

## CHAPTER 2

### Corporate identity: Definition and Component

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#### Introduction

This chapter provides a systematic review of the identity literature and reviews a range of literature in order to establish the domain of corporate identity and the related concepts. Then, the intrinsic nature of identity and background is shown by examining the growing interest in the evolution of perspectives in the corporate identity field. Also, it examines corporate identity in relation to a number of different strands of established studies and identify the key concepts related to corporate identity management by drawing insights from the main theoretical paradigms

#### Background to Corporate identity

Every organisation has an identity. Corporate identity is the “articulation of what an organisation is, what it stands for, what it does and the way it goes about its business especially the way it relates to its stakeholders and the environment” (Balmer, 2008, p. 899). Research in the corporate identity area demonstrates that the significant purpose of corporate identity management is to achieve a favourable image of the company’s internal and external stakeholders (Foroudi et al., 2019; 2020) and reputation (Foroudi, 2019; 2020; Foroudi et al., 2014) that leads to competitive advantage (Balmer and Gray, 2000; Balmer and Stotvig, 1997; Melewar et al., 2006; Van Riel and Balmer, 1997). Corporate identity deals with the experiences, impressions, beliefs, feelings and knowledge that the public has about a corporation (Bernstein, 1986) and demonstrates the bundle of characteristics of the company and displays the company’s personality (Cornelissen and Harris, 2001; Markwick and Fill, 1997; Olins, 1978; Van Heerden and Puth, 1995; Van Riel and Balmer, 1995). Furthermore, an effective corporate identity helps employees to have the propensity to work for the company, as well as attracting more investors to buy the company’s shares (Van Riel and Balmer, 1997).

It is essential to address the term identity, when approaching corporate identity studies. Identity has been referred to in various contexts. The most essential of all identity types and the earliest definitions of identity related to individual identity (along with gender), can shape corporate identities (Balmer, 2006, 2007, 2008). Individual identity is determined by corporate identity, which is particularly related to the fields of sociology and ideology (role theory) (Balmer, 2008) and psychoanalysis (Moingeon and Ramanantsoa, 1997). A significant part of identity in psychology is the degree to which an individual views him/herself as a unique person in relation to other people

(Moingeon and Ramanantsoa, 1997). The earliest psychologist who was explicitly interested in identity was Erikson (1960). In cognitive psychology, identity is defined as a capacity for self-reflection and the awareness of self (Leary and Tangney, 2003, p. 3). Erikson (1956) states that identity is “a mutual relation in that it connotes both a persistent sameness within oneself (self-sameness) and a persistent sharing of some kind of essential character with others” (p. 102). Analysis of this definition emphasises that the subject of identity is the individual rather than the organisation (He and Balmer, 2007) and the idiosyncratic things that make a person unique.

The notion of identity can also be associated with organisations. More precisely, “the identity goes back to the existence of a system of characteristics which has a pattern which gives the company its specificity, its stability and its coherence” (Moingeon and Ramanantsoa, 1997, p. 385). Identity may be seen as an abstract idea, a distinctive characteristic that suggests each organisation has its own personality, individuality and uniqueness that they express in their dealings with others. As some authors (Balmer, 2001; Bernstein, 1986; Cornelissen et al., 2007) state, organisations have a personality in the same way that people do. Identity can be viewed as the vehicle that expresses an organisation’s unique characteristics to audiences (Abratt, 1989; Balmer et al., 2007; Bernstein, 1986; Olins, 1979). Corporate identity is the expression of a company (He and Mukherjee, 2008; Van Riel and Balmer, 1997) and the expression of an identity is a dynamic process so it may change or take different forms over time.

The early management and marketing literature has used corporate identity and corporate image interchangeably (e.g. Bernstein, 1986; Bick et al., 2003; Chajet, 1984; Margulies, 1977; Olins, 1978, 1979, 1989; Schmitt and Simonson, 1997; Selame and Selame, 1975; Simoes et al., 2005; Van Riel and Balmer, 1997). For example, Martineau (1958) stresses the question, “what makes up a store’s image in the minds of customers?” (p. 51). Store image elements such as architecture, layout, colour, advertising, and salespeople are used as concepts in the development of a retail personality. Marketing researchers have devoted considerable attention to developing the idea that consumers hold images of particular stores in their minds (e.g. Berry, 1969; Chowdhury et al., 1998; Kasulis and Lusch, 1981; Kunkel and Berry, 1968; Marks, 1976; Mazursky and Jacoby, 1968). What makes up a store’s image in the minds of customers? Martineau (1958) stressed elements such as layout and architecture (e.g. modernisation of the physical plant), colour schemes, advertising, and salespeople. Each of these concepts has its own intellectual roots and practice-based adherents. Plummer (1984) states that corporate image is composed of the functional, physical and emotional characteristics of the organisation. The image is an expression of the corporate personality and co-ordinated and consistent communication with external and internal stakeholders is fundamental to the management of the corporate image (Bernstein, 1986, Olins, 1978). Corporate personality determines the corporate identity. Every corporation has a personality, which can be defined as a set of characteristics – behavioural and intellectual – which serve to distinguish one institution from another (Van Heerden and Puth, 1995). Spector (1961) employs human analogies by citing personality traits when referring to company image.

According to some authors (e.g. Balmer 1995; Van Riel, 1995; 1997; Van Riel and Balmer, 1997) an effective corporate identity management should attempt to influence a favourable corporate image and corporate reputation and vice versa so that the

various stakeholders can buy the company's products and services, employees have the inclination to work for the company, and so on. The identity of a company is the root and the starting point for a strong corporate reputation and brand building and the tangible benefits of positive corporate reputation and branding champion the importance of identity study (e.g. Balmer and Gray, 2003; Fombrun and Shanley, 1990; Fombrun and Van Riel, 1997, 2004; Schultz and de Chernatory, 2002; Van Riel and van Bruggen, 2002). Favourable corporate reputation management embraces the visibility, distinctiveness, authenticity, transparency and consistency throughout the organisation (Fombrun and Van Riel, 2004). The main concepts used in the marketing literature relating to the notion of identity reveals that they corroborate the idea that the authors incorporate many human metaphors such as personality, identity and character which are concerned with communication or perceptions of a company and its characteristics.

In marketing, aligning image and identity is important and can be found in both practitioner and academic literature (Balmer, 2009). Some authors have defined corporate identity in two ways: i) as self-presentation (Birkigt and Stadler, 1986; Margulies, 1977; Markwick and Fill, 1997; Olins, 1989; Van Riel, 1995) and ii) or as organisational distinctiveness (Ackerman, 1988; Balmer, 2001; Balmer and Wilson, 1998; Dowling 1986; Gray and Balmer, 1998; Van Rekom, 1997). Furthermore, corporate identity refers to the totality of the self-presentation of an organisation to various stakeholders (mainly customers) which associates with the elements of corporate identity mix which are personality, behaviour, communication and the symbolism to create a favourable image and a good reputation between its internal and external stakeholders (e.g. Balmer and Soenen, 1999; Birkigt and Stadler, 1986; He and Balmer, 2007; Melewar and Jenkins, 2002; Olins, 1989; Van Riel, 1995; Van Riel and Balmer, 1997). Balmer (2001) attempts to join corporate identity and organisational identity and offered a more comprehensive definition as,

*“An organisation's identity is a summation of those tangible and intangible elements that make any corporate entity distinct. It is shaped by the actions of corporate founders and leaders, by tradition and the environment. At its core is the mix of employees' values which are expressed in terms of their affinities to corporate, professional, national and other identities. It is multi-disciplinary in scope and is a melding of strategy, structure, communication and culture. It is manifested through multifarious communications channels encapsulating product and organisational performance, employee communication and behaviour, controlled communication and stakeholder and network discourse” (p. 280).*

However, definitions of identity in the early literature are confusing and blurred. Some practitioner and academic studies use the terms image, reputation and identity interchangeably. Academics are more concerned with the structure whereas practitioners take a more process-oriented approach and tend to focus on the more tangible aspects of identity. Markwick and Fill (1997) define corporate identity as the “the organisation's presentation of itself to its various stakeholders and the means by which it distinguishes itself from all other organisations” (p. 397). Corporate identity has an internal foundation in that it represents what is reflected by the company. Some researchers (Balmer, 1995, 2001; Balmer and Gray, 2003; Hatch and Schultz, 2001;

Knox and Bickerton, 2003; Schultz and de Chernatory, 2002; Schultz and Hatch, 2003; Van Riel and Maathuis, 1993; Van Riel and Van Bruggen, 2002) state that identity is the starting point for a strong and positive corporate image and corporate reputation. Corporate image has an external perspective since it refers to “the outside world’s overall impression of the company” (Mukherjee and Balmer, 2008, p. 10).

According to Karaosmanoglu et al. (2011) in the marketing field there is ambiguity about the concepts of corporate image and corporate reputation. Corporate image is defined similarly to corporate reputation and is defined as the accumulation of the views of external members, other than employees (Alvesson, 1998; Dutton et al., 1994), or the company over time (Dichter, 1985; Dowling, 1993; Ind, 1997; Kennedy, 1977). Some authors acknowledge the similarities between image and reputation and so several distinctions are made. Balmer (2009) introduces clear-cut definition for reputation and image: “Corporate image represents the immediate mental picture an individual has of an organisation whereas corporate reputation is the result of facts, beliefs, images and experiences encountered by an individual over time” (p. 558-559).

### **Intrinsic nature of identity**

Identity as a powerful term (Albert et al., 2000) is a central construct of corporate level marketing because of its essential role in the corporate image/reputation formation process (He, 2008). The three major powers of identity and identification were explained by Albert et al. (2000) as first, “they speak to the very definition of an entity—an organisation, a group, a person they have been a subtext of many strategy sessions, organisation development initiatives, team-building exercises, and socialisation efforts. Identity and identification, in short, are root constructs in organisational phenomena and have been a subtext of many organisational behaviours”. The second part of the power of the constructs, “comes from the need for a situated sense of an entity. Whether an organisation, group, or person, each entity needs at least a preliminary answer to the question ‘Who are we?’ or ‘Who am I?’”. Third, the most essential part of the power of identity and identification, “derives from the integrative and generative capacity of these constructs” (p. 13). In terms of integrative capacity, there are terms that travel easily across levels of analysis dealing with an organisation, group, or individual (Albert et al., 2000; Gioia et al., 2000) in the sense of connection between an individual and an organisation (Ahearne et al., 2005; Dutton et al., 1994). Therefore, identity as a fundamental construct with its related concepts explains the direction and persistence of individuals, and more collective behaviours integrated framework in explaining organisational behaviours and strategic actions (Albert et al., 2000). The continuing generative richness of the concepts of organisational identity and identification have generative capacity and, “can be used as versatile concepts, frames, or tools that open up possibilities for theoretical development and revelation” (p. 13). The momentum of research identity and identification also comes from a rediscovery of the significance of meaning, motivation and feeling in organisational life.

Identity studies can be attributed to the organisation’s internal and external environment. At the organisational level, changes can make identity studies salient. The interrelationship between various organisational functions, such as human resource management, communication, marketing, and strategy, manifests the significance of employee behaviours in delivering consistent organisational functions (Schultz et al., 2000). The organisational identity concept is rooted in organisational

behaviour (He and Balmer, 2007) and organisational behaviourists have focused on employee behaviour whereas the marketing scholars have concentrated on customer's behaviour. According to He and Mukherjee (2008) the strong organisational identification is positively associated with more supportive, cooperative and loyal employee behaviour. Organisational members may have a strong identification, or alienation from, a corporate identity (Balmer, 2011). "Corporate identity refers to an organisation's unique characteristics which are rooted in the behaviour of employees" (Balmer and Wilson, 1998, p. 15). The behaviour of employees generates a basis for corporate image formation (Balmer, 1998; Dowling, 1986).

Organisational change is associated with the individual and group behaviour in organisational settings. Managing organisational behaviour challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. According to some authors (Ashfort and Mael, 1989; Bergami and Bagozzi, 2000; Elsbach and Kramer, 1996; Gioia and Thomas, 1996) drawing on social identity theory, employees should try to fulfill their self-definitional needs by defining themselves in relation to their own work-places. Employees' effort to internalise the main characteristics of their organisations is a form of social identification (Ashfort and Mael, 1989; Dutton et al., 1994). In Dutton et al.'s (1994) own words,

*"... The degree to which a member defines him or herself by the same attributes that he or she believes define the organisation" (p. 239).*

Scholars (Kennedy, 1977; Olins, 1991) assert that employees have a vital role in corporate identity management. Balmer (1995) believes that managers need to realise, "that employees are particularly effective spokespersons for any organisation" (p. 40). Balmer (1998) added that,

*"The most important audience for any company is its own staff I cannot understand how people can say that the most important audience they have is the consumer. Because if you cannot train your own staff in what you are, in what you think, in how to behave, and in what your mores and precepts are, how the hell can you expect to train your customer?" (p. 974).*

Dutton et al. (1994) argued that organisational identification might result in outcomes desirable to the organisation, such as organisational members having a strong identification with, and loyalty to, the organisation by increasing or decreasing competition between sub-groups within the organisation. In addition, it reduces the risk of losing a qualified work force. Organisational identification may lead to greater personal commitment to the organisation and employees positively communicate the intended corporate identity to external parties (Foreman and Whetten, 2002). Senior management should be aware of the gap between its internal reality and external image, according to Dutton and Dukerich (1991) the cultural atmosphere inside an organisation can turn into an undesirable environment. Senior management of an organisation is responsible for creating an organisational climate which nurtures the consensus among employees about their organisation's main purpose to create a favourable organisational identity and favourable organisational identification (Simoes

et al., 2005). According to Greyser et al. (2006) institutional and/or individual behaviour which is considered inappropriate might lead to erosion of public support.

Macro environmental factors such as mergers and acquisitions, strategic alliances, spin-offs, outsourcing, increasing frequency of replacement of new technology, and the proliferation of new technology companies can contribute to the growth in interest in corporate identity and identification (Balmer, 1988; Balmer and Greyer, 2002). The ultimate purpose of change typologies is usually to provide classifications for different ways that organisational change can occur, for instance, they increase the potential for paying more attention to category definitions and less attention to the dynamics underlying the change event or the process itself (Corley and Gioia, 2004). Albert et al. (2000) states that macro environmental factors offered a simplified approach that encourages a focus on these important dynamics, and the organisation itself is complex which makes it difficult for members to make sense of who they are as an organisation. The outcome can be the cognitive and emotional bond to organisational members.

Organisational and managerial cognition can contribute to a better, empirically grounded understanding of an issue that is increasingly important to organisational identity as a cognitive schema (Ashforth and Mael, 1996). The association between macro environmental change and organisational change has attracted academics and practitioners to identity study.

### **Identity study: Mapping the Terrain**

The literature covering the business identity domain refers to the triumvirate of concepts underpinning business identity, which are corporate identity, organisational identity and visual identity, and organisational identification (e.g. Balmer, 1995; Van Riel and Balmer, 1997). Corporate identity is built mainly on corporate visual identity and often used interchangeably. Some researchers have drawn the distinction between corporate identity and visual identity (Abratt, 1989; Albert and Whetten, 1985; Alessandri, 2001; Baker and Balmer, 1997; Balmer, 1994, 1995, 2001; Bernstein, 1986; Birkight and Stadler, 1986; Karaosmanoglu and Melewar, 2006; Leitch and Motion, 1999; Melewar, 2000; Melewar and Jenkins, 2002; Melewar and Saunders, 2000; Melewar and Wooldridge, 2001; Olins, 1978; Pilditch, 1970; Stuart, 1999; Stuart and Muzellec, 2004; Van den Bosch et al., 2006; Van Rekom, 1993; Van Riel, 1995; Van Riel and Balmer, 1997; Van Riel et al., 2001; Van Riel and Van Hasselt, 2002; Wiedmann, 1988).

