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<td></td>
<td>Memories</td>
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<td>5. Loyalty to the destination</td>
<td>Destination climate and landscapes</td>
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<td>Destination attachment</td>
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<td>Memories</td>
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<td>6. Other destinations assets</td>
<td>1. Touristic offerings</td>
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<td></td>
<td>Animation and excursions</td>
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<td>Restoration</td>
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<td></td>
<td>Welcome/hospitality</td>
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<td>Experimented guides</td>
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<td>2. Destination attractions</td>
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<td></td>
<td>Support services</td>
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<td>Comfort services</td>
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<td>Island heritage</td>
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<td>Culture</td>
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<td>People</td>
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<td>Traditions</td>
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<td>Architecture</td>
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<td></td>
<td>3. The communication mix</td>
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<td>Brochures and catalogs</td>
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Brand equity antecedents for a destination in crisis: citation frequencies in the interview data carried out with European tourists, visiting Djerba, and tourism professionals

The findings also show that destination brand equity leads to tourist satisfaction and revisit intention. The tourist satisfaction is mainly due to the efforts of hotels, the destination and to the tour operators. Besides, if the tourist develop good memories, strong emotions and an attachment towards the destination, he/she is more likely to revisit and recommend the destination.

Theoretical and practical implications

The results show that Djerba kept its position as an attractive touristic destination because of its rich capital of brand assets that strongly supported the island to retain and further prospect foreign tourists as well as to face the problems generated by the terrorist attacks of 2015. From a theoretical perspective, this study contributed to the existing literature by offering new insights into the destination brand equity (Chamard and Liquet, 2007; Girard-Millet, 1995). Moreover, this research identifies the consequences of destination brand equity on tourists' attitudinal and behavioral responses (Chen and Tsai, 2007; Petrick, 2004). From a managerial perspective, the study provides valuable insight for tourism professionals in developing their offerings by capitalising on the destination brand assets and developing its specific communication strategies. Which can strengthen the destination brand equity and stimulates the tourists revisit intention and increases its recommendation rate.
Conclusion and research limitations

This research explores in-depth the antecedents and consequences of brand equity of a destinations in crisis. Some limitations need to be pointed out: firstly, twenty three out of the thirty interviewees were French, with the rest of the interviewees being German, Italian and British. A more balanced sample will bring more insight to the study. Secondly, the interview method, although providing rich data, limits the generalability of the findings.

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Nation branding: An integrated framework for developing a nation brand for Palestine

Ioanna Papasolomou, Yioula Melanthiou, and Jilan Abdalmajid

Purpose of the research
The purpose of this research is to formulate a framework for developing a nation brand for Palestine taking into consideration the perspectives of different stakeholders in Palestine.

Research objectives
1- To undertake an extensive review of current literature in the field of nation branding in order to identify the key essential factors for developing a nation brand;
2- To propose a preliminary integrated framework for developing a nation brand using secondary data;
3- To explore and assess the views of various stakeholders concerning the development of a nation brand for Palestine;
4- To expand the preliminary framework to be more holistic and integrated by incorporating the stakeholders’ views.
5- To contribute to the knowledge and to provide practical and theoretical recommendations to the marketing researchers and practitioners in the field of nation branding, and, ultimately, to assist the Palestinian government to develop a nation brand for Palestine.

Originality – what is new about it?
The research seeks to contribute to the knowledge by presenting a holistic and integrated framework to the development of a nation brand Incorporating stakeholders’ views and recommendations. The researcher has chosen Palestine to be the model, as Palestine is a new emerging state that has never systematically developed a nation brand. The researcher proposed a framework based on the reviewed literature of the different theories of nation branding and nation brand. The proposed frame work integrates the three models of Anholt’s (Anholt, 2000), Dinnie’s (Dinnie, 2008) and Hankinson’s (Hankinson, 2007) as well as the own vision of the researcher. There was not such an integrated framework been presented in the literature as Hankinson (2007) argues that there are no universal approaches to destination branding; each destination will differ in terms of both its potential and its institutional infrastructure.

Literature review
Nation branding provokes extensive debate among researchers and practitioners; the topic is rich, contested, academically attractive and, as Fan (2010) emphasizes, still in its infancy. Nation branding involves stressing a nation’s values, creating benefits for its people and sustaining its competitiveness, and sustaining its competitiveness in this era of globalization (Lee, 2009). Countries are embracing nation branding in order to differentiate themselves on the world stage and to strengthen their economic performance (Dinnie, 2008) to attract investors, tourists, entrepreneurs, cultural events and international sporting (Anholt, 2007).

Anholt (2000) argues that most countries communicate with the rest of the world through six natural channels as shown in Figure 1.
Export, Tourism, public diplomacy (governance), culture and heritage, foreign investment and people (citizens) are the factors that nations work through to maintain a market share and preserve its status in the world fora (Anholt, 2000).

At the core of this research lies the readiness of Palestine as a nation to increase its abilities to develop a nation brand and manage it through a coordinated effort among its stakeholders and therefore communicated it to the whole world.

This research also investigates the best ways different stakeholders in Palestine can coordinate their efforts and work as well as the best ways they can communicate their nation brand message to their target audience.

Research methodology
This research adopts a qualitative exploratory methodology, drawing primarily on the literature of nation branding and nation brand. Triangulation of data collection was used to secure in depth understanding of the topic. The uses of multiple methods also provide an alternative to validation (Flick, 1992) and add rigor and depth to any investigation. The researcher used secondary data resources, such as relevant websites and printed materials including books and brochures. Primary data was collected through conducting a thirty face-to-face in depth interviews with different range of stakeholders in Palestine. The selection of the stakeholders was based on quota sampling according to Dinnie’s theory of stakeholders (the fully inclusive stakeholder (FIST) approach)). The researcher also conducted a focus group with the top management of the Palestinian Government to be able to explore more about the topic and their vision towards developing a nation brand.

As a result of reviewing the literature, and analysing the data collected from the interviewees, the researcher managed to finalized and proposed a final holistic and integrated framework for developing a nation brand for Palestine

Findings
This research is considered to be a preliminary plan/study of a PhD dissertation. The expected findings will constitute a base to formulate a new integrated and holistic framework for developing a nation brand for Palestine. It will also contribute to the knowledge and will provide practical and theoretical recommendations to the marketing researchers and practitioners in the field of nation branding and nation brand, and, ultimately, to assist the Palestinian government to develop a nation brand for Palestine.
As the researcher is also adopting a multi-stakeholder approach, there will be emphasis placed on their role towards identifying the essential and critical factors that contribute to the development of a nation brand for Palestine.

The research is interdisciplinary, incorporating concepts of branding, nations, leadership vision, stakeholders and identity to provide an integrated framework for developing a nation brand.

**Research limitations/implications**

The relatively small dataset as well as the restricted geographic scope of this study limits the generalizability of the findings; further research is required to ascertain whether the findings of this study also applies in similar or other settings.

**Practical implications**

This research has a significant implication for positioning the state of Palestine as a trustworthy partner in the peace process and within the international context as well as the global marketplace by emphasizing the extensive business opportunities that await both the native and foreign investors in Palestine. It also provides recommendations for implementing the results of the research.

The results of this research will contribute in enhancing the efforts undertaken by the Palestinian government to unify the efforts of all Palestinians (in Palestine and the diaspora) in developing a nation brand. In that sense, the results of this research will also contribute to branding/marketing practices. Recently, the Palestinian government appointed few commercial diplomats in its embassies abroad to promote Palestine commercially. Developing a nation brand for Palestine will enhance the efforts of those diplomats.

