Special Issue on

**Corporate Branding, Identity, Image and Reputation:
Current and Future Trends, Developments and Challenges**

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

The guest editors hosted the 3rd International Colloquium on Corporate Branding, Identity, Image and Reputation (COBIIR) in September 2017 which has since become an annual event (see, e.g. Ageeva et al., 2018; Foroudi, 2014; 2017; 2018; 2019; 2020; Melewar et al., 2017). This special issue focuses on how values or personalities of a corporate and brand can contribute to its image and reputation in public and private sector marketing in varying cultural environments, not only in Europe but across the globe. Following the symposium, authors further developed their research and this special issue comprises the best seventeen papers. Papers have been submitted by some of the best-known contributors in the field of corporate branding.

The first three papers focusing on corporate social responsibility on social media and reputation and how contribute to corporate brand performance. Shintaro Okazaki, Kirk Plangger, Douglas West and Héctor Menéndez explore social media's potential for co-creation in the corporate social responsibility (CSR) context where online CSR dialogs form as brands interact with consumers using social media. Study 1 examines eight brands' digital CSR communications on Twitter and suggests these dialogs are present but are rarely part of the

process with most interactions between their consumers. Study 2 assesses the brands' CSR relevant tweets' content and finds that most are not relevant to CSR and are predominantly one-way. Therefore, both studies reveal that brands are not tapping into the potential for co-creation. They recommend that social media messages should be engaging to the minimum extent that they include (a) mentions of individual consumers, (b) audience specific and relevant message content, and (c) opportunities for consumers to co-create value with the relevant brands.

The second paper using secondary data on different brands across industries and countries, Kirsten Cowan and Francisco Guzman report how CSR reputation, sustainability signals, and country-of-origin sustainability reputation (COSR) contribute to corporate brand performance. Their findings show that for domestic performance, sustainability signals are important, especially for corporate brands from mid-ranked COSR. Interestingly, consumer misbeliefs in sustainability affect domestic performance and brand equity. For equity, consumer perceptions, CSR signals, and sustainability signals contribute to brand equity, and can be more effective for corporate brands from low or mid-ranked COSR.

The third paper, Marwa Tourky, Philip Kitchen and Ahmed Shaaalan investigates the relationship between Corporate Identity (CI) and CSR and describes how CI can underpin the development and implementation of CSR initiatives; thus helping to clarify how best to implement CSR in business practice. Empirical findings derived from interviews with senior executives in leading UK-based companies reveal the steps that firms take to develop and implement CSR initiatives. The study provides a framework which directs management attention to key CI elements and practices, both strategic and operational, required to sustain different stages of CSR implementation.

The next fifth papers focus on social media antecedents and consequences and how could impact on likelihood to recommend and corporate reputation. The fourth paper uses Facebook photos from the users to determine the degree to which photos play an integral role in people's social media communications. In this paper, Carolin Kaiser, Aaron Ahuvia, Philipp Rauschnabel and Matt Wimble found that uploading brand photos (i.e., photos containing a brand name or logo) is related to brand love, brand loyalty, and word-of-mouth (WOM) endorsement of the brand in question. The authors then code a subsample of these photos for content and train a powerful hybrid machine learning algorithm combining genetic search and artificial neural networks. The resulting algorithm is able to predict users' brand love, brand loyalty, and WOM endorsement from the content of their brand photos posted on Facebook.

Mario Schaarschmidt and Gianfranco Walsh combines organizational behavior research related to employee engagement and reputation with work concerning employees and social media to arrive at a model that relates the firm's social media appearance with appropriate

employee social media behavior. Central to this model is employees' awareness that they can shape their employer's online reputation. Based upon two quantitative studies, they test a model of social media-related antecedents and consequences of employees' awareness of their impact on corporate reputation.