There has been mutual recognition between corporate identity and organisational identity. For instance, organisational identity is rooted in organisational behaviour (Albert and Whetten, 1985) and is a vital subject in organisational psychology (Dukerich et al., 2002; Elsbach and Bhattacharya, 2001; Mael and Ashforth, 1992; Shamir and Kark, 2004). According to He and Balmer (2007), "organisational identity can be defined as the degree of salience with which an individual defines himself by his membership of an organisation in given circumstances (for instance, such membership may be mediated by spatial and/or temporal factors). Therefore, organisational identity is socially constructed and situational in nature" (p. 770). Hatch and Schultz (2000) attempts building across disciplines from the organisational behaviour to make a bridge between the corporate identity and organisational identity perspectives. Balmer (2008) notices that organisational identity authors such as

Cardador and Pratt (2006) believed that the corporate identity/marketing literature represents an untapped and fertile ground for organisational behaviourists. Organisational identity was created in the corporate identity school of thought (Balmer, 1995).

Organisational identity has been subdivided into: i) identity of an organisation (organisation's identity); and ii) identity with an organisation (Ashforth and Mael, 1989; Hatch and Schultz, 2000; Ravasi and Van Rekom, 2003; Whetten and Godfrey, 1998). The three perspectives of identity studies are i) identity of people in an organisation (organisational identity), ii) identification with an organisation (organisational identification that is internal identification with organisation) and iii) identity of an organisation (Gioia et al., 2000).

However, Balmer (2008) introduced the five characteristics of identity and identification as 'corporate identity quindrivium', which defined it as "the place where five roads meet" (p. 885). i) "Identity of a corporation (what are the corporation's distinguishing traits?)". ii) "Identification from a corporation (what the corporation espouses to be/project via symbolism, especially visual identity?)". iii) "Stakeholder/s identification with the corporation (who am I/who am I in relation to the corporation?)", iv) "Stakeholder/s identification to a corporate culture (who am I/who are we (in relation to a corporate culture?)", and v) "envisioned identities and identifications (envisioned identity of another corporation towards us; envisioned identification with our corporation by a stakeholder group and envisioned identification of another corporate culture to our corporate culture) by underlying question of (what do envision to be our identity traits as perceived by another corporation?)" (p. 886-892).

### **Corporate identity (in broader sense)**

#### **Perspective 1: Visual identity: visual and verbal cues**

Corporate visual identity (CVI) is one of the principal means whereby the company's corporate identities are manifested visually (Olins 1978, 1989; Selame and Selame 1988) in order to develop a strong corporate image and reputation. Corporate identity has its origin in graphic design in the 1930s and 1940s (Steiner, 2003). The term "corporate identity" was used by Margulies to differentiate his work from American designers in the 1950s (Steiner, 2003). Topalian (1984) states that visual identity is the face of the company. The early authors in the field of graphic design were practitioners until the main emphasis of corporate identity research conducted in the 1980s (Balmer, 1995; Carter, 1982; Simoes et al., 2005). The visual identity paradigm focuses on organisational nomenclature, company name, logos, buildings, company's architecture, and the design and the decor of the corporate retail outlets' architecture and exterior design, interior design, and so on, in fact, anything that can be related to graphic design (Bernstein, 1986; Carter, 1982; Hatch and Schultz, 2000; Ind, 1990; Margulies, 1977; Olins, 1989, 1991; Pilditch, 1970; Selame and Selame, 1988).

Kennedy (1977) demonstrated that an organisation's employees play a role in creating an organisational identity and in its communication to external stakeholders. Kennedy's (1977) study shows that corporate identity impacts beliefs and behaviours of organisational members on which the corporate culture is built (Balmer, 1995; Downey, 1986). Therefore, the characteristics of organisational culture may be reflected through corporate symbolism (Balmer, 1995; Van Riel and Balmer, 1997). Corporate symbols that transmit the strategic, visual dimensions of corporate identity

to various audiences require management (Balmer, 1997; Hatch and Schultz, 1997; Van Riel and Balmer, 1997). According to the authors Balmer (1995) and Van Riel and Balmer (1997) the focus of study in this field has shifted to the assessment of how visual expressions of an organisation were designed to reflect its core values and principles. Identity should be communicated by all corporate features, visible (e.g. buildings, communication material) and invisible (e.g. organisational behaviours towards internal and external audiences). All the features should communicate to internal audiences (Margulies, 1977) and external audiences, which introduce the concept of corporate image (Gioia et al., 2000). Corporate identity and corporate image must be coherent (Carter, 1982). Visual identity has been generally praised as a way of transmitting a company's identity through visual and tangible aspects, which impact its image in the eyes of different stakeholders. Identity facilitates clarifying the organisation's structure. The major conceptual development of the visual/graphic school was introduced by Olins (1978, 1991).

Balmer (1995, 1996, 2009) identified seven corporate identity schools of thought: strategic, strategic visual, behavioural, visual behavioural, corporate communications, strategic communications, and design-as-fashion. The three schools of corporate identity, which are non-graphic design concentrates on strategic, cultural (behavioural) or promotional (corporate communications) in nature and are related to social identity, organisational identity and visual identity/corporate identity (Balmer, 2009). The remaining schools (strategic visual, visual behavioural, strategic communications, and design-as-fashion) related graphic design to the organisation's strategy, culture and communications. Graphic design incorporates strategic change. It can be achieved through visual means, the integrated corporate communication, and the multi-disciplinary perspectives (Van Riel and Balmer, 1997). Visual identity is the face of the company (Topalian, 1984) used consistently across all possible forms of a company's physical identification (e.g. advertisements, letterheads, business cards, buildings, and logos) (Carter, 1982; Margulies, 1977; Olins, 1991, 1978; Pilditch, 1970). It brings visibility to a company and should be kept modern (Balmer, 2001; Karaosmanoglu et al., 2011; Van Riel and Balmer, 1997) in order to create a favourable corporate image. The visual school focuses on a corporate visual identity.

The strategic school focuses on corporate strategy, corporate communications, and organisational behaviour which articulate the corporate vision, mission and philosophy (Olins, 1995) and are related to corporate communication, public relations and reputation management communication. The strategic visual school focuses on strategic change, which can be achieved through visual means and is rooted in graphic design. Integrated corporate communication is focused on the integration of marketing communications and public relations, marketing communications functions, and integration of all communications functions (Balmer, 2009). the integrated corporate communication school of thought is focused on the need for effective communication with various stakeholders (Bernstein, 1986). Some studies (Balmer, 2001; Balmer and Gray, 2000) have stated that the total corporate communications consists of primary (the communication effects of products and of corporate behaviour) and secondary, as well as tertiary communications (word-of-mouth and messages imparted about the organisation from third parties). Corporate communications (what we claim we are) relates to the totality of company's controlled messages to stakeholders (Balmer et al., 2011).



From the visual identity perspective, Olins (1978 and 1991) proposed that organisations express their corporate culture and corporate strategy mainly by employing three visual identity styles, namely i) monolithic, for example, authors (Melewar et al., 2005; Olins, 1989, 1995; Van Riel, 1995) refer to monolithic identity where the organisation consistently uses its name and style across the organisation. ii) endorsed identity where the organisation has several activities or companies which are endorsed by the group name and identity and the brand is associated with subsidiaries (e.g. Holiday Inn Express). iii) branded identity where products are differentially branded and may be unrelated to each other or the company (e.g. Pantene and Wella at the Procter and Gamble Corporation).

Baker and Balmer (1997) have described the adoption of a new visual identity for a UK university and discussed how the role of visual identity assessment and audit would be helpful in terms of spotting the organisation's weaknesses and malaises. The results of the study suggested that visual identity should be integrated into a holistic approach to organisational repositioning. The visual treatment and quality of an organisation's output makes up its visual identity.

### **Perspective 2: Corporate identity: integrated communication approach**

The integrated communications approach was realised by marketers and graphic designers' knowledge of the efficacy of overall consistency in formal visual and marketing communications led to a number of authors arguing that there should be consistency in formal corporate communication (Bernstein, 1986, 1986; Keller, 1993; Schultz et al., 1994; Van Riel, 1995, 1997; Van Riel and Balmer, 1997). This approach links communication and marketing theory. According to Van Riel (1995, 1997) the integrated communication approach to corporate identity as self-presentation has shifted towards a multi-disciplinary approach.

The integrated marketing communications is defined by Duncan and Everett (1993, p. 33) as "the strategic co-ordination of all messages and media used by an organisation to influence its perceived brand value". By integrating the companies' communication strategies, they can generate synergies between their different forms of communication. Furthermore, companies should place more stress on internal communications. According to Kennedy (1977) looking at the formal communication activities suggested that employees' interactions with external audiences are influences on corporate image. Authors (e.g. Abratt, 1989; Barich and Kotler, 1991; Bernstein, 1986; Dowling, 1986; Gray and Smeltzer, 1987; Schmitt et al., 1995; Wells and Spinks, 1999) researched how company's corporate identity should be communicated internally and externally.

It is important that organisations harmonise their internal and external communications to facilitate the generation of a favourable image of company for the stakeholders (Gilly and Wolfinbarger, 1998; Van Riel, 1995). Moreover, Abratt (1989) states that there is interface consistency among the projected identities and the perceived image. Corporate communication embraces marketing, organisational, and management communication (Van Riel, 1995). Corporate image can be communicated through nomenclature, formal statements organisational communication, imagery and graphics, permanent media (e.g. stationery, buildings), and promotional media (e.g. advertising, public relations) (Gray and Smeltzer, 1985). These forms of communication should be consistent and coherent to external audiences in the

environment (Gilly and Wolfinbarger, 1998). Total corporate communications include primary, secondary, as well as tertiary communications (Balmer and Gray, 2000). Bick et al. (2003) argued that it is vital to understand the company's corporate identity whether it is communicated efficiently in order to make sure that the stakeholders of an organisation perceive it as projected. Bernstein's (1986) study states that the integrated communication paradigm emphasises the need for effective communication with all the company's stakeholders. Stakeholders can include employees or even competitors (Hatch and Schultz, 1997; Olins, 2000; Schultz and Ervolder, 1998). The integrated communication approach is related to corporate identity as total corporate communication and is necessary for managing associations with stakeholders.

### **Perspective 3: Corporate identity: marketing approach**

The corporate identity concept has strong practitioner roots and has a notable marketing presence (He and Balmer, 2007). Within this perspective, corporate identity is grounded in corporate-level concepts such as corporate branding, corporate communications, corporate image, and corporate reputation (Balmer and Greyser, 2003; He and Balmer, 2007). Connecting the notion of identity and marketing philosophy is related to the company (Balmer, 2008). The early literature of marketing scholarship (e.g. Bolger, 1959; Easton, 1966; Hill, 1962, Martineau, 1958; Nelson, 1962; Newman, 1953; Spector, 1961; Tucker, 1961) focuses on customers and stakeholders' perception of corporate identity and its advantage to organisations and stakeholders (Balmer, 2011).

The complicated perceptions of stakeholders and the complex markets have required companies to position their product brands by distinguishing their companies (Hatch and Schultz, 2003). Balmer (2011) asserts that authors in the marketing field have focused on product brands. The significance of outcome of corporate brands is to consider the relationship between institutional and product brands. Corporate identity may be viewed as branding at the corporate level (Schmitt and Pan, 1994). Ind (1997) states that "a corporate brand is more than just the outward manifestation of an organisation its name, logo, visual presentation. Rather it is the core of values that defines it" (p. 13). Some authors (Balmer, 2001; Balmer and Gray, 2003; Knox and Bickerton, 2003; McDonald et al., 2001, Simoes et al., 2005) acknowledged the organisation as a brand in its entirety and organisation as a strategic element in branding which presents an opportunity to include a company's core values among its strategic selling points (Hatch and Schultz, 2000, 2003; Urde, 2003) and organisations should avoid unclear core values (Urde, 1999 and 2009). The branding concept can be directly applied at the corporate level (Aaker, 1996; Ind, 1997). Berry (2000) describes,

*"Branding plays a special role in service companies because strong brands increase customers' trust of the invisible purchase. Strong brands enable customers to better visualise and understand intangible products. They reduce customers' perceived monetary, social, or safety risk in buying services, which are difficult to evaluate prior to purchase. Strong brands are the surrogates when the company offers no fabric to touch, no trousers to try on, no watermelons or apples to scrutinise, no automobile on test-drive" (p. 128).*

He and Balmer (2007) argued that in terms of addressing some fundamental

marketing issues, corporate identity can be explanatory. Institutional brands (corporate brand) is part of corporate marketing (Balmer, 2008) which conveys the corporate identity characteristics of an organisation, and works as a means for establishing the desired identity perception in the minds of both an organisation's internal and external stakeholders (Van Riel and Balmer, 1997). This assumption asserts that the main purpose of marketing communications is to develop a desired corporate image with the audience and unsuccessful communications "may result in key groups holding erroneous and negative perceptions of the corporate brand" (Balmer, 1995, p. 35). From a behavioural perspective, brand orientation emphasises the significance of brand identity which contains three elements (mission, vision, and values) as a guiding light and hub for organisational culture, behaviour, and strategy (Urde et al., 2013).

Marketing scholars have focused on customers and believe that all stakeholders' perceptions as primary receivers of corporate communications should be investigated to analyse the link between visual identification and customer/stakeholder perceptions of the corporation (Balmer, 2007). Brown (1998) states the particular relations that consumers have with a company's core values are in the basis of their beliefs, feelings and experiences about the company. For example, Nguyen (2006) identified the information, which was employed by credit union members in evaluating the image of their service organisations. The results show that the physical environment, countries cooperative value, organisational culture and identity, and contact personnel are significant factors affecting internal-stakeholders' perceptions of corporate image.

Communication has a relationship with both external and internal stakeholders' perceptions (Aaker and Joachimsthaler, 2000). Adopting this perspective means looking at the contributions of employees to the external perception of an organisation. Aaker and Joachimsthaler (2000) stressed how "internal communication programs to employees and firm partners, can be vital to creating the clarity and culture needed to deliver on the identity" (p. 317). According to the literature (Balmer, 1998; Barich and Kotler, 1991; Dowling, 1986; Keller, 1999; Kennedy, 1977; Van Riel, 1995) employees transmit the company's values to customers and they have an influence on employee behaviour in communicating organisational messages externally. Fill (2002) suggested that service brands need to employ internal communications due to the essential role employees play in such brands. The company's employees are the main players in transmitting the brand message and become part of the 'brand reality'. For instance, one of Virgin's branding foundations' responsibilities is to motivate the organisation's employees.