As this research also digs deep into the role of identity, culture and public diplomacy in developing a nation brand, it will result in strong recommendation to appoint cultural diplomats to promote the Palestinian culture. It will also strengthening of the role of those diplomates and embassies not only to promote the nation brand but to sustain the good image of Palestine in the world.

Another implication of this research is related to strengthen the Palestinian demand for recognition of the state of Palestine, thereby receiving full membership in the United Nations. This will empower the Palestinians in any future negotiations with Israel, as negotiations between two equally fully recognised states are different from negotiations between two nations of unequal political status. Developing the nation brand for Palestine will enhance the overall aim of the Palestinian in this regards.

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The impact of small businesses with particular reference to small hotels and loyalty factors.

Michael Kourtoubelides

Purpose
The purpose of the paper is to consider how small businesses especially small family or owner managed hotels ensure customer loyalty and repeat business in the future.

Originality
There seems to be limited research in this field as more small hotels tend to be the trend in new business opportunities.

Research methodology
Conceptual paper

Findings and discussion
Can customer loyalty be successful in the long term for small hotels to compete with larger hotel chains?
What loyalty factors or strategies exist for small hotels with a limited budget?

Theoretical and practical implications
The paper will examine communication strategies that are implemented to create and maintain loyalty.

How are these strategies put into practice?
How are these customer retention strategies implemented to customers. For example feedback forms, events within the hotels to create and maintain loyalty.

Research limitations
As a conceptual paper it will be based mainly on secondary sources and considering future developments on this topic.

Conclusion
The aim of this research is to further develop how such businesses can survive and prosper in today’s economic climate and how personal service and newer cost effective communication techniques can be implemented to assist these businesses.

Abbr
Small and medium business enterprises = SME’s
Introduction

SME’s contribute to a substantial proportion (99.9 per cent) of companies in the UK (Department of Trade and Industry Small Business Service, 2005). Shoemaker and Lewis (1999) have stated customer loyalty as being “the future of hospitality marketing”. It has been stated that in the past research on hospitality has been limited; and much of the knowledge came from the traditional marketing literature and other fields such as psychology. Shoemaker and Lewis (1999) distinguished between frequency programs and and loyalty programs which is more about emotional brand attachment. Evidence also suggests that SME’s will concentrate on short-term goals as opposed to long-term objectives due to time factors. (Beaver and Harris, 1995), and will have a preference for action as opposed to planning (Matthews and Scott, 1995).

Referring back to branding factors, in their evaluation of the top hotel reward programs, Shoemaker and Lewis (1999) designated benefits into three classifications: financial, procedural and psychological. They stated that the main aspect to successful marketing was to change from transaction type tactics such as discounts to strategies focusing on developing brand relationships. It is further argued that SME’s have the advantage of closer contact with customers and are more flexible, react to change and more innovative in comparison to larger firms. SME’s also tend to rely on word of mouth for promoting themselves (Stokes 2000; Stokes and Lomax,2002) and it is stated that such businesses utilise personal social and business network strategies for collecting information, testing ideas and to base this on practical experience to develop their strengths (Carson 1999; Carson and McCarton-Quinn, 1995; Gilmore et al., 2001; Hill, 2001, b; Stokes, 2000).

This with other factors has therefore developed the establishment of “entrepreneurial marketing”, which is based on what entrepreneurs carry out (Stokes 2000) and would therefore have close associations with research on SME marketing but can also be applied to marketing in large organisations (Miles and Darroch, 2004). For SMEs relationship marketing consists of word of mouth as the main factor for promotion.

Competitiveness in small hotels

The other factors to consider in this paper are about, how companies can enhance their position compared to competition in the future? Hall (1992) states that small hotels can divide their resources into tangible and intangible factors. Therefore, tangible resources comprise of shares, material mechanisms, buildings, human resources, finances and the like. Intangible resources include skills, knowledge, trademarks, copyrights, patent rights etc. (Coyone 1986). It is also stated that competitive advantages are formed by those activities, features and qualities of hotel companies that perform better than competition. Therefore, the creation of competitive advantage is possible to define when compared to rival companies, which means that the hotel required to create additional value from competitors.
It is stated that mostly these are hotel companies which include strength and facilities for rapid change of production or the services on offer. The main factors for success is to determine satisfaction of guests by evolving skills, knowledge and processes which can be altered to changes in demand.

**Marketin in small hotels**

Evidence suggests that marketing in hotels has included both the effect of marketing on the performance of business and the contribution of relationship marketing strategies to marketing in hotels. Authors have realised the impact of marketing orientation or the effectiveness of marketing on business performance for hotels (Cizmar and Weber, 2000; Nichols and Roslow, 1999; Sin et al., 2005). Moreover, other researchers have considered the issue of satisfying customer requirements from a relationship marketing strategy, implying there is a requirement for retention marketing. (Shoemaker and Lewis, 1999) and the significance of being able to assess and manage the pre-existence and results of relationship quality. (Kim and Cha, 2002). However, customer relationship management includes some useful factors for small independent hotels.

As an example to this, Imrie and Fyall (2000) have stated that while large hotels have complex CRM systems linked with branding and loyalty schemes, such choices may not be available for small hotels as many customers do not visit small hotels again. It is also stated that the reason behind not visiting the location may be due to variety and facilities. The next section focuses on public relations as a form of communication for small hotels and customer retention strategies.
Public relations in small hotels
Evidence suggests that public relations are a very useful tool for strategic management (Dozier et.al., 1995, p. 171) and play a very important position in creating the reputation of well respected companies in the world (Theaker, 2004, p. 63). It is also interesting to consider that small businesses often become experts in public relations themselves. (Tomic, 2008, p. 204). Therefore, classification of the evolvement of public relations derives from the author of four models that can be interpreted in terms of historical development this includes: advertising, placement of information, asymmetric relations and symmetrical public relations.

These current models summarise the way from lower to higher levels of the development of public relations in the organisation and will depend on the structure of the relationship between the organisation and the environment (Grunig and Hunt, 1984, p. 22). It is also stated that one of the most significant factors that determine how the features of public relations are organised would be the organisation’s culture. (Eisenberg and Riley, 2001). Evidence also suggests that SME is a good advantage when the organisation encounters adjustments to meet the needs of the market. (Freel, 2000, p. 27) or customer’s requirements (Dallago 2000, p. 315).

It is therefore important to consider that the notion of public relations is mixed with component parts and activities of public relations themselves such as: publicity, advertising, lobbing and the like.

The understanding of public relations is enhanced by communities of networks in the business world, including specialised skills and forming relationships, by which this goes beyond marketing communication (Rogers, 2007). Moreover, it is stated that small hotel managers in the hospitality industry should accept media as a big opportunity to promote themselves with no cost implications.

It is also claimed that small hotel managers will gain trust from the media and target audience with their friendly behaviour and the willingness to adapt quickly. It is also stated that small hotel managers will achieve trust from the media and their target audience.

Conclusion
It can be concluded that SME’s and in particular small and medium hotels tend to have limited resources in relation to sophisticated marketing and communication strategies for customer retention. The aim of this research is to further develop how such businesses can survive and prosper in today’s economic climate and how personal service and newer cost effective communication techniques can be implemented to assist these businesses.

References

Session E2: Corporate Brand Identity Management

The importance of consistent corporate brand identity: A holistic framework
Sung-Yun (Ashley) Chung and John Byrom

Exploring corporate identity management in Malaysian higher education sector
Bahtiar Mohamad, Haslina Halim, Ahmed Rageh Ismail, and Hassan Abu Bakar

Diversity in emerging organizational identity - Implications for corporate branding in B2B
Sonja Ingman, Anne Rindell, and Tore Strandvik
The importance of consistent corporate brand identity: A holistic framework

Sung-Yun (Ashley) Chung and John Byrom

Acknowledgements
The assistance of Mr. Hong-sup Song, former CEO of the Parnas Hotel Ltd. who enabled the main author to conduct in-depth research on the two hotels considered in this paper, is gratefully acknowledged.

