

Marcos Ormeno

Managing Corporate Brands

A new approach to corporate communication

With a foreword by Prof. Dr. Ralph Berndt

Deutscher Universitäts-Verlag



Table of Contents

Foreword.....	v
Preface.....	vii
Abstract.....	ix
List of Abbreviations.....	xv
List of Tables.....	xvii
List of Figures.....	xxi
Chapter	
1. Introduction.....	1
1.1. Rationale.....	1
1.2. Statement of the Problem.....	4
1.3. Purpose of the Research.....	7
1.4. Outline of the Thesis.....	7
2. Foundations.....	11
2.1. Corporate Brands and their Growing Importance.....	11
2.1.1. Brands.....	11
2.1.1.1. Definition.....	11
2.1.1.2. Classification according to level in a brand hierarchy.....	14
2.1.2. Corporate brands.....	17
2.1.2.1. Definition.....	17
2.1.2.2. Object of a corporate brand.....	18
2.1.2.3. Subjects of a corporate brand.....	19
2.1.3. Developments that have given rise to corporate brands.....	22
2.1.3.1. Market developments.....	23
2.1.3.2. Company developments.....	30
2.2. Corporate Communication and its Growing Importance.....	33
2.2.1. Communication in organisations.....	33
2.2.1.1. Definition.....	33
2.2.1.2. Classification according to message presenter.....	34

2.2.2. Corporate communication.....	40
2.2.2.1. Definition.....	40
2.2.2.2. Classification into public relations and corporate advertising.....	41
2.2.3. Corporate advertising and ad-like communication activities.....	46
2.2.4. The growth of corporate advertising and ad-like communication activities.....	50
2.3. Summary.....	56
3. Behavioural Perspective.....	59
3.1. Behavioural Foundations.....	60
3.1.1. Behavioural approach.....	60
3.1.2. Neo-behavioural paradigm.....	61
3.1.3. Corporate communication effects.....	63
3.2. Behavioural Framework.....	67
3.2.1. Corporate communication stimulus.....	67
3.2.2. Corporate brand knowledge.....	69
3.2.2.1. Representing corporate communication effects as corporate brand knowledge.....	70
3.2.2.2. Dimensions of corporate brand knowledge.....	71
3.2.3. Constituency behaviour.....	79
3.2.4. Moderators of corporate communication effects.....	82
3.2.4.1. Constituency characteristics as moderators of corporate communication effects.....	83
3.2.4.2. Stimulus characteristics as moderators of corporate communication effects.....	86
3.3. Critique of the Behavioural Foundations and the Behavioural Framework.....	92
3.3.1. Comparative critique.....	92
3.3.1.1. Brand equity frameworks.....	93
3.3.1.2. Attitude formation frameworks.....	99
3.3.2. Discussion of the framework.....	104
3.4. Summary.....	109
4. Managerial Perspective.....	113
4.1. Managerial Foundations.....	114
4.1.1. Managerial approach.....	114
4.1.2. Corporate brand management.....	114

- 4.1.2.1. Review of extant perspectives on corporate brand management114
- 4.1.2.2. Working definition.....122
- 4.1.3. Managing the corporate brand through corporate advertising and ad-like communication activities.....125
 - 4.1.3.1. Importance of corporate advertising and ad-like communication activities as a brand-building tool.....125
 - 4.1.3.2. Major decision situations in corporate brand management using corporate advertising and ad-like communication activities.....130
- 4.2. Managerial Decision-Making Model.....132
 - 4.2.1. Identifying the decision problem.....132
 - 4.2.2. Modelling the problem structure.....135
 - 4.2.2.1. Behavioural basis for structuring the tool selection decision.....136
 - 4.2.2.2. Structuring objectives.....138
 - 4.2.2.3. Identifying attributes.....140
 - 4.2.2.4. Modelling relationships between attributes and objectives.....150
 - 4.2.3. Choosing the best alternative.....154
 - 4.2.3.1. Decision-making approaches to tool selection and their limitations.....155
 - 4.2.3.2. A heuristic technique for corporate communication tool selection under conditions of certainty.....158
 - 4.2.3.3. A heuristic technique for corporate communication tool selection under conditions of uncertainty.....189
 - 4.2.3.4. Interaction among tool attributes.....217
 - 4.2.4. Critique of the managerial model.....227
 - 4.2.4.1. Discussion of the decision problem.....227
 - 4.2.4.2. Discussion of the problem structure.....229
 - 4.2.4.3. Discussion of heuristic techniques.....232
 - 4.2.4.4. Discussion of practical considerations.....235
- 4.3. Illustrative Problem: Selecting Broad Corporate Communication Tools.....238
 - 4.3.1. Identifying the tool selection decision.....239
 - 4.3.2. Modelling the structure of the tool selection decision.....243
 - 4.3.2.1. Structuring brand objectives.....243
 - 4.3.2.2. Identifying tool attributes.....245

4.3.2.3. Modelling relationships between tool attributes and brand objectives.....	246
4.3.3. Choosing the best communication tool.....	249
4.3.3.1. Assessing the importance of single brand objectives.....	252
4.3.3.2. Assessing value functions over single attributes.....	256
4.3.3.3. Assessing scaling constants.....	259
4.3.3.4. Assessing the value function.....	262
4.3.3.5. Discussion of the results.....	266
4.3.4. Comparative critique of the illustrative model.....	273
5. Summary and Conclusions.....	287
5.1. Summary of the Thesis.....	287
5.2. Implications for Practice.....	291
5.3. Contributions to Theory.....	293
5.4. Suggestions for Further Research.....	295
List of References.....	301