#### **Perspective 4: Corporate identity: organisational approach**

The organisational literature centres on organisational members' perceptions (member identification) and identity (Kennedy, 1977) and organisational behaviour, (e.g. Albert and Whetten, 1985; Ashfort and Mael, 1989; Bergami and Bagozzi, 2000; Dutton and Dukerich, 1991; Dutton et al., 1994; Elsbach and Kramer, 1996; Foreman and Whetten, 2002; Gioia and Thomas, 1996; Gioia et al., 2000; Whetten and Godfrey, 1998; Whetten and Mackey, 2002) which are connected to organisational identity by focusing on the association between employees and organisations (Balmer, 1998; Hatch and Schultz, 1997). Scholars (Dutton and Dukerich, 1991; Dutton et al., 1994) have argued that companies' employees should perceive their own organisation and understand how they interpret external' views of their organisation to influence their

attachment to their own organisations by perceiving the importance of the organisation's identity (what the organisation stands for and where the organisation intends to go) and internalising a cognitive structure. According to He and Balmer (2007) the organisational perspective on the organisation's identity is connected to organisational and managerial cognition. Cognitive connection with the organisation and the employees' behaviours suggests the concept of organisational identification as defined by Dutton et al. (1994) as "when a person's self-concept contains the same attributes as those in the perceived organisational identity, we define this cognitive connection as organisational identification" (p. 239). It may be that the strong emphasis on cognition in organisational identity theory and research merely reflected the 'cognitive revolution' in psychological research.

Research on organisational behaviour constituted by corporate identity management primarily draws on organisational culture studies (Balmer, 1998; Hatch and Schultz, 1997). The related terms to this approach are: organisation identity (identity of an organisation), image, reputation and organisational identification. Corporate identity has an overlap with the multi-disciplinary approach to organisational identity (Balmer 2001; Balmer and Wilson, 1998; Van Riel and Balmer, 1997). The organisation's identity is the organisation's self-perception from the organisational perspective (He and Balmer, 2007).

Organisational identity has been defined by scholars (Albert and Whetten, 1985; Balmer, 2001) as what are an organisations's central (i.e., the character), distinctive and enduring characteristics which are of interest to corporate identity management. Ashforth and Mael (1989) identified the identity in organisation and identity with organisation as two perspectives of identity studies. Gioia et al. (2000) comments that,

*"We might characterise extant approaches to studying identity as involving three ways of thinking about the concept: (1) concern with the identity of organisations, (2) concern with the identity of people within organisations, and (3) concern with people's identification with organisations. The first of these related domains is the area most in need of innovative thinking and also is the area with the most potential for becoming a definitive area for organisational study, rather than another eclectic handmaiden of psychology and sociology" (p. 146).*

Organisational identity is related to a special form of the individual's social identity, which highlights the salience of organisational membership to the individual (Marin and de Maya, 2013; Pratt, 1998). Employees' perceived organisational identity and their construed external image of organisations reflects the extent to which the insiders' experience of that organisation is perceived as positive/negative by outsiders (Dutton et al., 1994). Organisational members use images such as a gauge to assess how external people judge organisations. Dutton and Dukerich (1991, p. 518) clarified the matter: "our interpretation is that some organisational actions are tied to sets of concerns that we call issues. Issues are events, developments, and trends that an organisation's members collectively recognise as having some consequence to the organisation". Dutton and Dukerich (1991) defined organisational identity, image and reputation as:

*"An organisation's identity describes what its members believe to be its*

*character; an organisation's image describes attributes members believe people outside the organisation use to distinguish it. Organisational image is different from reputation: reputation describes the actual attributes outsiders ascribe to an organisation, but image describes insiders' assessments of what outsiders think. Both organisational image and identity are constructs held in organisation members' minds" (p. 547).*

Authors (Dutton et al., 1994; Ashfort and Mael, 1989) argue that employees' efforts to internalise the main characteristics of their organisations is a form of social identification. Drawing on social identity theory authors (Ashfort and Mael, 1989; Bergami and Bagozzi, 2000; Elsbach and Kramer, 1996; Gioia and Thomas, 1996; Marin and de Maya, 2013) state that an organisation's employees define themselves in relation to their own work-places (Ashfort and Mael, 1989; Bergami and Bagozzi, 2000; Elsbach and Kramer, 1996; Gioia and Thomas, 1996). Employees try to internalise the main characteristics of their organisations as a form of social identification (Ashfort and Mael, 1989; Dutton et al., 1994). Dutton et al. (1994) as "... the degree to which a member defines him- or herself by the same attributes that he or she believes define the organisation" (p. 239). Organisational studies underlie social identity theory (Ashforth and Mael, 1989; Dutton and Dukerich, 1991; Dutton et al., 1994; Elsbach and Kramer, 1996; Gioia and Thomas, 1996). According to social identity theory there is a psychological link between organisational and social identities and the way employees try to identify with the work-place. Ashforth and Mael (1989) have confirmed that organisational identification is a form of social identification and there are multiple identities inside the organisation. Organisational identification is related to the process of depersonalisation and incorporates organisational identity into self-definition (Pratt, 1998).

Ashforth and Mael (1989) have noted that employees' behaviour and employee's identification could have an influential power on the identity of the company for the external stakeholders. They assert that social identification can create the initialisation of beliefs of employees, group values and norms and homogeneity in attitudes and behaviour. Ashforth and Mael (1989) addressed social identification as,

*"Distinguishable from internalisation. Whereas identification refers to self in terms of social categories (I am), internalisation refers to the incorporation of values, attitudes, and so forth within the self as guiding principles (I believe). Although certain values and attitudes typically are associated with members of a given social category, acceptance of the category as a definition of self does not necessarily mean acceptance of those values and attitudes. An individual may define herself in terms of the organisation she works for, yet she can disagree with the prevailing values, strategy, system of authority, and so on" (p. 21-22).*

Corporate identity and organisational identity are complex concepts and three perspectives can be recognised on organisational and identity studies as: i) identity of organisation (organisation's identity) which is related to individual's identity and represents the essence of that identity which can answer the questions about 'who we are and what we are'. ii) identity (of people) in the organisation (individual's organisational identity) is a metaphor coming from an organisational identity or social

identity (Ashforth and Mael, 1989) which an individual defines him/herself by resorting to their membership of the focal organisation either spatially or temporally. Individuals have personal identity (who I am), as well as social identity (Ashforth and Mael, 1989; Marin and de Maya, 2013; Tajfel and Turner, 1985) iii) identity with the organisation (organisational identification). Organisational identification is used interchangeably with organisational identity. Organisational identity is used to describe a state and organisational identification to describe a process (Ashforth and Johnson, 2001). Organisational identification, occurs when an individual's beliefs about his or her organisation become self-referential or self-defining (Pratt, 1998, p. 172).

Top managers play a fundamental role in influencing internal and external stakeholders' identification with the organisation. In order to differentiate organisations in the eyes of managers and stakeholders they aim for the promotion of favourable organisational images to achieve organisational goals, mission, organisational practices, values and action which contributes to shaping organisational identity (Scott and Lane, 2000). According to Sutton and Callahan (1987) a damaged managerial image influences trust of target audiences' in the organisation. Regarding the artefacts of identity, managers are responsible in creating and managing symbols such as physical settings to express an organisation's identity. The expression of behaviours and artefacts should be consistent in all internal and external forms in order to convey the desired identity. Ashforth and Mael (1989) assert that,

*"It is tacitly understood by managers that a positive and distinctive organisational identity attracts the recognition, support, and loyalty of not only organisational members but other key constituents (e.g. stakeholders, customers, job seekers), and it is this search for a distinctive identity that induces organisations to focus so intensely on advertising, names and logos, jargon, leaders and mascots, and so forth" (p. 28).*

Accordingly, corporate identity management should be conceived within multiple disciplines and should be seen to represent three major dimensions: i) visual identity/symbolism (Carter, 1982; Melewar and Saunders, 1998, 1999, 2000; Melewar et al., 2001; Olins, 1991; Pilditch, 1970), ii) communication (Van Riel, 1995), and iii) philosophy, mission and values (Abratt, 1989; Balmer, 1994).

Visual identity as a hard tangible fundamental of corporate identity forms the physical symbols and generates physical recognition of the organisation (Carter, 1982; Melewar and Saunders, 1998; Pilditch, 1970; Olins, 1991). However, the intangibility of services exacerbates the difficulty of managing the visual components. For instance, architecture (physical evidence, environmental design, and decor), with employee presentation help to convey the tangible hints that impact customer behaviour (Bitner, 1990). The visual identity of an organisation can be viewed as identification (Downey, 1986). Furthermore, the design components indicate the company's culture and values and should be recognised by the organisation's employees (Berry, 2000). According to Bitner (1990) in a service encounter context, the physical environment can influence how consumers perceive service failure and should be used to differentiate services from competitors'.

From the marketing perspective, everything in and about a company is communication. According to some authors (Van Riel, 1995) communication is the touchstone for presenting an image. Marketing messages should be consistent and coherent in all forms of communication to create a cohesive corporate identity and corporate image. The company's philosophy, mission, and values dimension gives the organisation a consistency and attempts to bring a strategic basis to the corporate identity construct. Corporate philosophy is an important step in the process of creating an identity. The key element of philosophy is the corporate mission. Balmer (1996) states, "the acquisition of a favourable corporate image is dependent upon and understanding of, and, where appropriate, the nurturing by management of a distinct corporate culture which reflects the corporate mission and philosophy and as such becomes one of the dominant cultures within the organisation (i.e., the desired corporate personality) which results in the desired corporate identity (i.e., where the innate character of the organisation mirrors the corporate strategy and philosophy)" (p. 254). Corporate identity is related to corporate values and sharing them with organisational members. The company's philosophy indicates the company's decisions, policies and actions. Every organisation has a vision and a mission statement (Dowling, 1994), which transmit the company's purpose and aspirations. Levin (2000) defined the vision and mission statements as: mission is an explanation of what the organisation is and does - the business and beliefs about how it ought to be conducted and its contribution in general and usually last over time. However, vision is "a high lucid story of an organisation's preferred future in action. A future that describes what life will be like for employees, customers, and other key stakeholders" (Levin, 2000, p. 93).

#### **Perspective 5: Corporate identity: interdisciplinary/multi-disciplinary approach**

Corporate identity is a multifaceted phenomenon (Balmer, 1995, 1998). There is a large and distinctive body of knowledge on corporate identity which is one of an organisation's most important assets and, therefore, is worthy of constant management likely to benefit from a multi-disciplinary/interdisciplinary approach (Balmer, 2001, 2008; Balmer and Greyser, 2002; Balmer and Wilson, 1998; Brown et al., 2006; Cornelissen et al., 2007, He and Balmer, 2006; Van Riel and Balmer, 1997).

From the multi-disciplinary approach, corporate identity management relates to corporate values and principles which constitute its personality (Balmer, 1995; Olins, 1978), the organisation's historical roots, its corporate strategy (Wiedmann, 1988). The corporate identity mix within the multi-disciplinary approach consists of the four elements: behaviour/ communications/ symbolism, mind/ soul/ voice, communication/ visual identity and behaviour/ corporate culture/ market conditions (He and Balmer, 2007, p. 768), and employees' sense making about their organisation's identity in order to bring about a favourable corporate reputation (Fombrun, 1996). Some authors (Balmer, 2007, 2009; Brown et al 2006; Hatch and Schultz 1997, He and Balmer, 2007) have highlighted the importance role of a corporate behaviour which begins to dissipate in relation to identity as people judge the corporation by its actions. Communications as integrated to corporate identity is based on the sum of the ways (verbal and visual) a corporation decides to be recognised by its public (Balmer and Greyser, 2003; He and Balmer, 2007). Symbolism, as shown in the visual audit, provides useful insights into a corporate identity, which includes all sorts of visual cues to increase corporate visibility and helps to distinguish the organisation (Balmer, 2001; He and Balmer, 2007; Van Riel and Balmer, 1997).

Mind is the conscious decisions made by the companies, which consists of managerial vision, strategy and product performance, corporate philosophy, and corporate history (Balmer, 2001; Balmer and Soenen, 1999; He and Balmer, 2007). Soul is a subjective element of corporate identity that consists of values held by personnel and is influenced by the mix of sub-cultures, and the mix of identity types present within organisations (Balmer, 2001; Urde, 2003). Balmer (2001) has employed the term “voice”, which refers to the total corporate communication. Balmer (2001) maintains,

*“Every organisation has an identity. It articulates the corporate ethos, aims and values and presents the sense of individuality that can help to differentiate the organisation within its competitive environment. When well managed, corporate identity can be a powerful means of integrating the many disciplines and activities essential to an organisation’s success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organisation’s defining ethos and character.*

*By effectively managing its corporate identity an organisation can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporate identity is a strategic issue. Corporate identity differs from traditional brand marketing since it is concerned with all of an organisation’s stakeholders and the multifaceted way in which an organisation communicates” (Balmer, 2001, p. 291).*

The corporate identity is reflected by the existence of multiple versions of corporate identity within an organisation. ACID test is a sophisticated model which has undergone a number of developments and refinements of corporate identity management (Balmer, 2009). The variations of the ACID test related to multiple categorisations of corporate identity are ACID AC2ID, and AC3ID (Balmer, 2010; Balmer and Greyser, 2003; He and Balmer, 2007). Corporate identity management requires alignment between identity types. There are six identity types: actual identity, communicated identity, ideal identity, desired identity, conceived identity (Balmer, 2001; Balmer et al., 2009; Balmer and Gray, 2003; Balmer and Greyser 2002; He and Balmer, 2007), and covenanted or corporate brand identity (Balmer, 2010; He and Balmer, 2007). Corporate brand identity “in turn describes a distillation of corporate identity” (Urde, 2013, p. 744).

Actual identity (what we really are) as unique attributes of the corporation can be shaped by a number of elements consisting of purposes, leadership style of management, organisational structure, business activities, corporate style and ethos, markets covered, and overall business performance. Actual identity includes the set of values held by those who ‘make’ the company (management and employees) (Balmer and Greyser 2002; Balmer et al., 2009).

Communicated identity (what we say we are) includes controlled (advertising, sponsorship, and public relations), and non-controlled communications (word-of-



month, media commentary), and total corporate communications (primary, secondary, and tertiary communications) (Balmer, 2009; Balmer and Gray, 2000; Balmer and Greyser, 2002; Balmer et al., 2009).

Ideal identity (what we ought to be) is the optimum strategic (future-oriented) positioning of the corporation in the market. The ideal identity includes organisational competencies and prospects assets, the competition, and changes in the political, economic, ethical, social, and technological environment. It refers to strategic planning leadership, environmental and corporate analysis, and the corporate structure's actual identity (Balmer, 2001; Balmer and Gray, 2003; Balmer and Greyser, 2002; Balmer et al., 2009; He and Balmer, 2007).

Desired identity (what we wish to be) is often misunderstood to be almost indistinguishable from ideal identity (Balmer and Greyser, 2002). Desired identity lives in the hearts and minds of the company's CEO, it is the vision, personality and ego of the corporate leader. Desired identity is cognitive/aspirational in character. Whereas ideal identity usually emerges by following a rational assessment of the organisation's research and analysis in a particular time and is strategic in nature (Balmer, 2009; Balmer and Greyser, 2002; Balmer et al., 2009).

Conceived identity (what we are seen to be) refers to corporate image, the corporate reputation of the organisation (which held by customers and other stakeholder groups), and corporate branding. Management must make a judgment as to which external publics' perceptions are most important to the organisation (Balmer, 2009; Balmer and Greyser, 2002; Balmer et al., 2009).