Purpose and objectives of the paper
Building a distinctive, unique, and aligned brand identity is essential in brand management. This paper proposes an integrated framework for consistent corporate brand identity based on previous literature and a longitudinal in-depth case study of two five-star hotels. The two hotels were selected for being owned by a single company, located in a same district, under a same brand, and especially, they were establishing a brand identity strategy due to the CEO’s will to have a unique yet consistent identity.

Originality
This study has originality developing a holistic framework based on upclose investigation of the two hotels establishing a new brand identity strategy, implementing the strategy through visual elements (visual identity), and trying to understand the impact on employees (organisational identity). The first-named author being involved in the process of managing the brand identity, has acknowledged the importance of aligning brand identity elements and developed a theoretical framework of brand identity, image, and reputation.

Research methodology
In-depth case study research was undertaken to understand how the two hotels developed their brand identity by analysing various sources of data. The approach involved a sequential process of establishing strategic identity, implementing it through visual elements, and understanding their impact on organisational identity. The first-named author was involved in building the visual identity strategy for the hotels as an ‘actor’ (Ryan et al., 2002) since she was employed by the hotels in this role and left the organisation. 15 months later, she conducted semi-structured in-depth interviews with 42 participants working in the two hotels to investigate the impact of strategic and visual identity on organisational identity.

Findings
The new strategic and visual identity influenced organisational identity; clear changes were apparent amongst employees in terms of solving customer enquiries, service style. After understanding the strategic and visual identity of the hotels, participants started to explain the design concept and unique identity of the hotels. In other words, due to knowledge dissemination regarding strategic and visual identity, they were able to deliver the brand identity to the guests (De Chernatony, 2006, 2010; Kapferer, 2008, 2012; King and Grace, 2010). In addition, interviewees tended to feel a degree of pride when seeing guests becoming interested in the strategic and visual identity. The participants emphasized that the hotel’s strategic and visual identity helped to form the basis of their attitude – particularly in terms of their approach to service. Understanding the strategic and visual identity of their hotel, guided them to think before they act and behave determining whether it matches their identity or not (Bataineh et al., 2017).
Moreover, interviewees emphasized continuous communication between the employees and the team in charge of corporate brand identity plays a crucial role in increasing the quality of employee response. This supports Du Preez et al. (2017) who noted that brand knowledge should be fully assimilated by employees which can lead to them providing high quality services to customers, thus reflecting the organization’s brand image.

**Theoretical and practical implications**
Given the importance of aligning the brand identity components (Abratt and Kleyn, 2012; Coleman et al., 2011; Hatch and Schultz, 2001; Van den Bosch et al., 2004) and empirical case study, this paper proposes a holistic framework for consistent corporate brand identity (Figure 1). Corporate brand identity consists of three types of identity: strategic, visual, and organizational. Strategic identity refers to top management’s strategic intent forming the direction of the organisation, including its philosophy, vision, mission, and values. Visual identity consists of tangible elements which express strategic identity and can be categorized as basic, applied, and extended components. Strategic and visual identity may impact on organisational identity through frequent internal communication and this paper has highlighted the importance of collaboration between top managers and members of the organisation for esprit de corps to build consistent corporate brand identity.

![Figure 1. A holistic framework for consistent corporate brand identity](image)

This framework can be a guideline for the brand managers and top management in managing consistent corporate brand identity.

**Research limitations**
This is a research based on in-depth understanding of the two hotels owned by a single company; therefore, it may be difficult to generalize.
References


Exploring corporate identity management in Malaysian higher education sector

Bahtiar Mohamad, Haslina Halim, Ahmed Rageh Ismail, and Hassan Abu Bakar

Introduction
A number of scholars have suggested that the globalization of business has finally been embraced by the higher-education sector, where education is seen as a service that could be marketed worldwide (Drori et al., 2013; Melewar and Akel, 2005). The notion is supported by Maringe (2005, 2010), and Maringe and Mourad, (2012) who argue that the increased competition in the education market has been seen as the key driver of higher-education marketisation across the world, where universities and other institutions of higher learning have to compete with each other to attract high-quality students and academic staff at an international level. Hence, competition is no longer limited within national borders.

Drawing upon the holistic corporate identity perspective, this paper hopes to discuss the implementation of corporate identity management (CIM) in a Malaysian higher-education sector. Acknowledging the lack of discussions on CIM topic, this paper addresses this shortcoming by exploring the CIM dimension as one constituent of the corporate identity mix. By utilizing the qualitative data obtained from interviews, the paper aims to validate the definition of CIM construct, as well as the basic three-fold categorization of the construct.

Apart from the important outcomes of CIM, scholars also suggest for further investigation on antecedents such as corporate culture, internal brand and leadership, as these intangible elements of CIM can contribute towards the organization’s health by attracting and retaining a person of quality (Goodman, 2001).

Specifically, Simões et al., (2005) definition gives a more systematic explanation of the fundamental characteristics of CIM. Their definition takes a comprehensive view of the corporate identity dimensions that need to be managed internally. According to these authors, CIM should include; (1) the implementation, support, and maintenance of visual systems; (2) the expression and pursuit of brand and image consistency through global organizational symbols and forms of communication; and (3) the endorsement of consistent behavior through the diffusion of a company’s mission, values, and goals. More importantly, in the context of this study, CIM “considers all forms of communication that convey an image and seek an integrated approach to articulate identity in coherent and harmonized messages through internal and external forms of communication” (Simões et al., 2005. p. 158).

Methodology
This study applies the dimensional qualitative research approach to validate the conceptual model, which demonstrates the antecedents and consequences of corporate identity management (CIM). This model suggests that internal brand, transformational leadership and corporate culture are key antecedents of CCM.

Seven semi-structured face-to-face interviews were conducted with representatives of corporate communication and public relations departments from prominent public universities in Malaysia. This would facilitate the understanding on definition, antecedents and the consequences of CIM as the information obtained would be in-depth, rich and meaningful. Finally, yet most importantly, they were the university’s spokesperson who could easily be accessed and approached for follow-ups, if needed.
The researchers extracted items from each interview data by using data reduction and display functions in Nvivo 11 software.

Findings
With regard to the antecedent of CIM illustrated above, the qualitative data offers valuable insights on each of the proposed linkages. Internal brand enables employees to recognize the values integral to the brand and organization in order for them to convey the brand’s promises to the consumers in their daily operations.

Burmann and König (2011) posit that internal branding activities are establish to be gradually operated in the service industries by adding that terms such as ‘employee branding’, ‘relationship marketing’, ‘internal marketing’ and ‘internal branding’ are frequently applied in marketing literature and these terms pay attention to the engagement of internal stakeholders in organisation missions and planning. These concepts view employees as one of the important target groups in the audience for marketing communication activities and emerged as a key process to align the behaviours of employees with the brand values (Punjaisri and Wilson, 2007). The interviews’ findings provide some evidence for the proposed linkages. Several interviewees have characterised the universities that emphasised the CIM by descriptions such as human-resource training and development’.

Transformational leadership is a leadership approach which is able to influence a target group towards the achieving a particular goal (Cartmella et al., 2011; Drouillard and Kleiner, 1996) and cause a positive change in the individuals and social systems. The main aim of this type of leadership is to develop followers into leaders and enhance the motivation, morale and performance of followers through a variety of mechanisms. These leaders serve as a role model, inspire and challenge followers to take greater ownership for their work. This in turn, can shape an organization’s values and orientation (Hambrick and Mason, 1984; Jordan, 1973). A better understanding on the strengths and weaknesses of the followers will enable leaders to align followers with tasks that optimize their performance.

