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Corporate Brand Positioning

Master Thesis

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Good name in man and woman, dear my lord,

Is the immediate jewel of their souls;
Who steals my purse steals trash; 'tis something, nothing;
'Twas mine, 'tis his, and has been slave to thousands;
But he that filches from me my good name
Robs me of that which not enriches him,
And makes me poor indeed[1]

(Shakespeare, Othello)

Preface

The Authors of this paper would like to thanks their Supervisor Mats Urde for his help and kind guidance throughout the process as well as his patience.

Lund, 2008

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[1] Shakespeare, Othello,

Abstract

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Keywords: Corporate; Positioning; Brand; Communication;

Thesis purpose: To investigate to what extent product brand positioning models can be used to analyze corporate brand positioning;

Methodology: The phenomenon is observed from a positivist epistemological position within a primarily inductive research design. The research strategy is defined as qualitative, while the method of ethnographic content analysis is implemented to analyze primary data;

Theoretical perspective: Product and brand positioning literature; Product brand positioning rhombus;

Empirical data: Ethnographic content analysis of brand commercials;

Conclusion: As shown by the extensive literature review product brands (PB) and corporate brands (CB) co-exist in corporate environments. One of key insights of this study shows that product brand positioning (PBP) and corporate brand positioning (CBP) processes can also co-exist in the same corporate environment. Moreover, PBs can be built based on the CB, making the investment in CB a long term return on investment. The study also observes that PBP messages include the ‘against whom’ attribute, highlighting differentiation in the competitive environment; when on the corporate level, this evolves, and in some cases becomes quite the contrary, when the concept of ‘from whom’ or ‘by whom’ is stressed more than the differentiation among other CBs in the competitive environment. This stresses the importance of including brand identity elements in CBP.

1 Introduction

The pillar standing behind the concept of positioning is that consumers have to deal with 'a storm' of information, constantly bombarded by myriads of media, ads, products, news[2]. Unfortunately, as demonstrated by several scientific[3] studies and accurately reported for instance by Ries and Trout[4], the human brain can process only a limited number of information[5] at a time. Moreover, the mind tends to filter information discriminating it in two main ways. Firstly, the brain only processes notions of which it has previous knowledge or experience; in other words, as human beings, we proceed rationalizing by means of associations or "connections[6]". Secondly, when approaching the limit of information accumulation, our brains filter it: in other words, there is a limited space that companies can use to become part of our lives. Therefore, each year companies send more messages and develop more products, but in turn they receive less positive answers[7] in terms of sales and awareness. This supports the statement that the concept of corporate brand positioning has become rather an urgent one, since it gives a chance to communicate to consumers/customers more effectively and combine product brand perceptions into one, more comprehensive corporate brand, thus proposing only one information unit, i.e. one brand.

Holding the desired positioning requires multiple process alignment within the corporation. One of such processes is advertising, and as Mathieson points out, "[a]dvertising displays that call out to you on a first-name basis[8]". This means that advertisements recall the essence of the brand to the prospects' minds, enabling to navigate among different brands. Hence, advertising is likely to be an essential tool in projecting desired brand positioning. Advertising may reflect what the corporation is about, to whom it communicates and what its positioning is. Therefore, in this study, corporate brand positioning is presented through the lens of advertising, i.e. as the main communicational tool in positioning.

This study raises the issue of corporate brand positioning and presents it from different points of view. It is aimed at catching the attention of managers, practitioners and researchers, bringing a new perspective about established concepts.

[2] Kotler and Armstrong (2006);
[3] Whetten (1989);
[4] Ries and Trout (2001);
[5] Miller (1956);
[6] Ries and Trout (2001), p.5;
[7] Ries and Trout (2001);
[8] Mathieson (2005), p. 11;

2 Problem Formulation

2.1 Gaps

In circumstances of existing exigency, audience and constraints[9], a rhetorical situation is created, offering conditions of discourse about the matter of interest. This field of study, i.e. corporate brand positioning does offer opportunities of discourse and creates a rhetorical situation. Based on the literature review, one can notice that researchers and entities feel the need for more information to be studied and frameworks to be developed. Similarly, marketers and corporations are waiting to be the mediators of the change and customers will be influenced by the modifications. The authors observed an evident research gap within the field of corporate brand positioning and reacted accordingly.

In the existing literature, an evident blurring of terms and concepts can be observed. In particular, the positioning of non-branded products, branded products and corporations is treated as involving the same communication attitudes and processes; this also derives from the original conception of the term positioning, which was meant to be applicable to every kind of entity[10], without distinctions. However, along with the development of the field, there comes the necessity to trace the differences between concepts and areas of application. Even if these differences might be regarded as subtle, they should not be underestimated; for example, when dealing with consumer/customer perceptions of brands, it can be noticed that perceptions are tightly related to the range of relationships that these consumers/customers develop with the brand[11]. Moreover, as mentioned by Van Riel and Balmer, within identity and positioning issues, many of the methods discussed or used refer to product positioning only; and there is a need to elevate them to the corporate level[12].

There is lack of research in the study of corporate brand positioning. Previously, researchers tended to define it as identical to product brand positioning, whereas a corporate brand implies a larger range of strategic implications for positioning. The most important difference between product brands and corporate brands is that the latter implies a spectrum of stakeholders; and their perceptions towards the brand may strongly vary, primarily in relation to their role relative to the corporation. It follows that corporate brand managers need strategic guidelines to base their positioning statements on. As pointed out by Marsden, the whole process of brand building might be observed as an “exercise of positioning”, aimed at maximizing brand strengths, thus increasing its value in prospects’ eyes[13].

[9] Bitzer (1968);
[10] Ries and Trout (2001);
[11] Gummesson (2002);
[12] Van Riel and Balmer (1997);
[13] Marsden (2000), p.307;

2.2 Purpose and Research Question

Given the gaps, this study is meant to investigate corporate brand positioning from a communication perspective. As a first priority, it aims at diminishing the fog[14] which covers the issue of positioning. This means that the literature was approached with the purpose of underlining the evolution of concepts and terms. In other words, this study aims at distinguishing between theories, when enlarging their field of implementation. This implies the necessity to report and develop the differences between product brand positioning and corporate brand positioning. Therefore, the aim of both theoretical and empirical investigations is to report differences and similarities between corporate and product brands; as well as the discrepancies between the tools required for their positioning. Moreover, based on the existing literature, both the backward and forward concepts of positioning are questioned and discussed in this research. This means that the review of previous theories and existing models is comprised within the scope of this investigation. Therefore the proposed research question follows.