Covenanted or corporate brand identity (what the brand stands for) is underpins a corporate brand and is associated with the architecture. It is "owing to the power and strength of association with a corporate brand by customers, employees, and others (which sometimes has a religious-like fervor), the term covenant appears to be appropriate" (Balmer et al., 2009, p. 20). The brand identity in turn serves as a 'bridge' between the internal identity and the identity that the customers perceive (Urde, 2009). According to Van Riel and Balmer (1997) the interdisciplinary perspective draws on marketing, and this includes those undertaking research in human resources, organisational studies, graphic design, public relations and communication studies. Van Riel and Balmer (1997) formulated the following statement:

*"Academics acknowledge that corporate identity refers to an organisation's unique characteristics which are rooted in the behaviour of members of the organisation... management of an organisation's identity is of strategic importance and requires a multi-disciplinary approach" (p. 341).*

A multi-disciplinary approach (Van Riel and Balmer, 1997) addresses the question of 'what are we as an organisation', and the characteristics, which make the corporate identity distinctive (He and Balmer, 2007, p. 772). This approach draws heavily on organisational behaviour (Balmer and Wilson, 1998; Van Riel and Balmer, 1997). Some authors (Olins, 1978; Van Riel, 1995; Van Riel and Balmer, 1997) have proposed that the understanding of corporate identity has gradually broadened and is now taken to indicate the way in which an organisation's identity is revealed through communicative and behavioural activities, as well as through strategically planned symbolism for internal and external audiences.

According to He and Balmer (2007) corporate identities and corporate brands are inseparable and should be aligned. Corporate branding can be related to multiple stakeholders and management of corporate identity requires formal communication with them internally and externally (Balmer, 1998; Balmer and Gray, 2003, Hatch and Schultz, 2003). Some authors (Balmer, 2001; Bick et al., 2003; Christensen and Askegaard, 2001; Dacin and Brown, 2002; Karaosmanoglu, 2005; Melewar et al., 2003; Simoes et al., 2005; Van Riel and Balmer, 1997) emphasise corporate identity management, which need to follow a multi-disciplinary approach. For instance, Bhattacharya and Sen (2003) included social identity theory in marketing-oriented studies and developed a framework in order to understand how the corporate identity can influence internal-stakeholders' identification with their companies and, furthermore, they introduced the new term of "stakeholders' identification".

Having broadly recognised the breadth across which corporate identity can be conceptualised, following the interdisciplinary approach, multiple inputs are considered in the discussion.

### **The corporate identity management construct**

Corporate identity is the holistic, multi-disciplinary and integrated approach to corporate identity management (Balmer, 1999; Bernstein, 1986). Corporate identity management is a multifaceted phenomenon (Balmer, 1995 and 1998). The corporate identity management construct aims to recognise aspects of identity that are manageable and that are used to develop corporate identity. The domain of the corporate identity construct is concerned with the controllable aspects of corporate identity.

Discussion in the literature about the components of corporate identity is widespread. Corporate identity is the features, characteristics, traits or attributes of a company that are presumed to be central, distinctive and enduring (Albert and Whetten, 1985; Balmer, 2001, 2007, 2008; Bick et al., 2003; Balmer and Stotvig, 1997; Barnett et al., 2006; Gray and Balmer, 1998; He and Balmer, 2007; He and Mukherjee, 2008; Fombrun and Van Riel, 2004; Markwick and Fill, 1997; Van Riel and Balmer, 1997) and serves as a vehicle for the expression of the company's philosophy (Abratt, 1989; Balmer 1994; Bernstein, 1986; Bhattacharya and Sen 2003; Melewar, 2003), values, beliefs, and mission (Ashforth and Mael, 1989; Balmer 1996; Gray and Balmer 1997; Simoes et al., 2005), communications (Balmer, 1996; Van Riel, 1995); and corporate visual identity (Carter, 1982; Dowling, 2001; Melewar and Saunders, 1998, 1999, 2000; Melewar et al., 2001; Olins, 1991; Pilditch, 1970) to all its audience (Van Riel, 1995).

### **Philosophy, mission, and value**

Corporate identity management captures and serves as a vehicle for the expression of the company's philosophy (Abratt, 1989; Balmer, 1994; Bernstein, 1986; Bhattacharya and Sen, 2003; Melewar, 2003), values, beliefs, and mission (Ashforth and Mael, 1989; Balmer 1996; Gray and Balmer, 1997; Simoes et al., 2005). "The creation of a corporate identity often begins with the articulation of a business philosophy" (Simoes et al., 2005, p. 158). The term "corporate philosophy" has become popular since the 1980's (Ledford et al., 1995; Peters and Waterman, 1982) and is critical for coordinating the company's activities. Many publications have

described the concept of management philosophy referring to company culture (Athos and Pascale, 1981; Ouchi, 1981; Wright, 1984). According to Abratt (1989), corporate philosophy is an element of corporate culture and embodies the core values and assumptions of a corporation (Kono, 1990; Melewar, 2003).

A corporation's philosophy is defined as the set of guideline principles that help communicate goals, plans, and policies and behaviour to all employees at all levels of a company (Wright, 1984). The philosophy establishes the context of day-to-day operating decisions and guides the organisation in making trade-offs among competing performances for short-term and long-term goals (Ledford et al., 1995; Wright, 1984), and the performance and all activities of the organisation tends to be linked directly to the philosophy (Wright, 1984). The company's philosophy "directs decisions, policies, and actions and entails core motivating assumptions, principles, values, and tenets" (Simoes et al., 2005, p. 158).

According to Van Rekom (1997) there has been a proliferation of statements of corporate beliefs through corporate philosophies and statements of corporate principles. O'Gorman and Doran's (1999) corporate philosophy and mission statements motivate employees. A philosophy statement can help channel employee attention in a direction, share goals and expectations, in order to understand how their individual roles fit within a larger picture (Ledford et al., 1995). According to Ledford et al. (1995) philosophy describes the 'right thing' in the minds of employees and managers alike, and philosophy is a key to business success (Ledford et al., 1995). The philosophy, mission and values dimension impacts upon the organisation's strategy and organisational culture (Dowling, 1986). According to Balmer (1994) "the emerging alternative theory on corporate identity emphasises the importance of strategy; the articulation of a corporate philosophy and the acquisition of a corporate culture" (p. 43).

Corporate philosophy can be expressed in the corporation mission statement (Collins and Porras, 1991; Simoes et al., 2005). A corporate mission is a corporation purpose for the existence of the company and is the most important part of the corporate philosophy (Abratt, 1989; De Witt and Meyer, 1998; Melewar and Karaosmanglu, 2006). The corporate mission is "vital to the corporate identity, in explaining why the corporation exists and what engages and motivates it, beyond the aim of making money" (Urde, 2013, p. 751). According to Swales and Rogers (1995), a mission statement emerges and collaborates in response to crises. Most are designed as displayable single page documents, which deal with abstractions possessing a strategic level of generality and ambiguity (Fairhurst, 1993). Mission statements are very different and tend to stress value, positive behaviour and guiding principles within the company's belief and ideology, in order to promote corporate culture and philosophy. Corporate mission statements are engendered by senior management or the CEO (Swales and Rogers, 1995). A company's mission statement functions as a principle of order (Primeaux, 1992, p. 78) and organises the company's principles (Fritz et al., 1999). According to Gray and Balmer (1997) this feature is very important and corporate culture (i.e. common values and beliefs held by organisational members) should impact organisational philosophy. Balmer (1996) asserts,

*"(...) the acquisition of a favourable corporate image is dependent upon and understanding of, and, where appropriate, the nurturing by*

*management of a distinct corporate culture which reflects the corporate mission and philosophy and as such becomes one of the dominant cultures within the organisation (i.e., the desired corporate personality) which results in the desired corporate identity (i.e., where the innate character of the organisation mirrors the corporate strategy and philosophy)” (p. 254).*

Therefore, to manage corporate identity, decision makers need to communicate the organisation's values and beliefs to employees and employees should be “aware of what they are doing to enforce their ethical standards and that reward managers' adherence to standards are acting wisely, reinforcing the organisation's identity and strengthening employee commitment to that identity” (Fritz et al., 1999, p. 297). It is vital that the whole company understands the meaning of the corporate core values. If they do so, it is possible for the core values to become transformed into a way of acting that influences the behaviour of the whole corporation. Thus, the values can serve as a relationship between the soul of the corporation and the identity of the customers (Urde, 2003). In addition, core values can be viewed as dynamic entities and the only way for a corporation to achieve them is through action (Urde, 2003) which involves the core values having to be proven over and over again (Urde, 2009).

The starting point for a company's philosophy is the company's vision (Collins and Porras, 1991). A company's vision “extends the mission by formalising its view of where it is heading and what inspires it to move forward” (p. 751). There is some confusion between corporate vision and mission. Corporate mission is the basic point of departure, whereas a corporate vision is the desired future at which the company hopes to arrive (Melewar, 2003). Levin (2000) explains vision as “a high lucid story of an organisation's preferred future in action. A future that describes what life will be like for employees, customers, and other key stakeholders” (p. 93). Cummings and Davies (1994) elucidate that “the value of any statement of corporate mission or vision lies in fusing together a corporation's many elements by providing some commonality of purpose” (p. 150) and are sources of commitment (Urde, 2013).

Corporate vision can be defined as the signature of a company, which helps it to stand out from its competition (Hatch and Schultz, 2001). According to Kissler (1991), effective change requires a formal communication strategy and captivating vision to help the essential consensus building. Most identity change programmes reflect the vision of the CEO (Balmer, 2001). Corporate vision is typically expressed by the corporation founder and/or the chief executive and management board (Balmer, 2001). Hatch and Schultz (2001) state that the gaps between strategic vision, organisational culture and corporate image serve to identify key dilemma areas for corporate brands.

Corporate vision is the desired future at which the company hopes to arrive (Collins and Porras, 1994; Hatch and Schultz, 2003; Melewar, 2003; Hatch and Schultz, 2003), which is the corporate direction and inspiration (Urde, 2013), and which impacts upon the organisation's strategy (Dowling, 1986). The role of strategic vision requires top managers to reflect on what the company is and what it wants to become in the future (Hatch and Schultz, 2003). Balmer and Soenen (1999) argued that corporate identity is driven by relating vision to changes in corporate strategy. However, there is a relationship between vision and the values embedded in the organisational culture

(Collins and Porras, 1994; Balmer and Soenen, 1999). Hatch and Schultz (2003) believe that strategic vision has a connection to external stakeholders' images, who need information about the organisation that goes beyond what the corporation provides. Every organisation has a vision, which is formalised in a document that contains the company's values.

According to Urde (2003) core values are dynamic, but need to be long lasting to create value. Some authors (Melewar, 2003; Urde, 2009) state that corporate values play a significant role in the formation of the corporate identity, and are the beliefs and ethical principles that lie behind the company's culture, and compose a major system of beliefs within a company that include daily language and ideologies (Van Riel and Balmer, 1997). More particularly, Balmer et al. (2006) state that "the organisational values answer in principle the question of what the organisation stands for and 'what makes us who we are?'" (p. 147). According to Ledford et al. (1995) organisational values are fundamental to organisational culture, that values need to be understood and they are, necessarily, actively shaped. The concept of core values is well recognised from the brand management perspective (Urde, 1999, 2003, and 2009), in practice by high-performing organisation (Kotter and Heskett, 1992, p. 56).

Corporate core values have an external meaning; and it is recommended that they not be used for slogans or similar, because that might undermine their significance (Urde, 2003). Hence, in other words, it is significant for organisations to have a clear picture of the internal corporate identity when selecting core values. Urde (2003) states that if organisations just choose core values that are catchy or serve as good slogans, there is a big risk of developing hollow and unfavourable corporate core values, which harm the identity and culture of the organisation. Urde (2009) emphasised that the main success of core values is based on how well they bridge the internal values with the stakeholders' perception of credibility in the long run. According to Urde (2009) an organisation's core values should be linked internally and externally and that decides whether core values will be successful or not. The customers' identity is related to the perceived values that convey the organisation's core values externally which could be a way for the organisation to position itself and attract customers and stakeholders (Urde, 2009). Organisational values are translated into core values that guide the organisation's efforts (Balmer et al., 2006, p. 148).

According to Melewar and Karaosmanoglu (2006), there is an emphasis on ethical and cultural values, and organisational history and philosophy. A company develops the values to develop a positive image, which is reflected to the outside world (Melewar and Karaosmanoglu, 2006). Furthermore, it is espoused by the managers or the founder (Balmer, 1995; Kono, 1990; Melewar, 2003).

A corporate mission, corporate philosophy, and value are articulated through corporate visual identity to the company's audiences and employees (Alessandrini, 2001; Baker and Balmer, 1997; Henderson and Cote, 1998; Gorman, 1994; Otubanjo and Melewar, 2007; Melewar et al., 2005; Melewar and Jenkins, 2002; Melewar and Karaosmanoglu, 2006; Van Riel et al., 2001). Wilson (1997) believes that the company's visual identity component is easier to control than its behavioural aspects.

Philosophy is defined as the core values and assumptions that constitute the corporate culture, along with the business mission and values espoused by the management

board or founder of the company (Abratt, 1989; Collins and Porras, 1991; Ledford et al., 1995; Melewar, 2003; Simoes et al., 2005; Wright, 1984). Mission is the company's purpose, the reason for which a company exists or its objectives (De Witt and Meyer, 1998; Melewar, 2003). Values are the dominant system of beliefs and moral principles that lie within the organisation that comprise the everyday language, ideologies, rituals and beliefs of personnel (Balmer, 1995; Kono, 1990; Melewar, 2003).

### **Communication**

Corporate identity is the expression as manifested in the communications of the organisation (Balmer, 1995, 1998; Balmer and Wilson, 1998; Balmer and Soenen, 1999; Baker and Balmer, 1997; Bernstein, 1986; Birkigt and Stadler, 1986; Cornelissen and Harris, 2001; Ind, 1990; Markwick and Fill; Van Riel and Balmer, 1997). Communication is the touchstone for presenting an image and, therefore, it is recognised in the image formation process (Balmer, 1996; Cornelissen, 2000; Van Riel, 1995). Everything in and about a company is communication and it has a wide spectrum of influence. Research on consumer behaviour has widely accepted that communication from annual reports to advertising and internal communications impacts individuals' behaviours and attitudes (Brown and Reingen, 1987; Christiansen and Tax, 2000; Lau and Ng, 2001). According to Fombrun and Rindova (2000) clear communication can have an impact on trust and enhance the commitment of stakeholders to an organisation.

It is essential for an organisation's managers to understand which communication tools, channels, and marketing messages are more influential on internal-stakeholders' perception (Abratt, 1989). Furthermore, managing corporate identity and its communication should be grounded in a company's consumers' reception of messages; therefore it is essential to study communication from a receiver's perspective in order to reveal how organisational cues are gathered and interpreted. Stakeholders not only are passive receivers of company communication, but also shape what organisations should be.