Qualitative findings also provide evidence for the linkages between leadership and CIM. In general, a significant relationship between transformational leadership and CIM has existed. For instance, leaders play a significant role as an information provider to the subordinates at different levels. Leaders have to ensure that corporate identity (i.e. vision and mission) of the organization is achieved. In realizing the vision of corporate identity, a transformational leader should have good communication skills in building trust and enthusiasm within the organization.

Organizational culture has been conceptualized in many ways. It contains multiple sets of dimensions such as behavior (Kotrba et al., 2012), beliefs (Chapman et al., 2011), values (Schneider et al., 2013). These dimensions work as a substructure for organization management practices, management systems and behavior. It also contains ideas that guide organizational viewpoints towards employees and customers (Jin and Drozdenko, 2010). Moreover, organizational culture as the pattern of belief and shared values helps employees to understand the function of the organizational, and thus provide norms for behavior in the organization (Deshpande and Webster, 1989).

Organizational cultures are conceptualised in this paper as antecedent factors of CIM. In detail, based on the integrated communication paradigm, the authors propose that universities with highly-developed organizational culture systems are more likely to manage the corporate identity. Qualitative findings provide evidence for this proposition.
Organizational culture strengthens the significance of CIM, and is likely to inspire better organizational communication systems at all levels (individual and group) based on beliefs, values, and behavior in initiating a fundamental identity for the organization. From the macro perspective, successful CIM depends on the capability of employees and managers from one culture to understand other cultures.

**Perceived consequences of CIM**

The research describes two sets of consequences of CIM: (1) Employee Brand Support; and (2) Affective Commitment. Trim (2003), emphasize that the organization’s employees of should have identical values to those of their institution. Therefore, the institutions need to base their activities on the organisation’s brand values in order to encourage employees to support the brand in their behavior (Sujchaphong et al., 2015).

In the context of the university, an employee should display his/her support's behaviour on the university's brand. Furthermore, employee with a clear understanding on university's brand values will employ these brand values in their daily work (Judson et al., 2006). It is noticed that without clear understand on the university’s brand, the academic staff may reflect fewer university’s brand values compared to their own values (Baker and Balmer, 1997; Jevons, 2006; Whisman, 2009). Overall, the qualitative analysis of data shows that the linkage between CIM and employee brand supports is clearly positive and significant. For example, Vallaster and de Chernatony (2005), though subjectively, suggests that there is a strong relationship between CIM and employee brand support.

The concept of commitment is one of the major factors in determining the relationship between individuals and an organization or their respective work group (Mowday et al., 1982). A review of the literature suggests that commitment links the concept to the identification with goals and values between an individual and the organization (Buchanan, 1974) or an exchange of behaviour to get benefits that will be appreciated by others (Meyer and Allen, 1984).

The CIM depends on the leader to endorse the supportive workplace environment, and it consequently provides outcome of the affective commitment (Meyer et al., 2002). With regard to the extracted consequences of CIM, a majority of the interviewees supported the basic view that affective commitment can offer a wide range of beneficial outcomes to the university. To conclude, the qualitative findings indicate that the CIM has a significant impact on the affective commitment of the university as suggested by (Robbins, 2001), but at a different situation, depending on the corporate identity practices by the individual university.

**Research implications**

This paper extends the knowledge of CIM practices by adding different insights to the possible antecedents and consequences in a non-western country in the contexts of a Malaysian higher-education sector. Second, most corporate identity researchers may benefit from using an integrated and systematic management framework with a broader view of CIM. Finally, by reviewing the incomplete findings reported in previous studies, this paper contributes towards a new insight of the existing knowledge.

Three aspects from the findings are expected to be useful to public policy makers such as the Ministry of Higher Education. Firstly, policy makers will be made aware of how to practice CIM in a Malaysian higher-education sector. Secondly, this research seeks to notify a university administrator of the best way to practice CIM, which can be implemented as a guideline and indicator for the performance measurement for the higher institutions. Lastly, this study may be useful for that undertaking research as it could improve their understanding of the influence of CIM on employee brand support and affective commitment of universities.
Conclusion
Qualitative data provides valuable support towards the definition of the CIM concept, as it allows for further elaboration on the definition building from the existing CIM and corporate identity literature. This will facilitate further research on the CIM of university.

This paper predominantly offers better understandings toward the determinants and consequences of CIM. In addition, qualitative findings support most of the antecedent and consequences factors proposed in this paper, which strengthens the rationale of future quantitative testing of the proposed linkages. To summarize, the CIM theoretical model has proven to be useful to the organisations, and the conceptual model presented has also proven its robustness.

Keywords
Corporate identity management; Internal brand; Organizational culture; Leadership; Brand support

References


Diversity in emerging organizational identity - Implications for corporate branding in B2B

Sonja Ingman, Anne Rindell, and Tore Strandvik

Purpose and objectives of the paper
This paper advances the understanding of organizational identity formation and its influence on corporate branding in professional ‘SME’ service companies in a B2B setting. The main research question is: what implications do organizational identity formation and identity diversity in professional ‘SME’ service companies on B2B markets have on corporate branding? This paper shows that in the contemporary world, a simplified view of one organizational identity and corporate branding strategy, as well as one controlled corporate image is not possible due to individual employees’ and customers’ multiplicity of perceptions and aims.

In a social constructionist perspective, organizational identity is seen as a dynamic process involving social interactions between internal and external stakeholders (Corley et al., 2006) shadowing external corporate images (Hatch and Schultz, 2002). Corporate branding can be seen as a set of deliberate and unintended activities acted out by a company or its members, influencing stakeholders’ corporate brand images over time (Rindell and Strandvik, 2010) influencing also on how the corporate brand is interpreted by employees (Kärreman and Rylander, 2008). However, in professional service companies, managing organizational identity emergence and its diversity is essential since employees act as corporate brand ambassadors in their every-day contact with customers and other stakeholders (Gray, 2006; Biedenbach et al., 2011).

Originality
This paper addresses the process of organizational identity formation (Gioia et al., 2010, Kroezen and Heugens, 2012) over time in an SME, which at 10 years of age has reached a growth stage (Masurel and van Montfort, 2006). The paper is one of the few that empirically studies organizational identity formation from a process-oriented view rather than from a characteristic-oriented view (see Kreiner et al., 2015). A process-oriented view indicates time and complexity - according to Gioia et al. (2010, p. 4) the process of organizational identity formation is “subject to multiple influences and infused with ambiguity and one in which organizational identity is not defined solely by founders and leaders but negotiated by both insiders and outsiders”. In line with this perspective, we argue that identity dynamics and diversity challenges corporate branding especially in professional SME’s service contexts on B2B markets.

In recent organizational studies, organizational identity formation and change have been addressed (see Gioia et al., 2013), yet how identity formation and organizational diversity influence corporate branding, where the notion of a stable and coherent brand image is commonly idealized (Waeraas, 2008; Balmer, 2012) has been studied sparingly. As noted by Gioia et al. (2013); organizational identity processes likely vary across organizations depending on contextual factors, such as whether an industry is new or established. We study a new professional service within an old industry, that is, workplace design consultancy services within construction business in a B2B setting. Corporate branding in professional service companies is often influenced by professional identities, like in our case, architects’, interior designers’ and business managers’ professional identities, and notably, small professional service companies may lack marketing personnel.
While a majority of the previous studies on organizational identity have been positioned within organizational studies, some attempts to bridge organizational identity theory with corporate branding have been made (see Hatch and Schultz, 2002; Balmer, 2008; De Roeck et al., 2013).