Jennifer Brannon Barhorst, Alan Wilson, and Joshua Brooks examines how the advent of customers sharing their negative experiences of brands on microblogs such as Twitter impact on the receivers of them. Through the operationalization of an online experiment where Twitter users were exposed to negative valence Tweets about airlines, they reveal that a change in likelihood to recommend the firm takes place upon exposure to negative valence Tweets and that issue involvement, message relevance and emotions felt by receivers after exposure predict whether a change is likely to take place.

The last paper on social media was developed by Wolfgang Jonas Weitzl and Sabine Einwiller. They demonstrates that companies can benefit from segmenting online complainants according to their prior brand commitment and post-failure revenge desire to improve online complaint handling (webcare) effectiveness. They reveal three main complainant types: (i) 'Revengeful loyalists' (committed, revengeful customers mainly driven by webcare-independent motives and immune to all forms of recovery attempts); (ii) 'Constructive loyalists' (committed, cooperative customers with a deep interest to restore the customer-brand relationship, but high recovery expectations); and (iii) 'Constructive unattached customers' (webcare-receptive customers having weak relational bonds, but no interest to cause harm). Besides profiling these segments, the authors show that webcare responses help to mitigate post-webcare negative word-of-mouth when they match the needs of complainants.

Mario Schaarschmidt and Raoul Koensgen investigate the effect of perceived external reputation on employees' supportive behavior in social media by looking into the mediation effect of a three dimensional organizational citizenship behavior (OCB). Their research is based on two separate surveys among Twitter account holders. Their findings reveal that not all OCB dimensions act as mediators between perceived external reputation and employees' supportive behavior in social media. At the end, the authors discuss how the findings enhance our understanding of the impact of corporate reputation on employees' behavior in social media.

The next two articles focus on city/neighborhood identity, place and country image. The paper by Carmen Lopez and George Balabanis revisits the country image construct and proposes an alternative approach for assessing country image based on psycholinguistics and associative networks. With this approach, new country image attributes emerge that enhance the information provided by traditional attitudinal measures. In particular, the concreteness, imageability, semantic richness, and emotionality of a country's image serve as a

supplementary dimension to the attitudinal and associative network approaches. Their study empirically compares the two perspectives using a random sample of consumers. The results show a lack of correspondence between the two and highlight the benefits and limitations of each approach.

Saalem Sadeque, Sanjit Kumar Roy, Mohammad Swapan, Cheng-Hao Chen and Md Ashikuzzaman scrutinise on how identity formed at a lower level of place scale (i.e., neighborhood) influences identity formation at a higher level of place scale (i.e., city). The authors develop and test an integrated model of place identity for two cities in Bangladesh. Their findings suggest that neighborhood brand love, resident-neighborhood relationship, place dependence and place social bonding positively impact neighbourhood identity, which in turn positively influences resident-neighborhood satisfaction and resident-neighborhood citizenship behavior. They also find that city identity is formed by neighborhood identity and resident-neighborhood satisfaction. Their research addresses the calls for more research on place branding and marketing to advance the development of theory in the area of city branding.

Following two papers are investigate the effect of trust and corporate branding, consumer relationships and consumer loyalty. The paper by Sena Ozdemir, ShiJie Zhang, Suraksha Gupta and Gaye Bebek examines the role of affective and cognitive trust in mediating the relationship between corporate brands and consumers, and in loyalty towards corporate brands of national dairy products in China. They also investigate the moderating effect of peer influence on corporate brand and consumer relationships and the two trust types. Using survey data consumers, their study shows that while cognitive trust mediates the relationships between certain corporate brand and consumer constructs, including corporate brand competence and corporate brand communication and loyalty, affective trust mediates the effect of loyalty on corporate brand and consumer relationship constructs, including corporate brand communication, corporate brand liking and corporate brand similarity. Peer influence is found only to have a positive moderating effect on corporate brand communication regarding affective trust.