Brand core is supposed to be something lasting that supports internal and external brand building (Urde, 2009). According to Duncan and Moriarty (1998), "brand messages originate at the corporate, marketing, and marketing communication levels. In other words, all corporate activities, marketing mix activities, and marketing communications have communication dimensions. At the corporate level, messages sent by the company's overall business practices and philosophies have communications dimensions. For example, its mission, hiring practices, philanthropies, corporate culture, and practice of responding or not responding to inquiries send messages that reconfirm, strengthen, or weaken brand relationships" (p. 6). The marketing communication mix should be used to convey the distinctive qualities of an organisation (Van Riel, 1995). Some authors (Balmer, 1997, 2001; Van Riel and Balmer, 1997) claim that anything a company does communicates its identity in the stakeholders' context.

Brown and Dacin (1997) stated that management put considerable effort into managing the company's identities, however, it is not easy to know whether it is the planned communication or external response to their efforts that impacts on internal-stakeholders' perception. Some authors have emphasised the significance of consistency between the corporate identity and company's communication (Bernstein,

1986; Gray and Smeltzer, 1985; Van Riel and Balmer, 1997). The strategic coordination of all messages and media used by an organisation influences its “perceived brand value” (Duncan and Everett, 1993, p. 33). Integrated marketing communications (IMC) is a concept of marketing communications planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines (for example, general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communications impact (Schultz, 1993, p. 17; Schultz and Kitchen, 1997, p. 9).

Communication has a wide impact on how a company presents its image visually as well as verbally. The main dimensions of how communications are managed in a company are: marketing communications (e.g. advertising, sponsorship, public relations activities, corporate advertising), corporate communications (e.g. annual report, internal publications) (Balmer and Gray, 2003; Van Riel, 1995), and consistency among all communication vehicles and messages. Communication is defined as the aggregate of messages from both official and informal sources, through a variety of media, by which a company conveys its identity to its multiple audiences or stakeholders (Gray and Balmer, 1998; Melewar, 2003).

### **Visual identity**

Corporate visual identity (CVI) is arguably the most tangible facet of corporate identity, which reflects the company culture and values and that creates physical recognition for the organisation (Carter, 1982; Cornelissen and Elving, 2003; Dowling, 2001; Melewar and Saunders, 1999, 2000; Stuart, 1999; Olins, 1991; Pilditch, 1970; Van Riel and Balmer, 1997). Corporate visual identity has received the attention of marketing researchers (Henderson et al., 2004; Tavassoli, 2001; Childers and Jass, 2002; Henderson and Cote, 1998; Veryzer and Hutchinson, 1998) who feel that it needs to be supported by consistent marketing communications and clear corporate visual identity.

Corporate visual identity, graphic design, and corporate identity are often used interchangeably. Researchers have drawn the distinction between corporate identity and corporate visual identity, and their coordination (Abratt, 1989; Albert and Whetten, 1985; Alessandri, 2001; Baker and Balmer, 1997; Balmer, 1994, 1995; Bernstein, 1986; Van den Bosch et al., 2006; Childers and Jass, 2002; Henderson and Cote, 1998; Henderson et al., 2004; Olins, 1978; Melewar, 2000, 2002; Melewar and Jenkins, 2002; Melewar and Saunders, 2000; Melewar and Wooldridge, 2001; Pilditch, 1970; Stuart, 1999; Stuart and Muzellec, 2004; Tavassoli, 2001; Van Riel, 1995; Van Riel et al., 2001; Van Riel and Van Hasselt, 2002; Van Rekom, 1993; Veryzer and Hutchinson, 1998; Wiedmann, 1988). According to Melewar and Saunders (2000), corporate visual identity is essential for well-being and communications mix to express the organisation’s identity (Cornelissen and Elving, 2003) in serving as a reminder of the corporation’s real purpose (Abratt, 1989).

In addition, the intangibility of services exacerbates the need for management of visual components. The visibility and consistency should emphasise the physical dimensions of service delivery (Bharadwaj et al. 1993), which impacts on the corporate identity. For instance, staff appearance, colour and architecture are essential to the brand awareness and transmitted image in the service context (Berry, 2000). Furthermore,

physical evidence such as environmental design, architecture, interior design, decor, signage and stationery convey tangible hints that impacts on employee and customer behaviour (Bitner, 1990). Visual identity management has significant business implications (Schmitt et al., 1995). According to Bitner (1990) in a service encounter context, the physical environment can have an influence on how consumers perceive service failure. Corporate visual identity uses tangible clues to differentiate services (Onkvisit and Shaw, 1989).

Furthermore, corporate awareness and visual identification support the utility of corporate visual identity. Identification tools are important in modern marketing such as the architecture of the corporation, as it gives the corporation identity and symbolises its purpose. Identification is important to employees (Bromley, 2001; Dutton et al., 1994; Kiriakidou and Millward, 2000) and corporate visual identity plays a symbolic role in generating such identification. Furthermore, the internal purpose of corporate visual identity relates to employees' identification with the organisation. Thus, managers must ensure that they create a reliable belief to communicate in the market (Van den Bosch et al., 2005; Gray and Balmer, 1998). Employees need to be aware of corporate visual identity and its meaning (Berry, 2000). Furthermore, the visibility and physical consistency of visual identity underlies the numerous physical dimensions, which are used to deliver the service, such as ground transportation vehicles and name on airplanes (Bharadwaj et al., 1993). For all these reasons, managers need to understand the design process to communicate with designers using a common language from a similar point of view (Kohli et al., 2002; Henderson et al., 2003).

Conceptualising the management of corporate visual identity in terms of specific dimensions is essential as it involves generating and implementing guidelines for the use of symbolism within the company. A Corporate Visual Identity consists of architecture, corporate name, corporate symbol/logo, typeface, colour, building, interior design, symbolism understanding, and staff appearance which express organisational characteristics (Carter, 1982; Dowling, 1994; Margulies, 1977; Melewar and Saunders, 1999; 2000; Melewar et al., 2001; Olins, 1991, Pilditch 1970; Schultz et al., 2000; Van Riel et al., 2001) as well as providing recognisability (Balmer and Gray, 2000).

Corporate visual identity defined as an assembly of visual cues which express the identity of the organisation (Cornelissen and Elving, 2003) by which an audience can recognise the company and distinguish it from others (Bernstein, 1984) in serving to remind the corporation's real purpose (Abratt, 1989, Melewar, 2003).

The next section proposes a definition for corporate identity by merging the three dimension (visual identity, communications, and philosophy, mission and values), which are discussed in this section.

### **Defining the corporate identity concept**

As mentioned before, corporate identity has been defined using different metaphors (Cornelissen and Harris, 2001). Abratt (1989) says "corporate identity is about appearance" (p. 66). Some design authors (Bernstein, 1986; Carter, 1982; Lippincott and Margulies, 1957; Margulies, 1977; Olins, 1989, 1991; Pilditch, 1970; Selame and Selame 1988) assert that corporate identity is about corporate visual design to present



the company to internal and external audiences via visible artefacts such as buildings, communication material, advertisements, exterior design, interior design, symbol, colour and so on and also the invisible such as organisational behaviours. After the shift towards recognising the significance its influences on behaviour (Abratt, 1989; Balmer, 1995, 2004, 2007, 2008; Christensen and Askegaard, 2001; He and Mukherjee, 2008; Dutton et al., 1994; Kottasz et al., 2008; Melewar and Karaosmanoglu, 2005; Olins, 1989; Powell et al., 2009; Pratt, 1998; Simoes et al., 2005; Van Riel, 1995; Van Riel and Balmer, 1997), marketing and design authors suggest that the corporate identity concept reflects this sense of the essential character which deals with the impressions, image, uniqueness, personality, and individuality that an organisation presents to internal and external stakeholders (Abratt, 1989; Balmer, 1995, 1998; Balmer and Soenen, 1999; Downey, 1986; Hatch and Schultz, 1997; He and Balmer, 2007; Markwick and Fill, 1997; Melewar and Jenkins, 2002; Olins, 1978; Pilditch, 1970; Schmitt and Pan 1994; Stuart, 2003; Simoes et al., 2005; Van Heerden, 1999; Van Riel, 1995; Van Riel and Balmer, 1997). The stability and coherence must exist between customers, employees, and managers' behaviour, and all should be adjusted to the company's philosophy, values, and personality.

The prsonality of an organsiation has been described thus, "the corporate identity is the 'personality' and 'soul' of the corporation ... Every company has a personality, which is defined as the sum total of the characteristics of the organisation. These characteristics - behavioural and intellectual - serve to distinguish one organisation from another. This personality is projected by means of conscious cues which constitute an identity" (Abratt, 1989, pps. 66-67). The behavioural and intellectual characteristics have been recognised by some authors (Baker and Balmer, 1997; Balmer, 1995, 1998; Balmer and Wilson, 1998; Bernstein, 1986; Markwick and Fill, 1997) as the product of the beliefs and attitudes shared by organisation's employees. Corporate identity is a phenomenon that expresses the corporate personality of a company and refers to 'what the company is', 'what the company stands for' (Pilditch, 1970), and 'where the company is going' (Olins, 1978). Cornelissen and Harris (2001) defined corporate identity as the "tangible representation of the personality, the expression as manifest in the behaviour and communication of the organisation. Corporate identity efforts are undertaken strictly reflecting the personality of the organisation" (p. 56).

The organisation's personality has been described using a metaphor of company as human being to explain corporate identity (Cornelissen and Harris, 2001). Corporate identity is an indirect expression of a corporate personality. Therefore, the organisation must "balance internal preoccupations of organisational identity with external imperatives" (Cornelissen and Harris, 2001, p. 57). In other words, marketing scholars (Balmer and Soenen, 1999; Birkigt and Stadler, 1986; He and Balmer, 2007; Melewar and Jenkins, 2002; Van Riel, 1995; Van Riel and Balmer, 1997) have argued that corporate identity refers to the totality of the self-presentation of an organisation to various stakeholders (mainly customers) which correspond to the elements of corporate identity mix which are personality, behaviour, communication and the symbolism to create a favourable image and a good reputation between its internal and external stakeholders.

Corporate identity requires consistency across visible and invisible forms of communication to represent the company (Balmer, 2001; Gioia et al., 2000; Markwick

and Fill, 1997; Olins, 1989; Simoes et al., 2005; Van Heerden, 1999; Van Riel and Balmer, 1997). Corporate identity should be embedded throughout the organisation to clearly articulate the company's philosophy and mission and its organisational values (Baker and Balmer, 1997; Balmer, 2007, 2008; Dowling, 1994; He and Mukherjee, 2008; Olins, 1995; Pondar, 2005; Simoes et al., 2005). Drawing on the arguments above (See Appendix 2.1 presents a chronology of some of the key definitions of corporate identity concept), corporate identity is defined as the following:

Corporate identity is the features, characteristics, traits or attributes of a company that are presumed to be central, distinctive and enduring (Albert and Whetten, 1985; Balmer, 2001, 2007, 2008; Bick et al., 2003; Balmer and Stotvig, 1997; Barnett et al., 2006; Gray and Balmer, 1998; He and Balmer, 2007; He and Mukherjee, 2008; Fombrun and Van Riel, 2004; Markwick and Fill, 1997; Van Riel and Balmer, 1997) and serves as a vehicle for the expression of the company's philosophy (Abratt, 1989; Balmer 1994; Bernstein, 1986; Bhattacharya and Sen 2003; Melewar, 2003), values, beliefs, and mission (Ashforth and Mael, 1989; Balmer 1996; Gray and Balmer 1997; Simoes et al., 2005), communications (Balmer, 1996; Van Riel, 1995); and corporate visual identity (Carter, 1982; Dowling, 2001; Melewar and Saunders, 1998, 1999, 2000; Melewar et al., 2001; Olins, 1991; Pilditch, 1970) to all its audience (Van Riel, 1995).

## **Conclusion**

Corporate identity requires visibility, tangibility, and consistency with other aspects of corporate identity that can be dictated by their aesthetic attractiveness. However, the aesthetic aspect of architecture is essential for organisations, since it expresses an increase in desire among corporate managers to promote the physical expression of the building as a means of enhancing corporate image and identification. The structure and design of its buildings influences the image of the organisation and creates a feeling of identification among stakeholders.

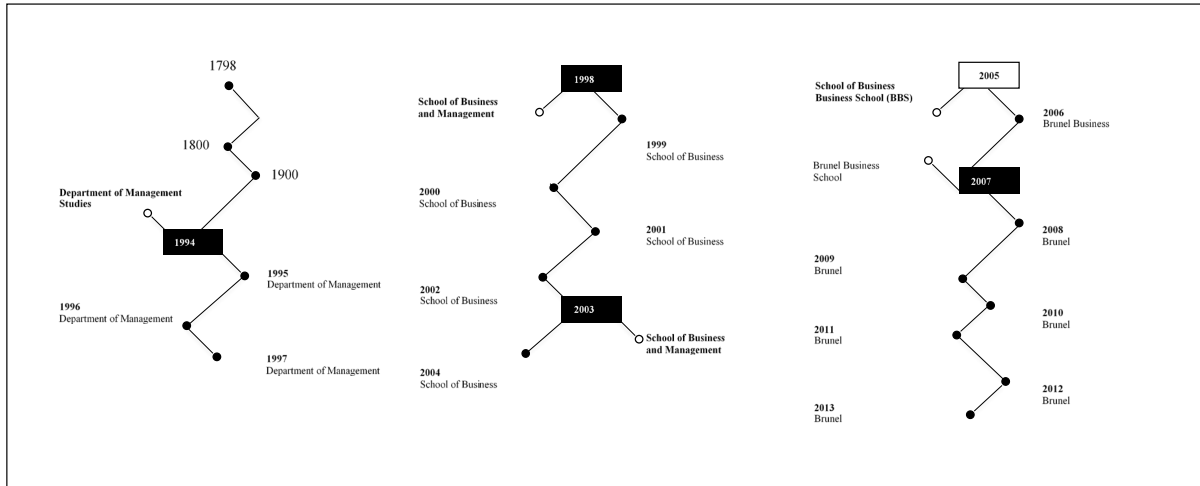
## **Case study: Positioning and branding of a London based business school**

Along with the expansion at undergraduate and postgraduate levels, the number of the international students studying at UK universities has increased rapidly. The UK is a popular international destination for students and is well established in the history of higher education with an international reputation. The higher education industry has been identified by governments as a strategic sector to attract more foreign students. For two decades or so, the provision of education for international students has emerged as a prominent growth area in the service sector. To improve performance and budget allocations, university ranking tables are used by universities to improve performance and budget allocations.

Given the significance of UK higher education, The history of Brunel University is a story of exponential growth and consistent academic development. Corporate identities are informed by history and can be shaped by past strategies. The history of Brunel University dates back to 1798, however, the first department of Management Studies was launched by Professor A. Woods as the Head of Department in 1994 with 15 Students. In 2007, Professor Z. Irani was the Head of School with 686 Students. Due to a lack of documentary material from the library, or from the school or on the web regarding the history of BBS, the researcher interviewed *Professor Keith Dickson*, the main founder of the Brunel Business School, head of department and who were

involved (15 participants) in corporate identity changes. The figure below illustrated the Corporate History and the founder of Brunel Business School.

**Figure: Corporate History and the founder of Brunel Business School (BBS) with the number of students per year**



Source: Designed by the Researcher based on the Degree Congregation and award Ceremony booklets from 1994 to 2013.