Research Question:

To what extent, can product brand positioning models be used to analyze corporate brand positioning?

In other words, whether it is feasible to combine the existing perspectives towards product brand positioning, and subsequently, to suggest one comprehensive approach to corporate brand positioning. There is an evident lack of studies focusing on the positioning process; and as mentioned above, it is difficult, if not impossible, to establish effective positioning based on an unsuitable model[15].This study aims at researching the suitability of product brand positioning frameworks to the implementation of corporate brand positioning. In particular, the possibility of adopting the well-known brand positioning rhombus[16] is a means to the object of this research, since it is the typical brand positioning model. This study has the purpose of evaluating the correspondence of the four dimensions of Kapferer's rhombus to the development of a corporate brand positioning. This model is referred to as 'brand positioning' model later on in the text. Other models are available and will be explained, but the rhombus is primarily built upon the concept of brand and is formalized. The rhombus is designed on product dimensions, i.e. target, usage, usage occasion, competitors. However, when dealing with a corporate brand, some of these dimensions become very complex and need specific tools to be analyzed. For example, would it be so simple to define the competitive category of a corporate brand such as GE? This question might be difficult to answer, at first glance. Thus

[14] Balmer (2001);
[15] Van Riel and Balmer (1997);
[16] Kapferer (2004); see p.23;

this study aims at individuating possible dimensions to be added or implemented by corporate brands in their communication.

In order to answer the research question, corporate messages are evaluated to define the extent to which corporations communicate their brand positioning, that is, whether corporations can and do communicate a clear corporate brand positioning; or whether the positioning message concerns only the product brand, even though there is a competitive corporate brand behind it. Therefore, this study aims at investigating the extent to which some corporations do implement corporate brand positioning messages, regardless to the existence of conceptual corporate brand positioning models.

2.3 Methodology

In order to be able to see something, as something, and draw conclusions, assumptions need to be made about reality as it is seen through the authors' eyes and minds. In other words, for the purpose of this study, the concepts most frequently used, need to be defined. Moreover, prior to the clarification of the research design itself, ontological and epistemological positions need to be taken towards the object of the study as knowledge is acquired in this specific framework.

From a positivist epistemological position[17], reality exists independently from the observers as concepts discussed in this paper exist in the external world independently of the authors' perception, since behavior of consumers/customers, even all the stakeholder groups, exists whether they are observed or not; similarly, brands occupy a certain position in their mind, i.e. brand positioning, independently from corporations' awareness. It is another matter that for effective corporate communication and strategic corporate management, it is recommended to analyze the variations of those behaviors and factors that influence the positioning to the profit of corporations; or in the case of stakeholders, towards a win-win situation[18] for all the sides involved. In other words, the analysis of positioning should be aimed at the benefit of the corporation and its stakeholders. From a positivist epistemological perspective, the task of the researchers is to identify and observe those realities and try to measure them in order to answer the research question. The reasoning leading to the research question has already been explained[19], thus, the next step is to clarify the terms, giving them a so called 'common ground of mutual understanding'[20].

[17] Easterby-Smith et al. (2002);
[18] Lambin (2006);
[19] see chapter 2 and 2.1;
[20] Harper (2002);

Concepts are building blocks[21] of both the theory and research. Among the concepts repeatedly used in this study, the most fundamental ones include corporation, consumer, customer, stakeholders, brand, corporate branding, positioning, identity, image, reputation, and corporate communication. For the purposes of this study, those concepts are defined combining the examined literature to come to de-coding[22] concepts. A *corporation* is an entity that can generate monetary, as well as non-monetary profit, has a vision and mission and multiple interest groups; a *customer* is one that has an interest in the product/service, but the interest does not necessarily need to be that of consumption; moreover, being a customer involves a relationship with the corporation; on the other hand, the *consumer* has an interest in consuming the product/service and does not necessarily have a relationship with the corporation; *stakeholders* are entities having direct or indirect interest in corporate activities and direct or indirect power to influence decision making processes; a *brand* is an intangible asset that a corporation builds over time; it generates value, has characteristics such as identity, image and reputation amongst stakeholders; in other words, a brand is 'something in itself', which can refer to a product, a corporation or any other entity; a *corporate brand* is a brand that functions on the corporate level (the differences between a product brand and a corporate brand will be defined more in detail later in text); *positioning of a brand* is occupying a piece of stakeholders' mind; *identity* of the brand is a construct is built over time; it is the brand essence and represents what the brand would be if it was human; *image* of the brand is how it is seen by the stakeholders and what it is thought to be by them; *reputation* of the brand is the trace it leaves behind and is kind of a network of perceptions that is not controlled directly by the entity; *corporate communication* is what ties together all the concepts assumed above and is an ongoing circular process between entities.

Throughout the process of studying and interpreting, a critical perspective[23] leads to objectivity; that is why, throughout the investigation, power relations in the society and their influence on defined concepts are considered. In order to create rational knowledge[24], continuous critical approach to knowledge creation is necessary. For the purposes of this project, the chosen research design is described as primarily inductive, since the gap found in the literature review suggests the viability of a new theoretical approach. However, it is necessary to mention that a study should not be viewed upon as solely deductive or inductive[25]; rather it is suggested to be more a circular process, involving both deduction and induction, especially when it gets to the last stage of the process, which is revising existing theories. Similarly, within a qualitative research

[21] Bryman and Bell (2003);
[22] Harper (2002);
[23] Haraway (1988);
[24] ibidem;
[25] Bryman and Bell (2007);

strategy, a degree of quantification occurred, allowing usage of a more comprehensive framework[26]. The adopted research method is defined as ethnographic content analysis[27], which implies emerging of codes throughout the analytical process[28] in order to capture previously unobserved meanings. In a qualitative study, it is important to capture all possible details of the object of study, being it color variations or strength of the projected message. Moreover, the coding is supported by observations, rating and architectural information, which strengthen results received.

The research method is chosen according to the nature of both the problem and the required data; advantages and disadvantages of the method are weighted to ensure that it is the most suitable choice. The ethnographic thematic analysis is a method combining the systematic examination of data of the quantitative content analysis with the flexibility of generating categories, required by qualitative studies. One advantage of this analysis is that data accessibility does not constitute an obstacle for the overall research, since the documents analyzed were obtained from public video portals. Positioning and communication studies based on primary data require information that is of strategic importance to the entity, rising issues of sensitivity and confidentiality[29]. In this particular study, the documents analyzed (commercials) are seen as primary data, since they were not created by other researchers previously; however, they do not raise any sensitivity or confidentiality issues, because they were collected and observed from publicly available sources, with no usage limitations.