**Research methodology**
The empirical context is a Finnish small-sized business offering workplace design consultancy services in a B2B setting. We examine qualitatively by conducting open interviews how the whole personnel, including founders, managers and employees (18 altogether) view the organizational identity and its emergence over time. We employ content analysis to examine organizational diversity and organizational identity emergence over time. Further, we identify members’ reflections of the corporate brand in relation to their perception of the organizational identity.

**Findings and discussion**
Our study shows how organizational members formed their perception of the organizational identity over time during the company’s 10 years of existence. Our manifold observations illustrate the complexity of organizational identity formation, also suggesting branding challenges specific to professional service companies. For instance, it appeared that professional identities had influenced organizational identity formation over time, while our findings further demonstrate the challenges of balancing founders’ visions with managers’ and employees’ understandings when developing a corporate promise. In the study, it appeared that members experienced a meanings void (Gioia et al., 2013), being uncertain of how the organizational identity could be described in a way that all members could identify with, while also not knowing what the corporate brand promise should or should not be in terms of gaining a competitive edge.

**Theoretical and practical implications**
We propose a model, inspired by the work of Hatch and Schultz (2002, 2008) on the interplay between organizational identities and corporate images over time in the context of professional service companies within B2B. We develop current understandings of organizational identity formation, illustrating its complexity and contextuality. Within corporate branding research, we suggest that these aspects could be considered when approaching the question “how to achieve strategic corporate brand alignment” (Balmer, 2012). For managers, this paper suggests that organizations could benefit from gaining a further understanding of organizational identity formation and its diversity for not only striving for a corporate brand promise that aligns internal identity perceptions, but rather striving for a broad understanding of organizational identity vis-à-vis corporate branding, which includes employee activity as an important dimension.

**Research limitations**
This study is limited thru its empirical setting. Future studies are invited in other empirical settings, in order to advance the understanding of how organizational identity dynamics influence corporate branding over time.

**Conclusions**
This study provides novel insights on organizational identity formation specifically in the context of professional SME service companies in B2B settings. Within this context, this study takes a further step towards bridging organizational identity with corporate branding, as has been called for within both fields.

**Keywords**
Organizational identity formation; Organizational identity dynamics; Corporate branding; B2B; Professional services; Small and medium sized enterprises (SME)


Purpose and objectives of the paper
Corporate reputation acts as a source of competitive advantage if managed properly. Better management of corporate reputation mandates better conceptualization and measurement. The issue of conceptualizing and measuring corporate reputation has attracted significant attention in the marketing and management literature (Davies et al., 2002; Fombrun, 2001; Fombrun and Shanley, 1990; Fryxell and Wang, 1994; Gardberg and Fombrun, 2002; Wartick, 2002).

Foremost, Fombrun and Shanley (1990, p. 254) called for future research that better specifies “the dimensionality of the [corporate reputation] construct.” Despite growing interest in academics, there is slight agreement on the dimensionality of corporate reputation. Some academics have conceptualized and measured corporate reputation in a unidimensional manner (e.g., Anderson and Robertson, 1995; Bhattacharya et al., 1995; Doney and Cannon, 1997; Verčič et al., 2016). While other believe that it is a multidimensional construct (Walsh and Wiedmann, 2004; Davies et al., 2002).

Though corporate reputation is essential from all stakeholders’ perspectives, for services like banks, the key stakeholder remains the customer. However, there have been limited efforts to measurement and refinement of customer based corporate reputation (CBR). Additional investigation is needed establish the customer-based corporate reputation scale’s generalizability and its assessment across cultures and service contexts (within and across industries) by replication (Walsh and Beatty, 2007; Walsh et al., 2009) and extension.

In this backdrop, this study re-examined the 15 item instrument used by Walsh et al. (2009) to investigate the dimensionality of the CBR construct in the Indian retail banking Industry. Robustness of the CBR construct is necessary for measuring and managing it and assessing its relationship with other constructs.

Customer based corporate reputation definition
In this study CBR is defined as “the customer’s overall evaluation of a firm based on his or her reactions to the firm’s goods, services, communication activities, interactions with the firm and/or its representatives or constituencies and/or known corporate activities” (Walsh and Beatty, 2007, p. 121). According to Walsh and Beatty (2007) CBR is a multidimensional construct with five dimensions namely, customer orientation, a good employer, reliable and financially strong company, product and service quality and social and environmental responsibility.

Research methodology
After establishing the applicability of Walsh et al. (2009)’s 15 item questionnaire, data has been collected through online mode. 224 usable responses were subject to EFA, parallel analysis, and CFA. EFA and parallel analysis revealed that CBR is a three-dimensional construct. After EFA, CFA was performed on two competing models. Model one (a and b) was based upon the outcomes of EFA (parallel analysis) and modeled as first and second order construct. The model two (a, b) was based upon the original scale of Walsh et. al. (2009) and modeled as first and second order construct. The best fitting model was chosen as the final model out of the competing models.
Result and discussion
Table1

<table>
<thead>
<tr>
<th>Model</th>
<th>First/Second Order</th>
<th>CMIN/DF</th>
<th>GFI</th>
<th>CFI</th>
<th>RMSEA</th>
<th>SRMR</th>
<th>NNFI(TLI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 1a - 3Factor*</td>
<td>First order</td>
<td>1.938</td>
<td>.916</td>
<td>.950</td>
<td>.065</td>
<td>.0571</td>
<td>.939</td>
</tr>
<tr>
<td>Model 1b - 3Factor*</td>
<td>Second order</td>
<td>1.938</td>
<td>.916</td>
<td>.950</td>
<td>.065</td>
<td>.0571</td>
<td>.939</td>
</tr>
<tr>
<td>Model 2a - 5 factor</td>
<td>First order</td>
<td>2.990</td>
<td>.877</td>
<td>.892</td>
<td>.094</td>
<td>.0692</td>
<td>.858</td>
</tr>
<tr>
<td>Model 2b - 5 factor</td>
<td>Second order</td>
<td>3.956</td>
<td>.829</td>
<td>.829</td>
<td>.115</td>
<td>.0940</td>
<td>.789</td>
</tr>
</tbody>
</table>

*V19 dropped from original scale

As we can see the CFA outputs in the table1, the Model2a, Model 1a, b have an adequate value of fit indices and model 1(a, b) fits the data really well in comparison to the other model 2a (Ory and Mokhtarian, 2009). Also, model 1(a, b) has adequate AVE and CR values after removing v19 from the original scale item (Bagozi and Yi, 1988; Fornell and Larcker, 1981). Therefore, it is concluded that the customer based corporate reputation has three dimensions in developing countries.

The original scale has five factors namely customer orientation (4 items namely v8, v9, v10, v11), good employer (4 items namely v12, v13, v14, v15), Reliable and Financially Strong Company (3 items namely v16, v17, v18), Product and service quality (2 items namely v19, v20) and Social and environmental responsibility (2 items namely v21, v22) are converging to three factors when subjected to factor analysis namely Customer and employee orientation (7 items v8, v9, v10, v11, v12, v13, v14), Bank strength and offering quality (5 items v15, v16, v17, v19, v20), Social and environmental responsibility (3 items namely v21, v22, v18).