The Brunel Business School (Eastern Gateway Building) is located on the north side of the campus and “creates a stunning entrance to the University Campus”. This “£32m building has state of the art facilities with 7,000m over four floors to house the Business School Faculty, students and leading edge research activities as well as an art gallery” (brunel.ac.uk/bbs, 2014). The Beldam Gallery, which is the University’s art gallery and regularly displays exhibitions of local and national artists, as well as the work produced by members of the Brunel Art Centre in the cafeteria and in the building atrium ((brunel.ac.uk/bbs, 2014). The main outcome from the new building was to improve the BBS rankings and its competitive position. Brunel Business School (BBS) moved to a new building in 2012.

Brunel University’s mission is “to create knowledge and advance understanding, and equip versatile graduates with the confidence to apply what they have learnt for the benefit of society. Brunel University’s vision is to be a world-class creative community that is inspired to work, think and learn together to meet the challenges of the future” (brunel.ac.uk/about/strategic-plan/introduction, 2014).

As “a research-intensive university”, Brunel places “great value on the usefulness of the research, which improves the understanding of the world around Brunel and informs up to the minute teaching. Research is responsible for much of the collaborative work with business, industry and the public sector, providing opportunities for work experience, and demonstrates the commitment to producing professionally-minded graduates that employers want to recruit. The 2008 Research Assessment Exercise (RAE) judged 82% of our research to be of international standing, leading to a 54.5% increase in its research funding from the Higher Education Funding Council, compared to the sector average increase of 7.8%” in 2014.

Brunel has always had a strong sense of self-determination and autonomy, which has

enabled it to develop and grow from its early beginnings into a highly respected research-intensive university, with a broad portfolio of undergraduate and postgraduate programmes attracting staff and students from across the world and increase the attractiveness of the institutions in the international markets.

Corporate strategy and positioning is enormously significant in today's corporations to keep loyal customers, establish a competitive edge and increase the establishment image, especially to sustain a competitive advantage in today's competitive global market. A high quality corporate strategy was reported in the participants' comments as a contributing factor towards a favourable corporate image. For instance, *"we've got an idea of where we really want to be and how we're going to get there, and I think it's taken a long time to get to top ranking personally. And, for a long time, we were asking what our strategy was. I feel now, we've made a decision and we know where we are going and I do feel it is quite clear to anyone"*. Another participant added, *"our school's corporate strategy is summarised in our school plan and outsiders are clear as to what our strategy is and where we are going in the future, what we are still working on"*.

*"BBS corporate branding has a consistent short and long time strategic framework, which I think includes the school's activities and was designed by the top management at the school, and I think was aligned based on the school's brand identity. It presents the company's values, both emotional and functional by building the clear connection among strategic vision, organisational culture and stakeholder image, consumers, customers, and government, etc. We should consider the difficulties, such as aligning the internal and external stakeholders, and create credible and authentic identity" (Professor)*

*"I think the school changed its strategy and for this reason they needed to revise the School's visual identity. Our new name and logo provides the clues to distinguish the changes in the school. I think all the changes appear in our communication to the students and staff. I think our name and logo are the main expression of Brunel, through which people can identify us and differentiate us from others" (School Manager)*

From the participants' comments, it is recognisable that BBS can help the brand by having a well-designed building that is distinctive and that this is critical in creating a brand that provides a favourable image. The above statements are consistent with the covenanted identity concept (or corporate brand identity), which is defined as what the school stands for. The covenanted identity refers to the covenant that underpins a corporate brand. It illustrates indicative character rather than comprehensive in character. The exhibit can be adapted so that its primary focus is on corporate brand identity.

The findings from the qualitative study indicate that positioning is a key element of the company in the market, which is wedded to customer decisions when choosing what to purchase. Additionally, the textual analysis of interviewees reveals a focus on defining the School's position in the market. The following comments illustrate a manager's assessment:

*“Our competitors are well known. We always look at league tables as the main source I would say, statistics and benchmark alongside our competitors. We look at NSS results...I think we’re a market leader. We are famous and have enough experience in doing this” (Senior Lecturer)*

The comments made by the interviewees also emphasised that the NSS (National Student Survey) has a major impact on league tables. This can be illustrated in the description provided by one Lecturer: *“in the UK, there is a clear categorization of universities, the top six or seven and then you have the Russell group, middling group and then modern universities; then at the bottom of the line are the new universities that are struggling to be seen as universities. We’re in the group of middle ranking university, and not far to the Russell group, hopefully, a realistic aspiration is that we are pushing ourselves up to the top, whereas now we’re currently in the middle”.*

This case study presented the findings from qualitative research to better understand the contextualisation of the study, namely, to place the case of the a Business School in context in terms of its history, positioning and branding to answer ‘where does a Business School come from? ‘Where would a Business School like to go?’ and ‘what is needed as a more precise description of BBS identity, the position it aspires to and its strategic intent?’.

### **CASE QUESTIONS**

Conduct research on the Brunel Business School website (<https://www.brunel.ac.uk/business-school>) and answer the following questions.

How does the school carry the past over to the present and makes its valuable to contemporary internal and external stakeholders?

Identify the key identity elements of the Brunel Business School and how it impacts on the School’s reputation

Discuss the strategies employed by the school and how it impacts on its future vision and philosophy?

### **Key terms and definitions**

**Corporate identity** is the features, characteristics, traits or attributes of a company that are presumed to be central, distinctive and enduring and serves as a vehicle for expression of the company’s philosophy, values, and mission, communications; and corporate visual identity to all its audience.

**Corporate visual identity** is an assembly of visual cues to make an expression of the organisation by which an audience can recognise the company and distinguish it from others in serving to remind the corporate real purpose in serving to remind the corporate real purpose.

**Communication** is the aggregate of messages from both official and informal sources, through a variety of media, by which a company conveys its identity to its multiple audiences or stakeholders.

**Philosophy** is the core values and assumptions that constitute the corporate culture, business mission and values espoused by the management board or founder of the company.

**Mission** is the company purpose, the reason for which a company exists.

**Value** is the dominant system of beliefs and moral principles that lie within the organisation that comprise everyday language, ideologies, rituals and beliefs of personnel.

**Architecture** is a visual presentation of a company encapsulate company's purpose and identity, set of elements (physical structure/spatial layout and functionality, ambient conditions/physical stimuli of an environment, and symbolic artifacts/decor and artifacts) which influence on internal-stakeholders' attitude, and behaviour. It can be decisive in facilitating employee, internal-stakeholders' identification.

**Physical structure/spatial layout and functionality** is the architectural design and physical placement of furnishings in a building, the arrangement of objects (e.g. arrangement of buildings, machinery, furniture and equipment), the spatial relationships among them, physical location and physical layout of the workplace which particularly pertinent to the service industry and can be symbolise something.

**Physical stimuli/ambient conditions** of an environment in service settings encourage stakeholders to pursue the service consumptions and subsequently affect on employees' behaviours, attitudes, satisfaction, and performance toward the service provider.

**Symbolic artifacts/decor and artifacts** is aspects of the physical setting that individually or collectively guide the interpretation of the social setting, can be related to the aesthetics and attractiveness of the physical of the environment, develop a complex representation of workplace Identity and mainly relevant to the service industry.

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**Table: Some of the key definitions of corporate identity concept**

Authors	Definitions
<b>Powell, 2011</b>	<p>Corporate identity is the values and ethos of an organisation that reflects the foundations around which the corporate brand is built (Balmer and Gray, 2003).</p> <p>Corporate identity (not to be confused with the graphic design paradigm of identity): What are the corporation's distinctive attributes? (p. 1368).</p>
<b>Balmer et al., 2009</b>	<p>Corporate identity is what we really are (p. 7).</p> <p>Corporate identity is actual Identity (p. 7).</p>
<b>He and Mukherjee, 2008</b>	<p>Corporate identity (CI) "refers to the features, characteristics, traits or attributes of a company that are presumed to be central, distinctive and enduring" (p. 2).</p> <p>Corporate identity is "constituted of core values (e.g. operating philosophy, vision and mission, leadership) and demographics (e.g. business, size, age, competitive position, country of origin, location) of the company (p. 1).</p> <p>Corporate identity is "important for consumer marketing, because: (a) it defines the essence of a company and accords economic, social and symbolic meanings to a company in the perception of the consumer; (b) it situates the company at the fundamental level among the social and economic exchange networks of other organisations, e.g. competitors, suppliers, distributors, buyers, governmental agents; (c) it represents the basic subject for evaluation by consumers, which in turn has cognitive, affective and behavioural consequences by those consumers, such as consumers' perceptions, images, identifications and action for/ against the focal company (e.g. Dutton, Dukerich, and Harquail 1994; Pratt 1998); and (d) consumers with more positive perception of corporate identity will, through association, have more positive attitude toward the company's products, i.e. there will be a positive consumer response (be it cognitive, affective or behavioural) to the company's products" (p. 2).</p> <p>Corporate identity is "increasingly important for contemporary consumer marketing due to the post-modern levity resulting from globalisation of consumer markets, technologically savvy consumers" (p. 2).</p>

	<p>“Corporate identity mainly refers to the organisation’s communication (p. 3).</p> <p>Corporate identity “forms a central and integrative function within the corporate and competitive strategy and that corporate identity forms a pivotal role which can influence the strategy content as well as providing a corporate communication system to stakeholders” (p. 3).</p> <p>“Corporate identity is translated into consumer responses through a variety of mechanisms, which can originate from the company (e.g. corporate communications, corporate branding, and other identity communicators), from cultural environments, from the consumers themselves, and from the interaction between the consumers and the company. In this paper, we only focus on the final one: the interaction between the consumers and the company” (p. 5).</p> <p>“Corporate identity influences consumers to develop identification with a company” (p. 13).</p> <p>Corporate identity is “central to marketing thought as it shapes consumer attitudes and behaviour towards marketing activities of companies” (p. 13).</p>
<b>Powell et al., 2009</b>	Corporate identity refers to an organisation’s unique characteristics which are rooted in the behaviour of members of the organisation” (p. 422).
<b>Elsbach, 2009</b>	Corporate identity “is seen not just as involving the visible outward presentation of a company [through corporate logos and products], but also the set of intrinsic characteristics or ‘traits’ that give the company its specificity, stability, and coherence” (p. 1047).
<b>Van den Bosch, 2008</b>	Most research on managing corporate identity deals with the strategic development of corporate identity and the design and effects of specific elements of the CVI.
<b>Kottasz et al., 2008</b>	<p>Corporate identity “is a presentation to the outside world of the core values, philosophy, products and strategies of an organisation.</p> <p>Corporate identity involves the projection of “who you are, what you do, and how you do it”.</p> <p>“The planned self-presentation of an organisation normally involved the transmission of cues via its behaviour, communications and symbolism, and that the regulation of these transmissions constituted “corporate identity management”. Successful corporate identity management results in an enhanced corporate image and, over time, an improved corporate reputation.</p> <p>The “characterisation of corporate identity management as comprising three components (behaviour, communication and symbolism), the potential contributions of a CAC to corporate</p>

	identity management can be summarised as follows” (p. 237).
<b>Balmer, 2007, 2008 Identity based</b>	<p>The characterisation of identity should be adapted so that an institution’s corporate identity is characterised by its central, distinctive and evolving nature (p. 888).</p> <p>Corporate identity is as follows: “Articulation of what an organisation is, what it stands for, what it does and the way it goes about its business especially the way it relates to its stakeholders and the environment” (p. 899).</p> <p>Corporate identity management is concerned with the conception, development, and communication of an organisation’s mission, philosophy and ethos. Its orientation is strategic and is based on a company’s values, cultures and behaviours”. “The management of corporate identity draws on many disciplines, including strategic management, marketing, corporate communications, organisational behaviour, public relations and design” (p. 899).</p>
<b>Balmer, 2008</b>	<p>Corporate identity as the central platform upon stakeholder identifications/associations with the corporation.</p> <p>Corporate identity is “articulation of what an organisation is, what it stands for, what it does and the way it goes about its business especially the way it relates to its stakeholders and the environment” (p. 899).</p> <p>Corporate identity (the distinctive attributes of an organisation) (pp. 29-30).</p> <p>Corporate identity (identity here being defined as the distinct and defining characteristics of the organisation) (p. 37).</p>
<b>Balmer et al., 2007, 2006 nature</b>	Corporate identity is the signature that runs through the core of all a corporation does and communicates (p. 8).
<b>Fukukawa et al., 2007</b>	Corporate identity is the notion that identity (what we really are) (p. 3).
<b>Cornelissen et al., 2007</b>	The distinctive public image that a corporate entity communicates that structures people (p. 3).
<b>He and Balmer, 2007</b>	Corporate identity is an organisation’s distinctive attributes addressing “what the organisation is” (p. 771).
<b>Balmer, 2006</b>	Corporate identity (not to be confused with corporate identity as it relates to systems of visual identification) (p. 8).

<p><b>Balmer, 2006</b></p>	<p>Notions of corporate identity as it relates to (i) the identity of an organisation (focusing on the juridical and economic foundations), (ii) identification from an organisation (focusing on the symbolic and promotional), (iii) identification with an organisation (focusing on the affective and personal) and (iv) collective identification to an organisational culture (focusing on the collective, emotional and cultural) (P. 3).</p> <p>Corporate identity is aligned to visual this represents is a narrow conceptualisation of the territory (p. 4).</p> <p>Corporate identity is something of a doppelganger in that it is used to refer to an organisation's distinctive traits as well as to its visual house style: the latter being reinforced by the notion that a symbol can in some magical way encapsulate the whole idea of the organisation (P. 8).</p> <p>Corporate identity is analogous to the characterisation of identity (P. 8).</p> <p>Corporate identity is aligned to visual this represents is a narrow conceptualisation of the territory (p. 4).</p>
<p><b>Balmer and Liao, 2006</b></p>	<p>Corporate identity was conceptualised in terms of visual identification (p. 6).</p> <p>Corporate identity as a distinctive attributes (p. 10).</p> <p>Corporate identity was originally conceptualised in terms of visual identification (p. 9).</p>
<p><b>Barnett et al., 2006</b></p>	<p>Corporate identity is "the set of values and principles employees and managers associate with the company" (p. 29).</p> <p>Fombrun and van Riel (2004, pp. 165-166 ), who state that it consists of ' (a) features that employees consider central</p> <p>to the company, (b) features that make the company distinctive from other companies (in the eyes of employees) and (c) features that are enduring or continuing, linking the present and the past to the future'. The idea of enduring, central features of organisations that makes them distinctive from other (p. 32).</p>
<p><b>Melewar and Karaosmanoglu, 2005</b></p>	<p>The behaviour is intangible part of corporate identity, corporate behaviour includes employee behaviour and management behaviour and corporate behaviour can affect the organisational identity in the long-run. More over, employee behaviour can influence customer and other stake holder.</p>

**Simoes et al., 2005**

Corporate identity and image is a way for companies to encourage positive attitudes toward their organisation.

The effective corporate identity management (CIM) provides a potential route to competitive advantage.

Corporate identity deals with the impressions, image, and personality that an organisation presents to its stakeholders. Consumers' and other audiences' perceptions of organisations are key in determining their response to the companies' products and services (p. 153).

The corporate identity concept reflects this sense of "essential character" and suggests that each company has its own personality, uniqueness, and individuality.

From an organisational perspective, identity can be viewed as a vehicle by which a company's character is conveyed to different audiences.

Corporate identity is an expression of identity is also an inherently dynamic process that tends to evolve over time as the organisational context changes.

Corporate identity refer to image or personality rather than to identity, or they interchange the terms image and identity (p. 154).