One might suppose that the study could be a subjective interpretation of the phenomenon, but this obstacle is overcome with the usage of a coding scheme to individuate recurring themes and categorize the object of analysis (i.e. Appendix 1, p. 72). As suggested by Bryman and Bell[30], this can be a tool of study verification and proof of objectivity. In addition, and similarly to the quantitative content analysis, the method is non-reactive[31], thus, it elevates the degree of objectivity; for example, interviews would have required the researcher to be in direct interaction with the object of analysis, thus constraining him/*sic* to a more subjective position. Therefore, another advantage of the chosen research design is the fact that the authors are not directly involved with the corporations, making it possible to be more objective, independent and not biased when interpreting commercials. Conducted thematic analysis is especially effective for television

[26] Bryman and Bell (2007);
[27] ibidem;
[28] ibidem;
[29] ibidem;
[30] ibidem;
[31] ibidem;

programs and interpretation of sensitive issues[32], because it does not put pressure on the researchers to hide their views or try to be more compatible to an ideal.

As mentioned above, one of the strengths of this research strategy is the usage of primary but publicly available data, which does not have obstacles of accessibility and confidentiality and gives the possibility to include a larger sample, i.e. enabling the authors to analyze a wider range of brands[33]. Since thematic analysis is a transparent method[34], it is quite replicable; and this characteristic is stressed even further in the empirical section of this study. In similar circumstances, data received and analyzed is reliable. To a certain extent the study is also ecologically valid[35], because it is not in the way of the natural pace of the world, meaning it does not include a method such as a focus group that may result in possible alterations of respondent behavior. The method is also unobtrusive and gives the opportunity to analyze more unstructured information and generalize among similar social constructs.

The quality level of a thematic analysis greatly depends on the choice of documents. The authenticity of the sample is ensured by the fact that commercials are intended i.e. first type communication, and have been broadcasted on television. Given the observation drawn from the literature review and the purposes of this study, the list of chosen brands represents top of mind brands, which have solid and already assessed product positioning to start with. Moreover, these entities run commercials on a global level; in addition, the commercials are the copyright of the mentioned entities, giving the study documents even more authenticity. So, the brands were chosen with the account of authenticity, credibility and representativeness concepts. The ultimate possible disadvantage of the chosen research strategy is the possibility of the investigation being atheoretical. On the other hand, this 'disadvantage' can be viewed upon in a different light, so that it is not necessarily a disadvantage. As repeatedly demonstrated, the interests and activities of academics and practitioners are influenced by each other very frequently[36], making the atheoretical 'weakness' just an inference.

2.4 Limitations

For the purpose of this study, the authors approach positioning through a qualitative method; therefore, follow-up measures of a corporate brand positioning strategy are not investigated nor suggested. It follows,

[32] Bryman and Bell (2007);
[33] ibidem;
[34] ibidem;
[35] ibidem;
[36] ibidem;

that the study concentrates only on the very communication of brand positioning, without evaluating the effectiveness of the message in terms of brand equity, sales increase and reputation, among the others.

As far as the empirical investigation is concerned, commercials analyzed are an intentional form of communication that any entity creates to address its audience. It shall be noticed that corporations may adopt multiple channels of communication in order to convey different information and address various stakeholder groups. Thus, the complementary aspect of communication tools has not been considered, while it may be an object of further investigation. However, it shall also be noted that the authors deliberately chose to concentrate on television communication, because it represents the media with the largest audience. Television commercials consist of messages to which each group of stakeholders is exposed to; while other channels, such as printed materials, might be specific to one of the audiences, e.g. partners. Therefore, commercials represent the most comprehensive channel of communication for the aim of this investigation.

Similarly, it may be objected that the empirical analysis does not allow documenting perceptions of different stakeholders. In this regard, it shall be clarified that each entity assumes multiple roles in the context. Certainly, living in a dynamic environment, the stages of involvement with the corporation evolve as much as the role assumed by the audience. It follows that positioning messages perceived as a consumer, back in the past, may overlap with present communication, as a future employee. Moreover, some roles automatically subsume others: for example, consumers are also members of a community.

Empirical limitations are as follows. Both the coordinate dimensions are subjected to the same limitations, which concern the weight of the elements: all the units considered were treated as having the same importance in relation to brand communication. For example, the ability to refer to or portray environmental issues, thus being evaluated as using CSR activities in communicating corporate outreach is considered as important as conveying the heritage of the brand. In other words, the empirical analysis displayed in this study does not allow distinguishing which factors, among the ones considered, are more influential in communicating corporate positioning or corporate outreach. Lastly, caution is suggested in generalizing the findings: the empirical research demonstrates that the brands are likely to move from one positioning to another, based on the elements conveyed in the communication.

3 Positioning

3.1 Positioning: The Long Way to Birth

According to Warren and Mardsen[37], the concept of positioning might be traced back to Classical Greece, when Plato described that memories recall other memories, raising multiple associations. Later on, in the seventeenth and eighteenth century, the three 'Laws of Associations' were developed[38] from this concept, in order to describe the complex structure of associations formed by basic interpretations. Supported by several studies in psychology of human memory[39], the business utility of positioning has been gaining more attention from practitioners and researchers only in recent decades, when the concept was gradually associated with brand building processes[40].

The concept of positioning further evolved, when it became clear that brand advertising alone was no more the ultimate effective tool to increase sales and ensure a 'bright future'. Since the Fifties, the booming period of wealth and optimism, the battle field of multi-billionaire brands, company strategies have been going through several changing processes, primarily due to transformations of lifestyles and surrounding environments. The authors of the book "Positioning: a battle for your Mind[41]" are an example of this evolution, given their professional expertise in the field of advertising, and their progressively increasing fame in the field of marketing. Given the several changes in the field, it would be useful to have an overview of major periods and changes in marketing and sales strategies.

3.2 The Product Era

As suggested by Ries and Trout, the decade immediately following the Second World War was characterized by a general optimism towards life and future[42], thus consumers gladly bought products which promised to simplify and above all modernize everyday life. This was the era of the Product, when producers only needed to concentrate on the product features and its benefits for consumers[43]. It was the strategy of the so-called "Unique Selling Proposition" (USP), a term still used amongst marketers to indicate that a branded product possesses special tangible attributes and gives exclusive benefits[44]. In this golden era of commercialization, it was not necessary to advertise with aims other than informing consumers of a new product: a new product meant more sales.