While analyzing we see the factor Social and environmental responsibility has been subjected to minimum change while performing EFA. The additional item v18 (The bank is aware of its responsibility to society) was originally assumed to load with Reliable and financially strong company. Whereas our EFA output indicates that an item v18 (The bank is aware of its responsibility to society) is loading with v21 (supports good causes) and v22 (Is an environmentally responsible bank). Which seems to be closely related to the social and environmental responsibility. Also broadly we see that the four items from customer orientation and 3 items from good employer come together to form the new factor customer and employee orientation. This implies that in Indian context the two said factors in original scale are combining into one it might be due to consumers’ perception that a bank which has good employee orientation may also have good customer orientation. It is also said that employees are the first customer of a bank so if they are happy the customers served by them would be happier too. Similarly, we see that the 3 items from reliable and financially strong company and 2 items from product and service and 1 item v15 (Bank has excellent leadership) from a good employer is forming the second new factor namely strong bank. An item “v19-Offers high-quality products and services” is removed from this factor during CFA as it was showing inadequate loading. The dimension of social and environmental responsibility from original scale remains unchanged.
Implications
The study makes a contribution to the existing literature on marketing by unfolding that customer based corporate reputation is a three-dimensional second order construct. Therefore, the activities performed to manage corporate reputation should be focusing on the identified three dimensions.

Limitations
The study has collected limited data from retail consumers of Indian banking sector, therefore, any generalization should be done with caution. Future researchers could consider the perspectives of Institutional customers. Also, future research could include customers from the multiple Industries.

Conclusion
The research has established that the CBR in developing country has three-dimensional factor structure, namely customer orientation and employee attractiveness, bank strength and social and environmental responsibility. This is in contrast to the original study on CBR suggesting five-dimensional second order model. As the first and second order model (1a, b) fit values are same it could be concluded that the corporate reputation could be modeled as either first order or second order reflective construct. However, since the original authors modeled CBR as second order construct it is contended that it should be modeled as the second order construct. The paper addresses the identified gap in the literature regarding the dimensionality of customer based corporate reputation (CBR).

Keywords
Customer based corporate reputation; Customer orientation; Good employer; Reliable and financially strong company; Social and environmental responsibility and developing country

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Appendix-I

A. Definitions of sub-constructs

Customer orientation indicates the willingness of company employees to satisfy customer needs as perceived by customers themselves (Brown et al., 2002). The good employer dimension refers to the way company and its management treats its employees and pays attention to their interests, and customer expectations that the company has competent employees from the perspective of the customers. The reliable and financially strong company dimension deals with the issues related to competence, solidity and profitability as perceived by the customers. Further, it attempts to measure the customers’ expectation about company’s ability to manage their finance in such a way that investment risk in company is minimized. The product and service quality dimension refers to customers’ perceptions of the quality, innovation, value and reliability of the firm’s, goods and services. The last dimension, the social and environmental responsibility attempts to captures customers’ beliefs about the company’s social and environmental role in general.

B. Items of CBR scale with statement (Walsh et. al, 2009)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>v8</td>
<td>The bank treats its customers in a fair manner</td>
</tr>
<tr>
<td>v9</td>
<td>The bank’s employees are concerned about customer needs</td>
</tr>
<tr>
<td>v10</td>
<td>The bank’s employees set great store by a courteous customer treatment</td>
</tr>
<tr>
<td>v11</td>
<td>The bank takes customer rights seriously</td>
</tr>
<tr>
<td>v12</td>
<td>Looks like a good Bank to work for</td>
</tr>
<tr>
<td>v13</td>
<td>Looks like a Bank that would have good employees</td>
</tr>
<tr>
<td>v14</td>
<td>Bank Maintains a high standard in the way it treats people</td>
</tr>
<tr>
<td>v15</td>
<td>Bank has excellent leadership</td>
</tr>
<tr>
<td>v16</td>
<td>Looks like a bank with strong prospects for future growth</td>
</tr>
<tr>
<td>v17</td>
<td>Recognizes and takes advantage of market opportunities</td>
</tr>
<tr>
<td>v18</td>
<td>The bank is aware of its responsibility to society</td>
</tr>
<tr>
<td>v19</td>
<td>Offers high quality products and services</td>
</tr>
<tr>
<td>v20</td>
<td>Is a strong bank</td>
</tr>
<tr>
<td>v21</td>
<td>Supports good causes</td>
</tr>
<tr>
<td>v22</td>
<td>Is an environmentally responsible bank</td>
</tr>
</tbody>
</table>
C. Composite reliability and validity of the dimensions of CBR

<table>
<thead>
<tr>
<th></th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE</td>
<td>90</td>
<td>.57</td>
</tr>
<tr>
<td>BS</td>
<td>.77</td>
<td>.50</td>
</tr>
<tr>
<td>SE</td>
<td>.78</td>
<td>.54</td>
</tr>
</tbody>
</table>

SE - Social and environmental responsibility  
BS - Strong Bank  
CE - Customer and employee orientation

D. Correlation among the dimensions of CBR

<table>
<thead>
<tr>
<th></th>
<th>SE</th>
<th>BS</th>
<th>CE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE</td>
<td>0.732+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BS</td>
<td>.551</td>
<td>0.673+</td>
<td></td>
</tr>
<tr>
<td>CE</td>
<td>.522</td>
<td>.611</td>
<td>0.53+</td>
</tr>
</tbody>
</table>

+Square root of AVE
Purpose and objectives of the paper

Despite the importance of corporate brand experience (CBE) as a core value in the delivery of a corporate brand covenant, and in managing a business in a complex environment, little is known about how to measure it or how it works online. Although the brand experience concept, first developed by Schmitt (1999), has been one of the most cited works across product industries, it cannot address the following: (1) the whole company or corporation or CBE (Balmer and Gray, 2003); (2) the concept in relation to service sector experience (O’Cass and Grace, 2004), since it is more concerned with product brand experience (Schmitt, 2009); or (3) provide a comprehensive explanation of the service brand setting for a bank conducting its business via online transactions (Schmitt, 2009; Rose et al., 2011). Therefore, this paper addresses the need for a more comprehensive analysis through the development of a measurement scale of CBE from the concept introduced by Hamzah, Syed Alwi and Othman (2014) in their exploratory study, and, subsequently, validates its psychometric properties. This study extends the brand experience concept to corporate level.

Originality

As the concept is relatively new, there is still a conceptual paucity. Thus, the meaning and measurement scale required to operationalise the CBE in the online setting remains unclear. Although the brand experience concept put forward by Schmitt (1999), and later by Brakus et al., (2009) provides useful guidance on brand differentiation through dimensions, such as sensory, cognitive, affective, behavioural and social experiences, the concept remains at the generic level (Schmitt, 2009), and unsuitable for application within the service context (Brakus et al., 2009) due to its primary focus on product brand (Schmitt, 2009). When CBE is investigated, differences are apparent; namely, corporate visual identity, lifestyle and corporate/self-identity. This study found specific dimensions for the purpose of brand differentiation within the online banking context. The novelty of this research lies in developing the measurement scale items of brand experience, and, subsequently, validating the scale through comprehensive procedures at corporate brand level. This research contributes to existing literature in corporate branding by providing a corporate brand experience model, and empirically testing and validating the scale, and examining its relationships with corporate brand image, satisfaction, and loyalty.

Research methodology

Following a qualitative phase by Hamzah et al. (2014), this study develops and tests the construct development, its dimensions, and measures through a two-stage survey method, which later underwent a series of reliability and validation processes with a final sample (online banking users) of 1077.

Theoretical implications

This study contributes to the implications, theoretically. First, this paper develops a reliable and valid measurement scale of CBE. Second, this study confirms the dimensions of CBE in a specific context. Third, this study empirically examines the relationships between the dimensions of CBE and corporate brand image, satisfaction, and loyalty.