Corporate identity refers to "the way in which an organisation's identity is revealed through behaviour, communications as well as through symbolism to internal and external audiences" (p. 341).

Corporate identity comprising symbols (visual identity and design aspects, such as corporate name and house style), communications (both internal and external corporate communications (p. 157).

Corporate identity refers to soul (e.g. values, culture), voice (e.g. communication, symbolism), and mind (e.g. vision, philosophy, whereas discussed core values (e.g. organisational mission) and demographics (e.g. industry or product category, size) (p. 158).

Corporate identity extends beyond visual symbols and how they are communicated to the articulation of a company's company's philosophy, mission, and values.

The creation of a corporate identity often begins with the articulation of a business philosophy. The business philosophy

	<p>can be expressed in the mission statement to convey a sense of commonality and purpose.</p> <p>Corporate identity is the implementation, support, and maintenance of visual systems, the expression and pursuit of brand and image consistency through global organisational symbols and forms of communication, and the endorsement of consistent behaviour through the diffusion of a company's mission, values, and goals.</p> <p>Corporate identity is a form of communication that conveys an image and seeks an integrated approach to articulate identity in coherent and harmonised messages through internal and external forms of communication.</p> <p>Corporate identity articulates what is intrinsic and unique to the organisation. Through the clear articulation of the company's philosophy and mission, organisational values and norms are unified and can (p. 158).</p>
<p><b>He and Balmer, 2007</b></p>	<p>"Corporate identity tells the world- whether actively or by default- just what the corporate strategy is".</p> <p>Corporate identity addresses four questions: "who you are, what you do, how you do it and where you want to go" (p. 6).</p> <p>Corporate identity forms a central and integrative function within the corporate and competitive strategy and that corporate identity forms a pivotal role which can influence the strategy content as well as providing a corporate communication system to stakeholders" (p. 6).</p>
<p><b>Pondar, 2005</b></p>	<p>Corporate identity is "Expression of culture, values, philosophy/strategy, vision, mission" and "Distinctiveness, recognition, diversification" (p. 74).</p> <p>The managing corporate identity is of great importance for company success. Although there is no general definition of corporate identity the understanding of corporate identity is quite homogenous - the most common definition according to the research is: corporate identity is a mix of characteristics that organisation possesses as a subject (p. 79).</p> <p>Corporate identity refers to the internal as well as external communications (p. 80).</p>
<p><b>Suvatjis and de Chernatony, 2005</b></p>	<p>Corporate identity is "the set of meanings by which an object allows itself to be known and through which it allows people to describe, remember and relate to it".</p> <p>Corporate identity is a multidimensional area requiring a multidimensional model" (p. 822).</p>

<p><b>Balmer, 2004</b></p>	<p>“Corporate identity refers to those intended characteristics of an organisation that decisionmakers and marketers of an organisation within the group chose to promote to their internal and external constituents. As many corporate reputation and image theorists have noted, however, this is only half the story. It is often the case that the intended characteristics of a group marketed by decision makers are not the same aspects associated with the group by internal and external constituencies. Thus, the other half of the story includes the interpretations and responses of those other internal and external individual, group and societal constituents”.</p> <p>Corporate identity differs from that of the author. The above concerns appear to focus on two elements: corporate communication and corporate perception. However, such a perspective has, traditionally, been the dominant perspective adopted by marketing scholars.) (p. 11).</p>
<p><b>He and Balmer, 2004</b></p>	<p>Corporate identity is “the distinct characteristics of the organisation” (p. 5).</p> <p>Corporate identity is graphic design (as corporate logo, and/or company name).</p> <p>Corporate identity is self-presentation via symbolism, behaviour, and communication (p. 6).</p> <p>Corporate identity “refers to those critical attributes and traits that make us distinctive and which defines who we are and what we are as an organisation” (p. 6).</p>
<p><b>Topalian, 2003</b></p>	<p>Corporate identity is the articulation of what an organisation is, what it stands for, what it does and how it goes about its business (especially the way it relates to its stakeholders and the environment) (p. 1119).</p> <p>Corporate identity as visual identification (p. 1121).</p>
<p><b>Steiner, 2003</b></p>	<p>Corporate identity ‘the body’ of a company, thus viewing the company as a living thing (p. 181).</p> <p>Corporate identity is connected to corporate culture and core competence, in many cases survives structural changes, because it is retained in employees’knowledge (p. 182).</p>
<p><b>Stuart, 2003</b></p>	<p>Corporate identity is “the planned and operational self-presentation of a company, both intenal; and external, based on an agreed company philosophy” (p. 32).</p> <p>Corporate identity is an action or expression of a company could be classified under the headings of behaviour, communication, and symbolism, and these media are the means by which the personality of a company manifests itself. Corporate identity is often erroneously used when referring to the visual identity, and this incorrect terminology persists among practitioners (pp. 30-</p>



	<p>31).</p> <p>Corporate identity is the tangible representation of the organisational identity, and that efforts to manage corporate identity should reflect the organisational identity of the company, that is, members' beliefs about its existing character (p. 32).</p>
<b>Balmer and Gray, 2000; 2003</b>	<p>Corporate identity as a powerful tool to communicate strategy and facilitating the realisation of strategy.</p>
<b>Dacin and Brown, 2002</b>	<p>Corporate identity refers to those intended characteristics of an organisation that decision makers and marketers within the group choose to promote to their internal and external constituents (p. 254).</p> <p>Corporate identity “inextricably linked to understanding how and why various constituents form corporate associations and the specific corporate associations that they hold” (p. 254).</p> <p>Corporate identity of an “organisation, along with understanding how organisational constituent groups interpret and respond to corporate information, are critical areas for continued research by researchers who study marketing-related Phenomena” (p. 255).</p> <p>“The concept corporate identity, as used here, refers to the desired set of corporate associations that decision-makers in an organisation would like their various constituencies to hold - the attributes of the organisation that the decision-makers wish to promote” (p. 256).</p> <p>Develop and “manage corporate identity is inextricably linked to understanding how and why various constituents form corporate associations and the specific corporate associations that they hold” (pp. 254-255).</p>
<b>Balmer and Gray, 2002</b>	<p>Corporate identity refers to the distinct attributes of an organisation and as such addresses the questions “What are we?” and “Who are we?” (p. 10).</p>
<b>Melewar and Jenkins, 2002</b>	<p>Corporate Identity is the firm’s actions, as far as these actions and is “the degree to which the firm has achieved a distinct and coherent image in its aesthetic output”.</p> <p>Corporate identity is the firm’s presentation of itself to its different stakeholders mine.</p>
<b>Abratt, 1989; Christensen and Askegaard, 2001; Balmer, 1995; Olins, 1989; Van Riel and</b>	<p>“Corporate identity is a set of symbolic representations including graphic designs and, sometimes, organisational behaviour”</p> <p>The “notion of corporate identity is generally seen as belonging to the sender side of the</p>

<b>Balmer, 1997).</b>	communication process” (p. 295).
<b>Balmer 1995; Balmer 2001; van Reekom, 1997; Balmer and Wilson, 1998</b>	Corporate identity is defined as what the organisation is.
<b>Balmer, 2001</b>	<p>Corporate identity is (a) The mix of elements which gives organisations their distinctiveness: the foundation of business identities; (b) Although there is still a lack of consensus as to the characteristics of a corporate identity, authors do, for the main, emphasise the importance of several elements including culture (with staff seen to have an affinity to multiple forms of identity), strategy, structure, history, business activities and market scope.</p> <p>Corporate identity is erroneously used when referring to visual identity (p. 254).</p> <p>Corporate identity is What are we? Also involves addressing a series of questions including: What is our business/structure/strategy/ethos/ market/performance/history and reputation/relationships to other identities? (p. 257).</p>
<b>Alessandri, 2001</b>	Corporate identity is the outward presentation of the company and pleasing corporate identity can produce positive corporate image.
<b>Melewar et al., 2001</b>	The act of building corporate identity and visual identity into the strategic management equation provides companies with a dimension of difference that is impossible for competition to duplicate (p. 417).
<b>Zinkhan et al., 2001</b>	Corporate identity represents “the ways a company chooses to identify itself to all the publics (p. 154).
<b>Melewar and Wooldridge, 2001</b>	Corporate identity originated from the positive and negative influences of communication between planned and perceived image.
<b>Urde, 2003</b>	The values can serve as a connection between the soul of the organisation and the identity of the customers.
<b>Balmer and Gray, 1999, 2000</b>	Corporate identity is the reality and uniqueness of an organisation which is integrally related to its external and internal image and reputation through corporate communication (p. 256).
<b>Kiriakidou and Millward, 2000</b>	<p>The notion of corporate identity addresses the question ‘Who are we?’.</p> <p>Corporate identity is the vision and aims of the top management board and reflects the</p>

	<p>organisation's identity which the management board wish to acquire, that is, the desired identity of the organisation. This desired identity is communicated mainly through streamlining organisational symbolism and corporate communications on an external basis in order to achieve a favorable market image and to promote competitive advantage (p. 50).</p> <p>Corporate identity is the tangible representation of the organisational identity, the expression as manifest in the behaviour and communication of the organisation (p. 51).</p> <p>Corporate identity is the based on the vision and aims of the top management (p. 57).</p>
<p><b>Fombrun and Shanley 1990; Grunig 1993; Dowling 1993; Cornelissen 2000; Hatch and Shultz 1997</b></p>	<p>Corporate identity influences corporate image through the constant interplay of information.</p>
<p><b>Gioia et al., 2000</b></p>	<p>Corporate identity field are most concerned with "visual representations of the corporation emphasised through the design and management of corporate symbols.</p> <p>Corporate identity is a projected image, in recent work on corporate identity (p. 66).</p> <p>Corporate identity is a consistent and targeted representation of the corporation emphasised through the management of corporate symbols and logos; strategically planned and operationally applied internal and external self -representation (p. 67).</p> <p>Expressing corporate identity is a dynamic process.</p> <p>Corporate identity program- is aimed at influencing outsiders' perceptions to be better aligned with self definitions.</p> <p>Shell's initial response to the negative publicity, for instance, involved numerous corporate identity efforts aimed at helping outsiders see who the 'real Shell' was (p. 70).</p> <p>Corporate identity composed of three things; who you are, what you do and how you do it.</p> <p>Corporate identity is a plan visual element that distinguishes the firm from all others.</p> <p>Corporate identity is a representation of the firm with emphasis on the firm's symbolic and logos. It is a strategic both applied internally and externally.</p>

<b>Melewar and Saunders, 2000</b>	The corporate identity as the meaning of an object which allows itself to be recognised allowing a group to explain, remember and communicate as it is a fusion of strategy, behaviour, culture, design, market conditions, products and services.
<b>Van Heerden, 1999</b>	<p>Corporate identity consists solely of visual identity cues.</p> <p>Corporate identity consists of both visual and behavioural cues.</p> <p>The impression that corporate identity consists solely of visual and graphical artefacts (p. 492).</p> <p>Corporate identity consists of both visual elements and the way that the corporation behaves (p. 493).</p> <p>Every corporation is unique, it is essential that the corporate identity should spring from its roots, personality, strengths, and weaknesses.</p> <p>Corporate identity is all about values -corporate values, societal values, and living values (p. 493).</p> <p>Corporate identity aims to create coherence, symbolism, and positioning (p. 494)</p> <p>Corporate identity creates corporate image (p. 494).</p> <p>A well-managed corporate identity is one of a company's most valuable marketing assets (p. 495).</p>
<b>Balmer and Soenen, 1999</b>	<p>Corporate identity is conceptualised as a function of leadership and by its focus on the visual (p. 77).</p> <p>Corporate identity is defined as encompassing the 'Soul', 'Mind' and 'Voice' of an organisation and delineates "what an organisation is", or "is a set of interdependent characteristics of the organisation which gives it specificity, stability and coherence".</p>
<b>Melewar and Saunders, 1999</b>	Corporate visual identity is a main part of the corporate identity that a company can use to project their quality, prestige and style to stakeholders.
<b>Gregory, 1999</b>	<p>Corporate identity is what the firm is and how the firm is perceived.</p> <p>Corporate identity is the distinct characteristics of the firm.</p> <p>Corporate identity is a plan visual element.</p>

<b>Balmer and Soenen, 1998</b>	<p>Corporate identity distinguishes the company from the other competitors and articulate what the firm is, what it does, and how it does it and is and the strategies it adopts.</p> <p>Corporate identity is the mind, soul, and voice of an organisation.</p>
<b>Balmer, 1995, 1998</b>	<p>Corporate identity and its management is a multifaceted phenomenon.</p>
<b>Balmer, 1998</b>	<p>Corporate Identity is formed by the aggregate of messages and experiences received about an organisation's products and services by an individual, group or groups over a period of time (p. 970).</p> <p>Corporate identity is about behaviour as much as appearance.</p> <p>Corporate identity is the source of the corporate culture. He asserted that culture is the 'whar' of a company and concluded that identity is the 'why'; "corporate culture - which has been described as a company's shared values, beliefs and behaviour - in fact flows from and is the consequence of corporate identity" (p. 976).</p> <p>Corporate identity is fundamentally concerned with reality, "what an organisation is," i.e. its strategy, philosophy, history, business scope, the range and type of products and services offered and its communication both formal and informal (p. 979).</p> <p>Corporate identity is multi-faceted and draws on several disciplines. A number of writers support this proposition.</p> <p>The elements of corporate identity mix as personality traits (a predisposition to act in a particular way), acts of behaviour, communications and symbols.</p> <p>The mix comprises five elements: corporate culture, corporate behaviour, products and services, communication and design as well as market conditions and strategies. It has also been postulated that corporate identity is eclectic in that it draws on many management and non-management disciplines and may in fact be regarded as an emerging philosophy or approach to management.</p> <p>Third, corporate identity is based on the corporate personality, i.e. it is based on the values present within the organisation. A number of authors hold this to be the most important of all the concepts associated with the area (p. 980).</p>
<b>Gray and Balmer, 1998</b>	<p>Corporate identity is the distinct characteristic of the company.</p>

	<p>Corporate identity is distinctiveness and centrality.</p> <p>Corporate identity is the reality of the corporation.</p> <p>Corporate identity refers to the distinct characteristics of the organisation or, stated very simply, 'what the organisation is' (p. 4)</p> <p>The management of a corporate identity involves the dynamic interplay amongst the company's business strategy, the philosophy of its key executives, its corporate culture, and its organisational design. The interaction of these factors results in differentiating the firm from all others, making, to use a marketing metaphor, its 'corporate brand' distinct (p. 696).</p>
<b>Abratt, 1989; Balmer, 1998, Olins, 1990; Van Riel, 1997</b>	<p>Corporate identity called as the distinct characteristics of a firm.</p> <p>Corporate identity focuses on culture, strategy, structure, history, business activity and business scope. Corporate identity is the mix of elements, which give the organisation their distinctiveness. And the key questions are who are we, what are structure, strategy, business, reputation, performance, business and history.</p>
<b>Balmer and Wilson, 1998</b>	<p>"Corporate identity refers to an organisation's unique characteristics which are rooted in the behaviour of employees" (p. 15).</p>
<b>Baker and Balmer, 1997</b>	<p>Corporate identity summarises the mission, purpose or positioning of the organisation or a product or service (p. 366).</p> <p>Corporate identity is the explicit management of all the ways in which the organisation presents itself through experiences and perceptions to all of its audiences (p. 373).</p>
<b>Balmer and Stotvig, 1997</b>	<p>Corporate identity is now seen to refer to the distinct attributes of an organisation, i.e. 'What it is'. The distinguishing features of corporate identity may be described as follows (p. 169).</p> <p>Corporate identity is concerned with reality, and encompasses corporate strategy, philosophy, history, business scope, the range and type of products and services offered. Second, corporate identity is multi-faceted and draws on several disciplines. Third, corporate identity is based on the corporate personality, in other words, the values held by staff within the organisation.</p> <p>Managing and evaluating an organisation's identity is complicated. It involves: understanding the company's philosophy, personality, identity, image and reputation; examining key internal-external-environment interfaces for signs of inconsistency and incompatibility; ongoing</p>