[37] Warren (1916) in Marsden (2000);
[38] Warren (1916); Marsden (2000);
[39] see for example recent study made by Wagner et al. (1996);
[40] Marsden (2000);
[41] Ries and Trout (2001); The first edition was published in 1973;
[42] Balzoni and De Bernardi (2003);
[43] Ries and Trout (2001);
[44] Lambin (2002);

In the Fifties and in the following decade, in a market defined by easy sales, Rosser Reeves was the one to introduce the concept of USP[45]; despite the fact that his ads were considered non creative and boring[46], they actually boosted sales, thus Reeves became one of the most acclaimed advertisers and authorities in the field of marketing. In Reeves's book[47], the secret of his commercial successes is made evident. The product must have a strong proposition, a benefit that all consumers want[48], and a quality wanted by millions of people, too. This proposition must be unique[49], in that the competition does not offer that benefit and is not capable of developing it. Within this concept also resides the idea that the proposition must last throughout the product lifecycle[50]: the USP must be a permanent choice.

In this perspective, positioning strategies solely deal with products and they can essentially be defined as functional product positioning[51] strategies, i.e. based on the functional benefits offered by products to consumers. Moreover, the above statements also imply that the hundreds and millions of products which follow the first pioneers[52] are destined to be me-too products[53], the number two alternative to the real benefit, i.e. some kind of surrogate. Later on, the explosion of me-too products condemned the product era to death and a new era began: the Image Era.

3.3 The Image Era

As anticipated, the following decade was characterized by an increasing saturation of the market, an exponential process that would have lasted until now[54]. Consumers began to actively choose among products and developed more sophisticated measures of judgments towards producers' offers[55]. Therefore, executives realized that it was time to evolve or leave the market to competitors. Among these thinkers was David Ogilvy, an advertiser that impressed the public. Throughout a brilliant career, the 'image authority' spread a fundamental verb; he suggested that consumers might be the ones to possess the key to success[56] and consumer research might represent the optimal tool to find this key. It was the beginning of consumption studies with marketing aims. It was also the period of direct selling: marketers and salesmen were required to

45 Johnston (1984);
46 ibidem;
47 Reeves, R., (1961), *The Reality of Advertising*, New York: Hardcover;
48 Reeves (1961);
49 ibidem;
50 ibidem;
51 Fill (2002);
52 Lambin (2002);
53 Ries and Trout (2001);
54 Lambin (2004);
55 Kapferer (2004);
56 Ogilvy (1983);

directly address consumers and give faces[57] to the products they presented; employees were acquiring increasing importance, but it was not yet the time to call them 'internal stakeholders'.

Another fundamental development was the penetration of the brand concept. As suggested by Ogilvy[58], consumers do not remember products, but their memories of a celebrity might last forever. Here the branding concept was born. The personality of the brand started to steal the fame from products. Building a strong, durable product brand became the first priority[59] of any company willing to make profit and actually sell its products in a saturated market. Moreover the business community increasingly focused on the development of a corporate culture, a guarantee from the company to the consumers. The image dominated the market scenes[60]: it did not really matter whether the image was that of the branded product, that of the salesman or that of the company behind the product. Even though marketing researchers were still far from the conceptual framework of positioning, the brand positioning concept was slowly approaching and a gradual shift from functional to symbolic strategies was noticeable. The following era notes the rise of the brand positioning concept.

3.4 The Positioning Era

It is the beginning of the Seventies, when in an article addressed to the business-to-business market[61], Ries and Trout suggest a strategy to boost sales in the market dominated by both me-too products and companies[62]: it is the first time that the term "positioning" appears. As later noticed the same authors, the concept was coined for the industrial sector[63], while it interestingly gained status when widened to address the business-to-consumers arena. In an exacerbated context of noise, brands, products, and commercial information overload, the concept of positioning comes to save companies and their stocked products. The positioning era represents a new perspective towards communication: positioning is about getting effectively listened to in a noisy marketplace[64]. According to Ries and Trout[65], positioning is the natural consequence of three main and subsequent phenomena, i.e. the media explosion, the product explosion combined with the limited amount of information that can be processed by the human brain, and the advertising explosion. With the idea of positioning, consumers acquire a definitive central role in determining the company strategy.

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57 Ogilvy (1983);
58 ibidem;
59 ibidem;
60 Ries and Trout (2001);
61 Ries and Trout (July 1969), Positioning is Game People Play in Today's Me-too Marketplace, *Industrial Marketing*;
62 Ries and Trout (2001);
63 ibidem;
64 Fill (2002);
65 Ries and Trout (2001);

While a few years earlier, Ogilvy[66] suggested that consumers recall celebrity i.e. brands, better than products themselves, Ries and Trout state that "[p]eople can often remember positioning concepts better than names.[67]" That is, consumers hardly remember brands, but easily recall the connections they establish with previous experiences or already processed information. If not associated with a clear positioning statement and well-defined strategy, being branded is no more effective. Practitioners and researchers begin to devote attention to the concept of brand positioning, which in turn shows in marketing textbooks.

3.5 Positioning: The Concept

As explained above, the positioning concept has been acquiring paramount importance because of the progressive saturation of a market[68], "where there is now little compositional, material or even structural difference between products within each class.[69]" It follows that products are increasingly regarded as being relative to other competing products; they do not exist in themselves, but they are alive as connections[70] in the consumer minds. The acute level of communication intensity pushes companies to position themselves and their products in specific niches of the market[71], i.e. in the empty holes of human brain ladders[72]. In an exacerbated context[73], it is the capacity to develop and communicate a different position that might determine the success of the statement[74]: "effective positioning can be critical to brand success.[75]"

Positioning does not begin in the marketing department; on the contrary, it is already in the consumer minds. Certainly, the positioning process implies reference to a product or any other entity[76], but it actually consists of occupying a defined position in the mind of the prospect. As suggested by Blythe, positioning is the term coined to describe the place that a specific product occupies in the customer[77] perceptual maps. Besides, the concept of positioning does not only refer to products; interestingly, in the very beginning of its history, the term positioning was meant to comprise any type of entity[78] on both the sender's and the receiver's side of the communication process[79]. However, through the years, a general tendency developed to consider positioning as prerogative of a product[80]. For example, Kotler et al. define product position as "the way the