CBE represents one of the main sources of corporate brand differentiation (Abratt and Kleyn, 2012; Alloza, 2008; Hamzah et al., 2014; Morrison and Crane, 2008). Through a qualitative phase, Hamzah et
al. (2014) introduce and define CBE as: “Specific corporate brand values: visual identity (sensory), functionality, emotional experience, lifestyle and corporate/self-identity evoked by corporate brand-related stimuli, such as corporate brand identity and reputation, communication by the corporation, other related subsidiaries, corporate entities or environment over time, resulting in the corporate brand equity as well as emotional bond across stakeholders” (p. 2307). They argue that a focus upon CBE has relevance for service industries, as it addresses the issue of inconsistency of service delivery among their employees, as well as communicates who and what the brand behind the corporate brand is to a larger audience. Similarly, Supphellen and Nysveen (2001) explain that the brand behind the company is vital in the context of business carried out over the Internet. This is an illustration of how a company may adopt corporate brand orientation (Balmer, 2013). Corporate brand orientation is particularly vital in the financial services, in banks and in similar facets of the service sector as customers tend to rely on external cues (O’Loughlin and Szmigin, 2005). Thus, the issue is always about how a service brand company tangibilises its intangible brands, and, subsequently, achieves brand differentiation (Morrison and Crane, 2008), especially in the context of business undertaken via the Internet/digitally (de Chernatony and Christodoulides, 2004; Hamzah et al., 2014; Syed Alwi and Ismail, 2013).

One way to deal with this effectively is through the delivery of corporate brand values online. That is, enhancing one’s experience with a bank’s website/the corporate brand (i.e. CBE) through values addressed by the company’s website. Corporate brand values encompassing product and services, for example, might explain how the corporate brand promise/covenant could be achieved (de Chernatony and Christodoulides, 2004; Hamzah et al., 2014; Syed Alwi and Ismail, 2013). The concept CBE is central to how value can be created and delivered in the management of consumer interaction, particularly in the context of online banking (Morrison and Crane, 2007; O’Loughlin and Szmigin, 2005; Same and Larimo, 2012). Additionally, CBE has a distinct identity type, an economic value (based on a resource-based view of the firm), and has a long-term point of differentiation (Hamzah et al., 2014; Morrison and Crane, 2008). As such, the concept explicates the brand/business equity/performance.

**Managerial implications**

Managerially, this study benefits managers in guiding their positioning strategy, particularly in building online corporate brands. One consideration to emphasize is what aspects of online corporate brand values are most liked and disliked by customers. The use of the identified specific dimensions and components as the most salient to the online CBE concept would significantly benefit firms in helping them to maximise overall performance, strategise corporate brand and achieve competitive advantage. Managers should fully coordinate the allocation of resources in strategising business by emphasising the highlighted dimensions and components of CBE. Additionally, we are witnessing an increase in banking activities conducted online. As a result, 89% of banking customers no longer use bricks and mortar (Social Media Marketing, 2016). In Malaysia, where this study is based, 43 bank branches closed due to the emergence of online banking transactions (Kumar, 2016). According to research by Mitic and Kapoulas (2012), consumers either prefer online banking transactions or like to share information about good or bad experiences through social media. Mitic and Kapoulas (2012) explains how the banks, now struggling to gain a greater share of customers and practitioners, are proposing to push marketing activities beyond products by improving the customer experience. As such, there is a pressing need to understand how a bank marketer can enhance one’s experience in an online environment.

**Findings and discussion**

Five dimensions of CBE – corporate visual identity, functionality, emotional experience, lifestyle and corporate/self-identity – were developed through a qualitative phase in an earlier study (Hamzah et al., 2014) in the context of online banking, in which three – corporate visual identity, lifestyle and corporate/self-identity – were found to be important for the bank’s corporate image, consumer satisfaction, and brand loyalty. This study found specific dimensions for the purpose of brand
Differentiation within the online banking context. The sensory experience (corporate visual identity) represented by 3-items: ‘corporate name’, ‘logo’ and ‘colour’ is indeed a new way of finding out how a marketer could view a sensory experience through an Internet environment. Lifestyle experience is represented by five items: ‘simplifies lifestyle’, ‘goal in mind’, ‘knowledge’, ‘facilities’ and ‘ability’. Finally, social experience (corporate/Self-identity) is represented by 3-items: ‘feel related’, ‘self-image’ and ‘modern’.

Research limitations
This study develops a CBE scale measure in a new context-specific scale in an online setting (banking industry) that took place in Malaysia, which may limit the generalisation of the findings. As such, this study only considers the perceptions and experiences of the customers in online banking experiences rather than in other contexts. As a result, there is a gap concerning the understanding of CBE in respect of online and service settings in other countries that have a different culture and nature of service.

Conclusion
This paper addresses the concept of CBE as one of the ways to value corporate brand in sustaining competitiveness. The understanding of the CBE concept is essential in guiding corporations in their corporate brand positioning strategy for achieving sustainable differentiation, which leads to a sustained competitive advantage.

References
This study aims to advance the corporate branding literature by introducing a concept corporate prestige. The objective of the study is to conceptualize what corporate prestige is and how it works, and thereby provide a foundation for further research on the subject.

Contemporary practitioners argue that traditional brand building attempts are not enough anymore: the brand need to be “ueber” to stand out of others (e.g. Grant, 2017). Becoming “ueber” refers to modern prestige: professionals create modern company logos with ‘magic’ that leaves the audience with a sense of pride and renewed appreciation for the brand, and brands integrate in social interactions and regain respect (e.g. Schaefer and Kuehlwein, 2015: 10, 16). To succeed in this trendy competition, companies recruit prestige brand managers, and in Asia, the most prestigious young companies get rewards. As new kind of prestige is emerging, it is timely to review the extant literature on prestige and thereby provide a foundation to examine ‘the modern prestige’.

Providing a conceptual framework consists of describing what the entity is and how it works (MacInnis, 2011). The first refers to detailing, charting, describing or depicting an entity (ibid). Prestige is an always positive evaluative statement of an object and refers to “widespread respect and admiration felt for someone or something on the basis of a perception of their achievements or quality” (Oxford Dictionaries, 2017). Despite some research interest in corporate prestige, the extant research is insufficient to detail what corporate prestige is, and the extant definitions do not cover the aspects the extant literature on prestige touch upon. This study aims to close this gap, as providing a meaningful description of what corporate prestige is operates an essential step for further studies, and helps managers plan their branding and reputation efforts. By revisiting the extant research on prestige in sociology, organizational research and marketing, the study reveals that the extant research examines company-related prestige, people-related prestige and product/service-related prestige. The study proposes that corporate prestige consists of these three approaches, thereby being a multi-dimensional concept.

Examining how an entity works includes revealing antecedents, consequences and moderating factors (MacInnis, 2011). The existing literature offer fragmented approaches: sociologists (e.g. Wegener, 1991) provide people-related antecedents of people-related prestige; marketing researchers (e.g. Aaker, 1996; Kuenzel and Vaux Halliday, 2008) reveal people- and product/service-related antecedents that touch upon company- and product/service-related prestige, as well as people-related consequences; and organizational researchers (e.g. De Roeck et al., 2016; Mael and Ashforth, 1992) uncover various company-related antecedents of company-related prestige and people-related consequences of corporate prestige. As no research combines these in the same framework, this study aims to close this gap by providing a conceptual framework for the antecedents, consequences and moderators of corporate prestige. Creating the framework is important as it summarizes the extant research on the subject and thereby provides a foundation for further research.

Thus, after offering theoretical foundations, the study focuses on depicting how corporate prestige works by illustrating its relationships with other entities, concluding in a conceptual framework illustrating antecedents, consequences and moderators of corporate prestige. The framework is holistic
and multi-level, and creating a measurement model is out of the scope of the research. The concepts this research proposes to precede and follow corporate prestige contain company-, people- and product-related factors. The framework illustrates the relationships depicted from the literature, as well as those that the study proposes as research agenda. Researchers are unable to test the framework before they revise the existing measures for their purposes, as some concepts contain a limited number or no items, whilst others contain factors or items from many approaches. In addition, the study proposes various further research opportunities concerning the concept of corporate prestige as well as its antecedents and consequences.