	<p>management by senior management, with the chief executive taking a particular interest.</p> <p>The main objective of corporate identity management is to ensure that an organisation's key stakeholders and stakeholder groups are favourably disposed towards the organisation (p. 170).</p> <p>Corporate identity refers to, 'what an organisation is', or explained slightly differently, it may also be seen to refer to an organisation's distinct characteristics.</p> <p>An organisation's identity should be central, distinctive and enduring. An identity is experienced through everything an organisation says, makes or does. The elements comprising the corporate identity mix have been variously described as strategy, culture and communications, symbolism, behaviour and communication and culture, behaviour, market, communication design, products and services (p. 170).</p>
<b>Hatch and Schultz, 1997</b>	<p>Corporate identity is a very important business concept because it demonstrates corporate ethos, aims and values and presents a sense of individuality that can help to differentiate an organisation from its competitors</p>
<b>Van Riel and Balmer, 1997</b>	<p>Corporate identity refers to an organisation's unique characteristics which are rooted in the behaviour of members of the organisation (p. 341).</p> <p>Corporate identity sees corporate identity management as taking into account an organisation's historical roots, its personality its corporate strategy and the three parts of the corporate identity mix (behaviour of organisational members, communication and symbolism) in order to acquire a favourable corporate reputation which results in improved organisational performance (p. 342).</p>
<b>Markwick and Fill, 1997</b>	<p>Corporate identity is individual characteristics by which a person or thing is recognised. In this sense identity refers to individuality, a means by which others can differentiate one person from another. This differentiation can be influenced by the use of visual cues, for example the choice of clothes, gestures and hairstyle, to name but a few. However, the use of visual cues alone can be misleading and, in order that we understand the individual at a deeper level, we rely on other cues such as speech, behaviour and mannerisms. Identity at the individual level is concerned with aspects of identification and recognition. Just as individuals have an identity, so do organisations.</p> <p>Corporate identity is the organisation's presentation of itself to its various stakeholders and the means by which it distinguishes itself from all other organisations. Corporate identity is the</p>

articulation of what the organisation is, what it does and how it does it and is linked to the way an organisation goes about its business and the strategies it adopts.

Corporate identity is projected to stakeholders using a variety of cues and represents how the organisation would like to be perceived. These cues can be orchestrated so that deliberately-planned messages are delivered to specific target audiences to achieve particular objectives. Typical of these planned communications are the use of corporate identity programmes, consistent content in advertising messages (Perrier, British Airways), dress codes and operating procedures (McDonald's) and policies towards customer contact (answering the telephone at TNT Overnight). Some of these planned cues will constitute the organisation's visual identity, that is the design and graphics associated with an organisation's symbols and elements of self-expression (p. 239).

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Corporate identity focus on behaviour, the actions of the organisation and other forms of communication (397).

The management of corporate identity is the corporate personality (399).

Corporate identity forms a central and integrative function within the corporate and competitive strategy and that corporate identity forms a pivotal role which can influence the strategy content as well as providing a corporate communication system to stakeholders (401).



<p><b>Hatch and Schultz, 1997</b></p>	<p>Corporate identity “differs from organisational identity in the degree to which it is conceptualised as a function of leadership and by its focus on the visual. Although both concepts build on an idea of what the organisation is, strong links with company vision and strategy emphasise the explicit role of top management in the formulation of corporate identity. The marketing approach has specified more fully the ways in which management expresses this key idea to external audiences (e.g. through products, communications, behaviour and environment), while the organisational literature has been more concerned with the relationship between employees and their organisation (e.g. studies of organisational commitment and identification) (p. 357).</p> <p>“The symbolic construction of corporate identity is communicated to organisational members by top management, but is interpreted and enacted by organisational members based on the cultural patterns of the organisation, work experiences and social influence from external relations with the environment” (p. 358).</p> <p>Corporate identity “focus on how these material aspects express the key idea of the organisation to external constituencies, studies of organisational culture address how they are realised and interpreted by organisational members” (p. 360).</p> <p>Corporate identity “as any other device top managers use to influence what employees and other constituencies perceive, feel and think about the organisation” (p. 363).</p> <p>“Corporate identity management involves formulating and communicating organisational vision and strategy in reference to external Constituencies” (p. 363).</p>
<p><b>Stuart, 1997</b></p>	<p>“Identity is formed by an organisation’s history, its beliefs and philosophy, the nature of its technology, its ownership, its people, the personality of its leaders, its ethical and cultural values and its strategies” (p. 360).</p>
<p><b>Baker and Balmer 1997; Van Rekom 1997</b></p>	<p>Corporate identity is one basis for achieving this and can be defined as ‘what an organisation is’.</p>
<p><b>Baker and Balmer, 1997</b></p>	<p>Corporate identity is “what an organisation is”. Corporate identity can be viewed as a vehicle by which a company’s character is conveyed to different audiences.</p>
<p><b>Van Rekom, 1997</b></p>	<p>“What an organisation is” (p. 411).</p>

	<p>Corporate identity is “the set of meanings by which an object allows itself to be known and through which it allows people to describe, remember and relate to it” (P. 411).</p> <p>Corporate identity is a set of meanings by which an object that allow people to describe, remember and relate to it.</p> <p>Corporate identity is a set of meaning by which the object allow itself to be known and through which it allow people to describe remember and relate to it.</p>
<b>Leuthesser and Kohli, 1997</b>	Corporate identity is the way company reveals its philosophy and strategy through communication, behaviour and symbolism.
<b>Van Riel and Balmer, 1997</b>	<p>Corporate identity is a way the company represent it self through behaviour and symbolism to internal and external audiences. It rooted in the behaviour of individual of the firm member expressing the firm’s sameness overtime.</p> <p>Corporate identity as “the self presentation of an organisation, rooted in the behaviour of individual organisational members, expressing the organisation’s sameness over time or continuity, distinctiveness, and centrality” (p. 290).</p> <p>There paradigms of corporate identity are graphic design, integrated corporate communications and interdisciplinary.</p> <p>Corporate identity characteristics of an organisation, and works as a means for establishing the desired identity perception in the minds of an organisation’s both internal and external stakeholders.</p> <p>Corporate identity indicates the way a company present itself though behaviour and symbol to internal and external audiences and express the firm’s sameness overtime and distinctiveness.</p>
<b>Balmer, 1997</b>	“Corporate identity refers to an organisation’s unique characteristics which are rooted in the behaviour of members of the organisation” (p. 341).
<b>Schmitt and Simonson, 1997</b>	The visual school of thought focuses on the visual and tangible manifestations of what the firm.
<b>Markwick and Fill, 1997</b>	<p>Corporate identity is something that symbolises the organisation as a whole identity.</p> <p>Corporate identity is who a person is or what a thing is.</p> <p>Corporate identity is the instrument of management by means of which all consciously-used</p>

	<p>forms of internal and external communication are harmonised as effectively and efficiently as possible, so as to create a favourable basis for relationships with the groups upon which the company is dependent (p. 411).</p> <p>Corporate identity has been defined above as “what an organisation is (p. 411).</p> <p>Corporate identity is a crucial factor determining the effectiveness of communication (p. 413).</p> <p>Corporate identity is the domain of the signals which can be sent to stakeholders. The organisation's central value orientations, which permeate all its behaviour and are consciously or unconsciously present in the minds of an organisation’s employees, can form an excellent source of inspiration, especially if they are unique for the organisation in question (p. 413).</p> <p>Corporate identity is to establish the elements that constitute the ‘centrality’ within the organisation (p. 416).</p> <p>“Corporate identity as the “the organisation’s presentation of itself to its various stakeholders and the means by which it distinguishes itself from all other organisations” (p. 397).</p> <p>Corporate identity is obtained through understanding an organisation's personality and its corporate values.</p>
<p><b>Van Heerden and Puth, 1995</b></p>	<p>The management of corporate identity is that the corporate identity consists solely of visual and graphical artefacts (p. 12).</p> <p>Corporate identity create a set of beliefs, experiences, feelings, knowledge, attitudes and perceptions about the institution in the minds of different stakeholders. This interaction creates overall impressions which constitute a corporate image.</p> <p>Corporate identity consists of both visual elements and the way in which the corporation behaves (p. 12).</p> <p>Corporate identity communicating a distinctive.</p> <p>Corporate identity is a major means of achieving a unique positioning, which may lead to increased profits and improved business relationships with customers, suppliers, intermediaries, subsidiaries, the authorities, the media and international contacts (p. 13).</p>

<b>Van Riel, 1995</b>	<p>Corporate identity has been too barely understood.</p> <p>Corporate identity demonstrates the bundle of characteristics of the company and displays the company's personality.</p>
<b>Balmer, 1995; Downey, 1986</b>	<p>Corporate identity impacts beliefs and behaviours of organisational members on which the corporate culture is built.</p>
<b>Balmer, 1995</b>	<p>Corporate identity has many ways to communicate to make organisation distinctiveness.</p> <p>Corporate identity is defined as what the organisation is.</p>
<b>Moingeon and Ramanantsoa, 1995</b>	<p>Corporate identity the existence of a system of characteristics which has a pattern which gives the company its specificity, its stability and its coherence' (p. 253).</p> <p>Corporate identity is a set of interdependent characteristics of the firm that provide the firm specificity, stability, and coherence and thus make the firm also identifiable.</p>
<b>Olins, 1995</b>	<p>Corporate identity is the ways the company presents itself through experiences and perceptions to all people.</p> <p>Corporate identity is part of the strategic process, which consist of the vision, mission and philosophy of the firm.</p>
<b>Bernstein, 1984; Schmitt and Pan, 1994</b>	<p>Corporate identity reflects the sense of "essential character", since each company has its own personality, uniqueness and individuality.</p>
<b>Dowling, 1994</b>	<p>Corporate Identity of an organisation as "the symbols an organisation uses to identify itself to people.</p> <p>Corporate identity is related to corporate values and sharing them with organisational members. Company's philosophy indicates the company's decisions, policies and actions. Every organisation has a vision and mission statement.</p>
<b>Balmer, 1993</b>	<p>Corporate identity is a fusion of strategy, communication and behaviour and it come in to being when there is a common ownership of organisation's philosophy.</p> <p>Corporate identity is a fusion of strategy, behavioural communications.</p>
<b>Olin, 1990</b>	<p>Corporate identity is consisted of the explicit management company's activities which are</p>

	<p>perceived.</p> <p>Corporate identity projects three things; who you are, what you do and how you do it.</p>
<b>Abratt, 1989</b>	<p>Corporate identity is a set of visual cues; physical and behavioural that make the firm different and distinguish from other and this cues are use to symbolise and represent the firm.</p> <p>Corporate identity is a set of visual cues which included physical and behaviour, it makes a firm identical from other and these cues were use to represent the firm.</p> <p>Corporate identity is strongly emphasises the key requirement of integrated corporate communications for both internal and external audiences.</p> <p>An organisation's corporate identity articulates what the organisation is, what it stands for, and what it does . . . (and) . . . will include details of size; products manufactured and/or services offered; markets and industries served; organisational structure; geographical spread; and so on.</p> <p>Corporate identity is the fundamental style, quality, character and personality of an organisation, those forces which define, motivate and embody it.</p> <p>Corporate identity is about appearance.</p> <p>Corporate identity is the "impression of the overall corporation held by (its) various publics" (Gray and Smeltzer 1985)</p> <p>Corporate identity is the sum of the visual cues by which the public recognises the company and differentiates it from others (p. 67).</p> <p>Corporate identity is a set of visual cues-physical and behavioural-that makes a company recognisable and distinguishes it from other companies. These cues are used to represent and symolise the company.</p>
<b>Lambert, 1989</b>	<p>Corporate identity is all distinctive manifestation of the firm.</p>
<b>Ackeman, 1988</b>	<p>Corporate identity is a firm's unique capabilities.</p>
<b>Bernstein, 1986</b>	<p>Corporate identity is the holistic and multi-disciplinary approach to corporate identity management. Organisation should pay attention to internal or external groups mine.</p>
<b>Albert and Whetten, 1985</b>	<p>Corporate identity is that which is central, continuing, and different about an organisation's character.</p>

<b>Bernstein, 1984</b>	<p>Corporate identity is the visible expression of the corporate image, which can be result of the interaction of all experiences, impressions, beliefs, feelings and knowledge that public have about a corporation.</p> <p>Corporate identity deals with the experiences, impressions, beliefs, feelings and knowledge that public have about a corporation.</p>
<b>Margulies, 1977</b>	<p>Corporate identity management is concerned with the terms of graphic design and visual identity and could shape or influence externally held perceptions of companies.</p> <p>Corporate identity is all the way a firm should to identify itself to its entire stake holder; community, customer, employee, stock holder and investment bankers.</p>
<b>Selame and Selame, 1975</b>	<p>Corporate identity is who and what the firm is and how it views it self in the world.</p> <p>Corporate identity is the company' visual statement to the world of who and what the company is-of how the company views itself-and therefore has a great deal to do with how the world views the company.</p>
<b>Pilditch, 1970</b>	Corporate identity can identify and communicate the corporate personality.
<b>Abratt, 1989; Alessandri, 2001; Balmer, 1995; Balmer, 2001; Balmer and Gray, 2000; Olins, 1989; Simoes <i>et al.</i>, 2005; Van Riel and Balmer, 1997; Van Rekom, 1997</b>	Corporate identity management is to achieve a favourable image between company's internal and external stakeholders.
<b>He and Mukherjee, 2009; Van Riel and Balmer, 1997</b>	Corporate identity is the expressions of a company.
<b>Birkigt and Stadler, 1986; Margulies, 1977; Markwick and Fill, 1997; Olins, 1989; Van Riel, 1995</b>	Corporate identity as self-presentation.
<b>Ackerman, 1988; Balmer, 2001; Balmer and Wilson,</b>	Corporate identity as organisational distinctiveness.

<p><b>1998; Dowling 1986; Gray and Balmer, 1998; Van Rekom, 1997</b></p>	
<p><b>Balmer and Soenen, 1998; Birkigt and Stadler, 1986; He and Balmer, 2007; Melewar and Jenkins, 2002; Olins, 1989; Van Riel, 1995; Van Riel and Balmer, 1997</b></p>	<p>Corporate identity refers to the totality of the self-presentation of an organisation to various stakeholders (mainly customers) which associates to the elements of corporate identity mix which are personality, behaviour, communication and the symbolism to create a favourable image and a good reputation between its internal and external stakeholders.</p>
<p><b>Balmer, 1995; Olins, 1978</b></p>	<p>Corporate identity management relates to a corporate values and principles which constitute its personality.</p>