[66] Ogilvy (1983);
[67] Ries and Trout (2001), p.36;
[68] Marsden (2002);
[69] Fill (2002), p.323;
[70] Ries and Trout (2001);
[71] Marsden (2002);
[72] Ries and Trout (2001);
[73] Lambin (2004);
[74] Kapferer (2004);
[75] Marsden (2002), p.307;
[76] Hooley and Saunders (1993);
[77] Blythe (2003);
[78] Ries and Trout (2001);
[79] Fill (2002); Ghauri and Cateora (2006);
[80] see for example Kotler and Armstrong (2006); Kotler et al. (2001);

product is *defined by consumers*[81] on important attributes – the place the product occupies in consumer minds relative to competing products.[82]"

Given these premises, the position occupied by a product is defined by the bundle of perceptions and sensations that consumers develop when comparing the product with its competitors in the category[83] assigned[84]. In this sense, the term positioning acquires a stronger meaning as means of differentiation relative to the competition[85]. As underlined by Fill[86], Hooley and Saunders[87], and Solomon et al. [88], positioning can achieve a result only when consumers have two or more options to categorize. This point is of particular interest, because it highlights the necessity of consumers to categorize information. As already discussed by Ries and Trout[89], the market context is pressured with communications, while consumers/customers have limited time to process information[90], thus they overcome this problem by means of categorizing products[91]: "[t]he brand is positioned in the perceptual map alongside similar offerings[92]". This mechanism of categorization[93] facilitates consumers in their buying decisions and takes place independently[94] from marketers' decisions. Therefore, in the minds of consumers, each product occupies a position even before any strategic decision is made in this regard. For companies, it is of interest to strategically develop the positioning plan which might give the greatest and most sustainable competitive advantage[95]. As explained by Ries and Trout[96], the reality that can make the difference between success and failure is already in the prospect's mind; thus, to take advantage of it, the basic approach is to "manipulate what is already up there in the mind, to retie the connections that already exist.[97]"

Here, it is necessary to clarify that even though the concepts of competitive advantage and positioning are different, they are tightly related; generally, where competitive advantage indicates the strengths of a corporation, its positioning is built upon customers/consumers perceptions[98] of its features: "[a] position that takes into consideration not only company's own strengths and weaknesses, but those of its competitors as

[81] in italics in the original text;
[82] Kotler and Armstrong, (2006), p. 185; Kotler et al. (2001), p.369;
[83] Solomon et al. (2006);
[84] Kotler et al., (2001); Kapferer (2007);
[85] Porter (1987);
[86] Fill (2002);
[87] Hooley and Saunders (1993);
[88] Solomon et al. (2006);
[89] Ries and Trout (2001);
[90] Miller (1956);
[91] Kotler and Armstrong, (2006); Kotler et al. (2001);
[92] Blythe (2003), p.113;
[93] i.e. "the mental process of grouping items of information which are perceived as being linked", Blythe (2003),p.113;
[94] Fill (2002);
[95] Kotler et al. (2001);
[96] Ries and Trout (2001);
[97] Ries and Trout (2001), p.5;
[98] Kotler and Armstrong, (2006); Kotler et al. (2001);

well.[99]" In other words, positioning provides "a bridge between the company and its target customers, describing to customers how the company differs from the current or potential competitors.[100]" As explained in depth by Porter, the concept of positioning goes beyond the mere consideration of the target as prospective consumers; on the contrary, "[p]ositioning embodies the firm's overall approach to competition.[101]"

3.6 Positioning: Its Role in Existing Marketing Theories

Positioning is not about the product, but what the buyer thinks about the product or organization. The physical nature of the product is not of great importance when dealing with positioning; instead, it is the perception of the product that matters. According to Mardsen[102], the concept of positioning refers to the brand position in the consumer mind in relation to the values which differentiate the brand's given or owned associations. Thus, the development of a positioning strategy might require an analysis of stakeholder perceptions and attitudes towards branded products and organizations, since these perceptions may not correspond to brand manager perceptions and intended positioning. As explained by various authors such as Hooley and Saunders[103], and Kotler[104], positioning constitutes the bridge between a corporation and its target, thus it "becomes the actual designing of the company's image so that the target customers understand and appreciate what the company stands for in relation to its competitors[105]", it "involves a firm's total approach to competing, not just its product or target customer group.[106]"

In related literature, positioning is mainly considered as being part of the marketing communication process[107], thus as being primarily directed to external stakeholders. As a consequence, positioning is rarely described as a strategic competitive tool. According to the literature, in consumer markets, established brands use communications to position themselves in respective categories[108]. However, positioning is not a prerogative of business-to-business or business-to-consumer brands and products; "[o]rganisations are also positioned relative to one another, mainly as a consequence of their corporate identity, whether they are deliberately managed or not. The position an organization takes in the minds of consumers may be the only means of differentiating one product from another.[109]" One of the crucial differences between the product and the corporate brand positioning is that the last one needs to be communicated to a much larger audience

[99] Ries and Trout (2001), p.29;
[100] Hooley and Saunders (1993);
[101] Porter (1991), p.37;
[102] Marsden (2002);
[103] Hooley and Saunders (1993);
[104] Kotler (1991);
[105] Hooley and Saunders (1993), p.169;
[106] Porter (1991), p.37;
[107] see for example De Pelsmacker et al. (2007);
[108] Kotler et al. (2001); Kotler and Armstrong, (2006); De Pelsmacker et al. (2007); Fill (2002);
[109] Fill (2002), p.322;

of stakeholders[110], whereas the product brand is focused on a specific target of consumers and buyers within the network. It follows that corporate brand positioning implicates both benefits and disadvantages, similar to product brand positioning (Table 4, p. 52 & Exhibit 3, p. 60), thus management should assess the most suitable alternative to reach corporate objectives, such as high sales or worldwide recognition.

However, "[a]ll products and all organizations have a position.[111]" The difference resides in whether or not this position is monitored and developed strategically. This is a fact that also gives reason to consider intended communication as an empirical focus of this study. The management of the position might be absolutely necessary to survive in contexts defined by low entry barriers[112]; where competition is extremely intense and a constant competitive positioning has to be achieved. "Positioning is about visibility and recognition of what a product/service represents for a buyer". Increasingly, core differences become crucial, even when they are non-explicit in the first stance. A brand with defined identity, target and position can ensure added value, thus simplifying the value-chain (chapter 5, p. 41).

Positioning is the link bonding the process of targeting to the outcome of the communication[113]. It "is the communications element of the segmentation process in that the marketing mix needs to be communicated to the target market buyers[114]". This communication should be executed in such a way that the product occupies a particular position in the minds of each buyer, relative to the offerings of competitive products. Successful positioning can only be achieved by adopting a customer perspective, understanding how customers perceive products in the class and how they attach importance to particular attributes. The development of a positioning statement is the outcome of the review of the segmentation and targeting processes and it is of vital importance for the communication strategy to be successful.