The study offers theoretical and managerial implications reinforcing the importance of the study and discussing limitations of the research. The study contributes to the extant literature on prestige by describing what corporate prestige is and how it works. Despite decades of research on prestige in sociology (e.g. Wegener, 1991), organizational research (e.g. Mael and Ashforth, 1992) and branding (e.g. Aaker, 1996), no research combines these approaches to define corporate prestige or to explain how corporate prestige works. The study closes these gaps, thereby creating a foundation to examine both corporate prestige and its management further. The study also adds to the literature on corporate branding by introducing concepts kudos, honour, esteem, regard and respect, thereby offering novel viewpoints to contemporary researchers and managers.

Offering no measures for some constructs and offering too many and diversified consequences restricts the progress of the future research. The literature review focuses on the relevance of the articles on explaining the phenomenon at hand and may lack some essential articles on the subject. The study provides limited discussion of the similarities and differences between prestige, identity, reputation, image and brand. The study calls for further research to address these limitations.

**Keywords**
Identity; Image; Reputation; Brand; Luxury

**References**
Session E4: Corporate Branding and Brand Identity

*Post-acquisition front-line employee integration: A brand identity perspective*
Keith Glanfield, Christine Coupland, and Patrick Reedy

*Value and relevance of customer endorsed Facebook advertising and social network satisfaction: The moderating role of brand trust and uniqueness*
Ibrahim Abosag, Zahy Ramadan, and Tom Baker
Value and relevance of customer endorsed Facebook advertising and social network satisfaction: The moderating role of brand trust and uniqueness

Ibrahim Abosag, Zahy Ramadan, and Tom Baker

Social media advertising featuring endorsed brands has significantly grown in the past few years. Companies and social networking sites (SNSs) are hailing such types of advertising as being more credible to users as they feature their friends’ indirect endorsements; however, the impact of ad value and ad relevance combined with customer need for uniqueness on satisfaction with SNS has not been examined. Taking a customer-centric approach and based on the social information processing theory and social comparison theory, this study investigates the influence of friends’ likability and brand similarity on customer perceived need for uniqueness, ad value and relevance, and they impact SNS’ (Facebook) satisfaction. The findings show that while the overall user satisfaction with Facebook is positively impacted by the ad value and ad relevance, the perceived customer need for uniqueness reduces satisfaction with SNSs. In addition, the study found that brand trust and uniqueness have varying moderating effects. This study’s findings add significantly to the credibility of social network advertising, reflecting the importance of friends’ indirect endorsements, brand similarity and relationship with the advertised brand.

Keywords
Social advertising; Likability; Ad value and relevance; Facebook; Social network site satisfaction.
Post-acquisition front-line employee integration: A brand identity perspective
Keith Glanfield, Christine Coupland, and Patrick Reedy

Purpose and objectives
Organisations continually search for their next source of growth. One potential option is growth by acquisition. Acquisitions are not risk free, many fail to achieve their potential. One principal reason for failure is employees from the acquired organisation not developing sufficiently strong bonds with the acquiring organisation (Edwards and Edwards, 2012). Leading to poor integration and subsequent negative effects upon firm performance (Haleblian et al., 2009). The objectives of this paper are threefold. First to identify if elements of a firm’s brand identity influence the post-acquisition organisational identification of front-line employees (FLEs) from both the acquiring and acquired organisations. Second, to establish, for both groups, if their organisation identification for the acquiring organisation influences their participation in the organisations brand community and positive word-of-mouth. Third, if FLEs from the acquired and acquiring organisations differently use brand identity to integrate into the organisation and if this organisational identification is deployed differently to participate and socialise in the organisation’s brand community.

Originality
The study takes a social identity perspective (Taijfel and Turner,1979) to the integration of FLEs post an acquisition. Testing if brand identity cues are used by FLE’s to socially categorise themselves as members of the organisation, a measure of post-acquisition integration, and if this membership is used by FLE’s to participate and socialise in the organisation as members of its brand community. Establishing the importance of an organisation’s branding in the integration and socialisation of FLE’s post an acquisition by means of informing and deploying their organisational identification.

Research methodology
To test the theoretical model, a quantitative survey was conducted with operational retail FLEs over 9 retail stores, within a national UK retailer that had three years previously acquired a number of stores from a UK competitor. From a total population of 1,600 front-line employees 599 usable questionnaires were returned, a response rate of 37.4%. The study’s structural model is tested using LISREL version 8.80 and invariance testing is applied to establish differences in path coefficients between FLE’s from the acquired and acquiring organisations.

Findings and discussion
The results of estimating a confirmatory factor analysis ($\chi^2$ (155) = 374.17, p=.00; CFI =.99; GFI=.941; AGFI 0.920; RMSEA=.049) and the study’s structural model ($\chi^2$ (162) = 545.444, p=0.00; CFI=.984; GFI=.917; AGFI .892; RMSEA=0.063) generate more than satisfactory goodness-of-fit results (Hair et al., 2010). The model exceeds the minimum thresholds set for average variance extracted, composite reliability and discriminant validity. There is no substantial deterioration in the goodness-of-fit indices between the configural invariance and metric invariance models, permitting comparison of structural model paths for both the acquired and non-acquired FLE groups.

The study’s findings are threefold. First, it establishes that elements of the acquiring organisations brand identity equally influence the post-acquisition integration of both acquired
and non-acquired employees, through their equal influence on the organisational identification held by both groups. Second, it determines that both groups deploy their organisational identification differently. Importantly, acquired employees organisational identification is deployed more to socialise and co-create the brands identity, through participation, within an organisation’s corporate brand community. Third, it demonstrates an acquiring organisation’s corporate brand appeals to the acquired FLE’s need to be members of a high status and prestigious organisation (Edwards and Edwards, 2013). It is a means of increasing the likelihood of integrating acquired FLEs into the acquiring organisation, reducing the likelihood of acquisition failure and leading to active participation in the corporate brand community and co-creation of corporate brand identity.

Theoretical and practical implications
It is interesting to find there is no difference for the acquired and non-acquired groups in the influence of mission and vision, consistent corporate image and corporate brand implementation on their organisational identification. This indicates brand identity influences the inter-group comparative nature of social identity (Turner, 1985). Brand identity informing what is central, enduring and distinctive about the organisation to reinforce the prestige and esteem attached to membership of the organisation (da Silveira, Lages and Simoes, 2013).

The finding that acquired FLEs, when compared to the non-acquired group, deploy their organisational identification more to participate in the organisation’s corporate brand community further reinforces their need for prestige and esteem. The greater the influence of organisational identification on their relatedness to the brand community and brand community word-of-mouth indicates the community is used as a means of reinforcing the prestige and esteem they attach to membership of the organisation by sharing and communicating this with other stakeholders (Edwards and Edwards, 2013). Developing and co-creating the brands identity more than their non-acquired counterparts.

For manager’s the study highlights the important influence of brand identity during and post an acquisition, given it’s potential to reduce the dis-continuity likely felt by acquired employees and their need for prestige and self-esteem when re-identifying with and integrating into a new organisation.

Research limitations
The limitations of this study lead to a number of future research directions by testing the study’s theoretical model for different branding structures, in different countries and testing the distinction between management’s intended brand associations and those held by FLE’s.

Conclusions
The study highlights the important influence of brand identity during and post an acquisition, given it’s potential to reduce the dis-continuity likely felt by acquired employees and their need for prestige and self-esteem when re-identifying with and integrating into a new organisation.

References