Kavita Sharma, Tana Licsandru, Suraksha Gupta, Swati Aggarwal and Rama Kanungo use a second order model of corporate trust to empirically investigate trust commitment and loyalty building mechanisms in the Indian context. The development of corporate trust is found contingent on both organizational practices and employee behaviour, which are conceptualised as first-order dimensions of the second-order construct of corporate trust . The conceptualization of corporate trust is shown to be valid irrespective of the exchange situation involving durable, non-durable or service products. From a survey of 835 Indian consumers, the authors show that the higher order construct of corporate trust predicts affective, normative and continuance commitment to the organisation behind the brand. Affective commitment is found to be the highest driver of customer loyalty (word-of-mouth

and share-of-wallet) in the Indian context. The results vary slightly across different exchange situations and provide various implications to theory and practice with an aim at building long term customer relationships in the Indian context.

The thirteen paper by Imran Ali, Murad Ali, , Georgiana Grigore, , Mike Molesworth and Zhongqi Jin examines employees' work-related outcomes: employee engagement, job burnout, and intentions to quit, recognizing the interplay of employees' identification with an organization and perceived corporate reputation in the context of Saudi Arabia's localization policies. They use social identification theory to explain how employees' perception of corporate reputation and their identification with a company shape their work attitudes in the presence of job-insecurity. They found that job insecurity has a significant effect of reducing the engagement of immigrant employees and leads to increased employee burnout and intentions to quit jobs. Although immigrant employees do not seek to leave a reputable organization due to localization policies, they still experience stress, become disengaged, and so are less productive. The authors suggest that businesses should leverage their reputation towards governmental policies of localization, by advocating expatriate employees' contributions towards organizations and economy.

Jaywant Singh, Benedetta Crisafulli and La Toya Quamina investigate the impact of crisis types and response strategies, and the interactions, on corporate image of the culpable ally, the non-culpable partner, and the alliance. The authors show that preventable crises, high in controllability and intentionality, are detrimental to the image of the culpable ally. Deny response is, nonetheless, effective for restoring corporate image, when compared with diminish or acknowledge/rebuild responses. They further demonstrate that the non-culpable partner suffers from crises only indirectly, due to negative post-crisis attitudes toward the alliance, which in turn influence intentions to purchase alliance offering. Their findings underscore the need for corporate brands to use co-branding with caution, carefully planning for crises, and judiciously considering the viability of response strategies.

In the fifteen paper, John Balmer, Zhibin Lin, Weifeng Chen and Xinming He inspects the strategic significance of B2B corporate brand image of global logistics corporate brand providers in China offering international express parcel/postage delivery services. Drawing on dual-process theory the authors reveal that the processing of industrial corporate brand image by managers corresponds to System 1 processing (immediate, effortless and non-conscious), and the conceptualization of corporate brand attributes equates to System 2 processing (considered, deliberate and cerebral). However, in selecting an industrial corporate brand managers accorded greater importance to industrial corporate brand image and to System 1 processing.

The paper by Ibrahim Abosag, Zack Ramadan, Tom Baker and Zhongqi Jin identifies a paradox of similarity in relation to the theory of customers' need for uniqueness and the theory of

brand congruence. They then examine the relationship between consumers' socialization within Social Network Sites (SNSs), brand similarity, consumers' need for uniqueness, and consumers' satisfaction with the SNS. Using data from consumers in the US. The authors show that whilst satisfaction with the SNS is enhanced by brand similarity and friend liking, it is undermined by customers' need for uniqueness. Implications for online brand communities and SNSs (Facebook) are discussed and guidance for future research is provided.

In the last paper, Cleopatra Veloutsou and Iain Black explore the roles brand community members play. The authors reveal that there are categories of roles performed, necessary for the development and long term prosperity of the community; they also identify specific roles within each category and elucidate how these structure and manage the community as an entity. The study contributes to knowledge and practice by elucidating the variety and complexity of roles members need to play in order to secure an active and healthy brand community and develops further evidence to support that brand communities are primarily self-managed entities.