In this perspective, positioning constitutes the conclusive concept of the marketing process sequences. It is important to note that segmentation and targeting are even essential prerequisites to positioning; as explained by Solomon et al. [115], psychographic information may enable marketers to highlight certain attributes of the product that fit the target's features. In turn, positioning needs to be aligned with promotional objectives; therefore, "consistent positioning is an important aspect of integrated marketing communication.[116]" The management of positioning strongly influences how the brand will be perceived, thus it is of extreme

[110] Schultz and De Chernatony (2005); Papasolomou and Vrontis (2006);
[111] Fill (2002), p.323;
[112] Lambin (2004);
[113] Fill (2002);
[114] Fill (2002), p.323;
[115] Solomon et al. (2006);
[116] Fill (2002), p.324;

importance to develop a strategic framework of positioning. "Whatever the position chosen, whether deliberately or accidentally, it is the means by which customers understand the brand's market position, and it often provides signals to determine brand's main competitors, or (as it often the case) customers fail to understand the brand or are confused about what the brand stands for.[117]" This reasoning is further explicated in the conclusive discussion of this study (p. 54).

The confusion about brand positioning might also derive from the multiplicity of perceptions[118] that consumers/customers develop towards a given brand. In fact, each customer/consumer is likely to assign a different position to each brand[119]; as a result, marketers must concentrate their research on customers/consumers perceptual mapping, with the aim of extrapolating an overall consensus about a brand's positioning[120]. Recent studies demonstrate that even though the audience develops highly idiosyncratic associations towards the communicated positioning, these mind's nodes, i.e. associations reveal common thematic relevance[121]. In other words, marketers might be able to individuate common areas of brand associations within which the brand might be positioned.

Consumers/customers develop their perceptions according to projective and prospective schemes[122], that is, the imaginary help in the construction of the reality[123]. In other words, the mind builds perceptive constructs to understand the reality and stock information: as customers/consumers, we see what we want to see. The most obvious implication of these psychological mechanisms[124] is that consumers relate their perceptions of brand attributes to the product or brand category that they feel is consistent with perceived features[125]. Therefore, marketers need to establish the attributes of the category they would like to fit in consumer minds. After having assessed consumer perceptions and category features, managers might adjust the marketing mix[126] elements in order to exploit their competitive positioning potential.

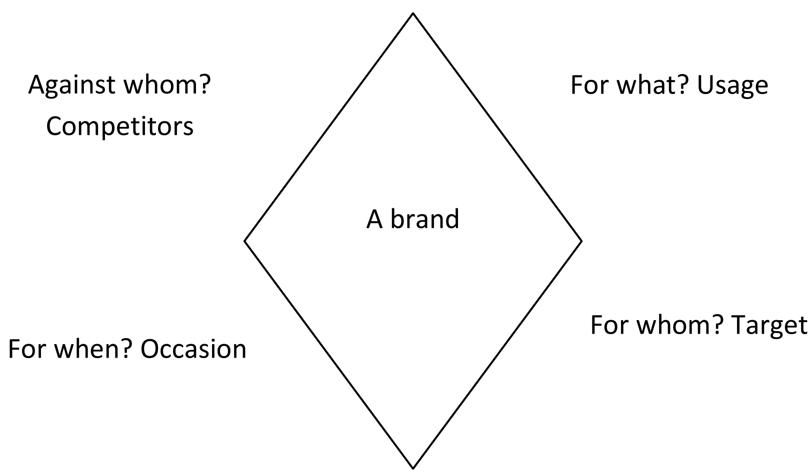
It can be noticed that the approaches to positioning always involve the communication of a statement to the targeted audience. Then, once again, positioning might be seen as a communication process, which starts from the outside with consumers/costumers perceptions, then it is elaborated and translated into a positioning

[117] Fill (2002), p.322;
[118] Marsden (2002);
[119] Blythe (2003);
[120] Hooley and Saunders (1993); Blythe (2003);
[121] Marsden (2002);
[122] Ries and Trout (2001); Blythe (2003);
[123] Foley and Fahy (2004);
[124] Hooley and Saunders (1993);
[125] Blythe (2003); Solomon et al. (2006);
[126] Blythe (2003);

statement within the corporation, and in the end, it is addressed to the targeted consumers/costumers. Visually, it is a three stages process shown below.

The three main stages of the positioning development

According to Kapferer[127], the positioning process might be seen as a two steps process. Of these two equally important phases, the first one is positioning to categorize[128]. This means that the corporation has to ask itself which category it belongs in; as pointed out by Solomon et al., "[t]he success of a positioning strategy often hinges on the marketer's ability to convince the consumer that his or her product should be considered within a given category.[129]" Second, the corporation needs to establish the main raison d'être[130] of the brand; thus the corporation must understand and communicate the necessity for the brand. As suggested by Kapferer[131], the two steps positioning process lies on the basis of a four questions model. This means that in order to proceed with establishing a positioning statement, marketers need to answer four questions by defining brand competitors, its promise, its target and usage. Clearly, this model is meant to be adopted for product brand positioning; however, as noticed by Van Riel and Balmer[132], appropriate corporate brand positioning models would support a corporation in its strategic process, since current methods are unsuitable and create problems in other brand areas, such as corporate identity development (chapter 5, p. 41).



Brand Positioning rhombus, adapted from Kapferer, (2004)

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[127] Kapferer (2004);
[128] Solomon et al. (2006);
[129] Solomon et al. (2006), p.276;
[130] Kapferer (2004);
[131] Kapferer (2004);
[132] Van Riel and Balmer (1997);

3.7 Perceptual Mapping

As previously introduced, positioning or repositioning are considered as based on the process of segmentation and targeting; this means, that for a positioning strategy to be successful, segmenting and targeting must be extremely accurate and effective. In order to adjust[133] the set of brand attributes and the marketing communication, a corporation must know what the brand stands for in the prospect's mind. The corporation must also realize that, in their minds, customers/consumers have sets of perceptions about the products/brands features and the position in terms of the competition. Therefore, through in-depth market research, marketers should assess the perceptions of the prospects towards the brands in order to trace a map suggesting viable paths of positioning and possible repositioning. This map is generally known as the perceptual map[134] and is particularly important when the competitive scenario is composed of multiple brands. Perceptual maps can provide an aggregate view of the segment[135], thus highlighting the competitive position and enabling to draw consumer perception projections.

Even though each consumer might perceive each brand in an extremely subjective way, it is possible to draw a map, which groups feelings and perceptions enabling to establish a *medietas*[136]. As pointed out by Blythe[137], it must be mentioned that positions assigned to each brand "are based on average responses from consumers in the target groups." As such, the points in the map are generally decided by subjective responses from consumers. They might also be manipulated by the corporation's efforts[138], either by their promotional activities or by being innovative and intriguing. However, as explained by Ries and Trout[139] and referred to various other authors, once a consumer/costumer forms his/*sic* first impression, it is difficult and costly to change his/*sic* mind. Therefore, companies might find more feasible to reposition the brand, change the product quality or its price[140], rather than fighting the perceptions of the customers/consumers. When developing the strategy to position or reposition the brand, marketers need to delineate and understand the consumer/customer perceptual map. After all, what marketers think are product best features and benefits that are being communicated, might not always be the same as what the consumers/customers think. With the aim of unpacking[141] the meaning of brands in the prospect minds, a meme map[142] might be traced; the

[133] Blythe (2003);
[134] Kotler et al. (2001);
[135] Hooley and Saunders (1993);
[136] i.e. balance;
[137] Blythe (2003), p.115;
[138] Blythe (2003);
[139] Ries and Trout (2001);
[140] Blythe (2003);
[141] Mardsen (2002);
[142] ibidem;

map is based upon the concepts of memes[143] as units of information in the memory of consumers/customers and these information units are transferred through ideas, behaviors and cultural perceptions. Through a better understanding of the audience, another way of optimizing brand positioning is the creation of cognitive maps[144], which allow managers to trace causal relationship between brand characteristics and establish how they connect in the consumer/customer mind.

Positioning a single brand or a single product is much easier than positioning an entire corporation, because in the first case the brand or the product can be positioned based on a product benefit or a USP. As mentioned by Blythe[145], there are six basic approaches to product positioning: by attribute, by price and quality differentiation, by application/use, by user, by class, and positioning with respect to competitors. These approaches to positioning do not include only one or two dimensions, but rather a scope of brand/product evaluation that consumers/customers usually use. However, the problem here is that those six different approaches end up in different strategies, not taking into consideration the complex perceptions that customers have about brands/products. While positioning is actually what happens in the minds of customers, and may have little to do with the firm's view of its products[146]. So by using perceptual maps, it is possible not only to identify gaps in the market but also to be more successful in positioning and repositioning strategies of the product/brand.

As mentioned, one difference on corporate level marketing is the multiplicity of stakeholders. According to Balmer and Greyser[147], the responsibility of corporate marketing is not only a concern of the CEO, but of the entire staff of the corporation, as corporate marketers. This matter is discussed deeper by Gummesson[148], who refers to corporate employees as full-time and part-time marketers, and defines the relationship managed with them as one of the most important among the thirty relationships. Moreover, the ROIT[149] scale suggests variables that measure employee identification with the corporation, its goals, mission, and vision, and so on. This becomes especially important in the discussion of multiples stakeholders, where employees are among the most important groups of stakeholders. This mind thread leads to a more general question of who the managers are responsible to on a more global, corporate level: shareholders only, or the scope is wider and it includes other stakeholder groups. As defined by Johnson and Scholes[150], stakeholders are those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the

[143] Mardsen (2002);
[144] Van Rekom et al. (2006);
[145] Blythe (2003);
[146] ibidem;
[147] Balmer and Greyser (2006);
[148] Gummesson (2002);
[149] Rotterdam Organizational Identification Test, in Van Riel et al. (1997);
[150] Johnson and Scholes (2002);

organization depends. The concept of multiple, (internal and external), stakeholder groups is essential, taking into consideration the political view[151] and the possible exercise of power[152] in strategy development. Johnson et al. suggest that it will be beneficial for the corporation as a whole, if strategies are developed in the way of logical incrementalism[153], (it is what usually happens in the so-called learning organization, when the way of learning is through doing[154]), together with the different internal and external stakeholder groups, since this process is continuous and takes into consideration ongoing organizational and environmental changes.

Realization of different stakeholder group existence raises another concern about conflict of interest that often recurs, due to the strategic choices made by the corporation. For example, some of these strategic choices might include generating more revenue, thus possibly raising salaries as opposed to being more socially responsible having a 'greener' strategy that would win over many consumers/customers. So, what is clear here is that all the stakeholder groups have certain expectations, just like consumers have them about the product benefits[155], when they make the purchase; and the conflict of interest occurs among stakeholder groups, when those expectations do not match with reality, but on the contrary, they collide. Johnson et al, came up with a sort of stakeholder mapping,[156] in the attempt to structure these two forces, i.e. stakeholder expectations versus the power to impose those expectations on corporate strategy development. This map identifies stakeholder expectations and power elaborating these variables in the form of a four box matrix: (A) minimal effort, (B) keep informed, (C) keep satisfied, and (D) key players. In particular, the matrix is based on two dimensions: the stakeholder group's level of interest in influencing a certain strategy versus the level of power to actually do it. It is essential to note that stakeholder groups are not permanently set in one of the four boxes; they move within the matrix, depending on the issue at stake and their influence level at the time of discussion. It is recommended to develop the matrix when the corporation faces difficulties in making a strategic choice; then it can observe which is the desired quadrant, how to get 'key players' on the corporation's side and how to keep certain groups of stakeholders interested through promotion and educational[157] activities. Stakeholder mapping is important within positioning matters, because it may be useful in determining opportunities of repositioning among certain stakeholder groups.

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[151] Johnson and Scholes (2002);
[152] ibidem;
[153] ibidem;
[154] Lipsey and Chrystall (2006);
[155] Hooley (1979);
[156] Johnson and Scholes (2002);
[157]Blythe (2003);

According to Johnson et al., strategy can be defined as the gradual "search for strategic fit with the business environment. [158]" As such, strategic brand management includes understanding of the corporate position, planning of future goals and implementing these objectives into action[159], and consequently into communication. It also suggests that a top-down analysis of these variables provides the platform for developing a strategic positioning, i.e. "matching of organizational strengths and resources with the changes in the environment of the organization so as to take advantage of opportunities and overcome or circumvent threats.[160]" In other words, a corporation builds the chosen strategy upon corporate strengths, relative to the competition[161]; thus the corporation adopts the strategic line[162] based on positioning and repositioning considerations, which in turn has specific basis in perceptual mapping of consumers/customers as well as other stakeholders groups. In this perspective, positioning acquires a backward role[163], which might be strategic to consider prior to any corporate marketing decision.