In conclusion, this special issue makes a consistent, coherent contribution to research into antecedents of the underlying dimensions of corporate branding, identity, image and reputation, with empirical studies across a wide range of settings. The guest editors thank Naveen Donthu, editor-in-chief, for inviting this special issue and for his outstanding support and guidance. We sincerely thank *all* of the participants of the colloquium and all of the authors who submitted papers to the special issue. We also thank all of the reviewers of the special issue for their commitment and dedication to a rigorous review process and their support and patience for the development of the papers of the special issue.

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Journal of Business Research COBIIR 2017 Special Issue: List of Accepted Papers

1	JBR-D-17-03132R3	Shintaro Okazaki; Kirk Plangger; Douglas West; Héctor Menéndez	Exploring digital corporate social responsibility communications on Twitter
2	JBR-D-17-02993R3	Kirsten L. Cowan; Francisco Guzman	How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: An exploratory study
3	JBR-D-18-00047R4	Marwa Tourky; Philip Kitchen; Ahmed Shaaalan	The Role of Corporate Identity in CSR Implementation: An Integrative Framework
4	JBR-D-18-00297R4	Carolin Kaiser; Aaron Ahuvia; Philipp Rauschnabel; Matt Wimble	Social media monitoring: What can marketers learn from Facebook brand photos?
5	JBR-D-17-03101R3	Mario Schaarschmidt; Gianfranco Walsh	Social media-driven antecedents and consequences of employees' awareness of their impact on corporate reputation
6	JBR-D-17-03100R4	Jennifer Brannon Barhorst; Alan Wilson; Joshua Brooks	Negative Tweets and their Impact on Likelihood to Recommend
7	JBR-D-17-03082R5	Wolfgang Jonas Weitzl; Sabine Einwiller	Profiling (UN-)committed online complainants: their mcharacteristics and post-webcare reactions
8	JBR-D-17-02658R4	Mario Schaarschmidt; Raoul Koensgen	Good citizen, good ambassador? Linking employees' reputation perceptions with supportive behavior on Twitter
9	JBR-D-17-03131R3	Carmen Lopez; George Balabanis	Country image appraisal: more than just ticking boxes
10	JBR-D-18-00006R4	Saalem Sadeque; SANJIT KUMAR ROY; Mohammad Shahidul Hasan Swapan; Cheng-Hao Chen; Md Ashikuzzaman	An integrated model of city and neighborhood identities: A tale of two cities
11	JBR-D-17-02872R4	Sena Ozdemir; ShiJie Zhang; Suraksha Gupta; Gaye Bebek	The Effects of Trust and Peer Influence on Corporate Brand—Consumer Relationships and Consumer Loyalty

12	JBR-D-18-01534R3	Kavita Sharma; Tana Licsandru; Suraksha Gupta; Swati Aggarwal; Rama Kanungo	An Investigation into Corporate Trust and Its Linkages
13	JBR-D-17-03113R5	Ali, Imran; Ali, Murad; Grigore, Georgiana; Molesworth, Mike; Jin, Zhongqi	The moderating role of corporate reputation and employee-company identification on the work-related outcomes of job insecurity resulting from workforce localization policies
14	JBR-D-18-00010R5	Jaywant Singh; Benedetta Crisafulli; La Toya Quamina	'Corporate image at stake': the impact of crises and response strategies on consumer perceptions of corporate brand alliances
15	JBR-D-18-00229R3	John M.T. Balmer; Zhibin Lin; Weifeng Chen; Xinming He	The role of corporate brand image for B2B relationships of logistics service providers in China
16	JBR-D-18-00008R3	Abosag, I.; Ramadan, Z.B.; Baker, T; Jin, Zhongqi	Customers' need for uniqueness theory versus brand congruence theory: the impact on satisfaction with social network sites
17	JBR-D-17-02791R4	Cleopatra Veloutsou; Iain Black	Creating and managing participative brand communities: The roles members perform