3.8 Strategies

An effective strategy should be based upon a reflective analysis. This means that the first step to position a brand is to analyze the environment within which it exists, its relationships with this environment, the desired position and the feasibility of reaching that position. According to De Pelsmacker et al.[164], this analysis framework might be based on six questions aimed at assessing the market position; the answers should identify the actual and desired position, the competitors, the available resources to achieve the desired position and its consistency, especially when put in relation with the communication strategy. In addition, Kapferer[165] proposes a more extensive reflective framework to evaluate the suitable positioning strategy. This scheme includes ten questions, which actually might also be used to verify the chosen strategy *a posteriori* and correct it if necessary. The 'check-list' provided by Kapferer is broadened to include questions related to price premium and alternative strategies in case of unsuccessful positioning. These questions are meant to support companies when elaborating perceptual maps of their product positioning. Based on the answers and the resulting perceptual map, the corporation is faced with the choice of a strategy among a spectrum of alternatives.

Existing literature proposes different perspectives in relation to the strategic alternatives offered to corporate management. Two main complementary perspectives are based on the different motives underlying the

[158] Johnson and Scholes (2005), p.7;
[159] Johnson and Scholes (2005);
[160] Johnson and Scholes (2005), p.43 ;
[161] Kotler et al. (2001);
[162] Johnson and Scholes (2005);
[163] Fombrun and Nevins (2003);
[164] De Pelsmacker et al. (2007);
[165] Kapferer (2004);

purchase decision; in this sense, it is possible to distinguish between horizontal and vertical positioning[166]. The horizontal models, such as the Hotelling conceptual framework[167] individuate the degree of proximity to the ideal brand as the principal reason supporting consumer decisions to purchase[168]. Within this stream, consumers position a brand in relation to their concept of the 'ideal brand' in the same associated category. On the other hand, vertical models are based on the concept that consumers position brands within ranking schemes first, then they decide to purchase in relation to "their ability and willingness to pay[169]". Some authors, such as Chiranjeev et al.[170], Gwin et al.[171], Arora[172] implement product attribute models, implying that consumers/customers value those attributes that can be assessed before the choice, and those that have to be experienced, and lastly, those characteristics that cannot be judged even when consuming product, i.e. competence of a physician.[173] In other words, according to this perspective, consumers/customers value search, experience and credence. The brand, in turn, represents the bundle of characteristics of the product that consumers value in making a choice within their budget constraints[174]. These approaches deal with the traditional marketing mix of the 4Ps, i.e. product, price, place and promotion to position the brand and create a coherent and integrated approach. This might give an advantage when considering differences within consumer budget constraints. Besides, managers might also diagnose when products do not have any distinctiveness relative to the competition, thus these models might serve as tools to take appropriate actions and change product attributes, price level or other marketing elements. Also, it shall be noticed that these models are consistent with the classical microeconomic theories of utility maximization[175]; however, as pointed out by Bhadury and Eiselt[176], vertical models assume that consumers agree on the ranking of brands, thus taking for granted homogeneity of brand associations that is highly unlikely[177].

Beyond these two streams, existing literature suggests to distinguish among three possible strategies, based on the position's strength within the market. Several authors propose to evaluate the strategy accordingly, whether the entity is a leader or a follower relative to the competition. As a leader, the point of departure is to be the first to position the brand in consumer minds; this means to capture the advantage of dominating the associations in the prospect's mind, also becoming the reference for the category. In this case, the leader

[166] Gabszewicz and Thisse (1980);
[167] Hotelling (1929);
[168] Bhadury and Eiselt (1999);
[169] Bhadury and Eiselt (1999), p.1;
[170] Chiranjeev et al. (1993);
[171] Gwin et al. (2003);
[172] Arora (2006);
[173] Arora (2006), p. 286
[174] Gwin (2003)
[175] Lipsey and Chrystall (2006);
[176] Bhadury and Eiselt (1999);
[177] cfr. Marsden (2002);

should be able to exploit the "short-term flexibility to assure [...] a stable long-term future[178]. According to Ries and Trout[179], the leadership position can be maintained through few main devices: reinforcing the original positioning concept, developing any potential improvement of the product, remembering that the power of the organization derives from the power of the product, reacting instantly, covering competitive actions by introducing other brands or adopting a broader name. Besides, it might be noticed that the increasing role of the corporations is gradually subverting these paradigms, shifting the power from the tangible product to the intangible corporate brand.

As mentioned before, Ries and Trout propose three main possible directions to establish a position in the market[180]: strengthening the current positioning in the prospect's eyes (leader positioning), search and take advantage of an unoccupied ladder (follower's positioning) or repositioning the competition[181]. As a follower, the worst scenario is to establish oneself as me-too brand/product, since this strategy implies the inexistence of any valuable differentiation in the prospect's mind[182]. It follows that to establish an actual position; the follower should look for an empty ladder in consumer associations, an available "Creneau[183]". In this regard, several positioning alternatives are suggested, e.g. size, high or low price, sex, age, aim, time of the day, distribution or heavy-user[184]. Ries and Trout underline two points worth of notice, i.e. two mistakes that companies should avoid when looking for a creneau: first, companies should keep in mind that "[t]o be successful today, you have to build brands, not products[185]", thus they should avoid pushing the R&D development trying to fill unnecessary needs. Second, related to the previous point, companies should remember that the prospect is not willing to put efforts in understanding the positioning: technology cannot substitute positioning. As a development of the strategies proposed by Ries and Trout, other authors, such as De Pelsmacker et al., Kotler et al., Blythe, Jain[186] suggest strategies based on the main source of value specific for consumers. Here, strategies primarily refer to the positioning of branded and non-branded products. These strategies can be named as follows:

1. Positioning through the product attributes or benefits. This means creating a USP, i.e. a unique valuable combination of attributes specific for the target market[187]; then, the USP is used as a platform for the positioning providing fulfillment of the market's needs[188];

[178] Ries and Trout (2001), p.55;
[179] Ries and Trout (2001);
[180] ibidem ;
[181] Kotler et al. (2001);
[182] Ries and Trout (2001);
[183] Ries and Trout (2001), p.66;
[184] Ries and Trout (2001);
[185] Ries and Trout (2001), p.66 et ff.;
[186] Ries and Trout (2001); De Pelsmacker et al. (2007); Kotler et al. (2001); Armstrong and Kotler (2006); ; Blythe (2003), Jain (2000);
[187] De Pelsmacker et al. (2007);
[188] Kotler et al. (2001);

2. Positioning through usage occasions and/or application. This comprises suggesting possible uses or occasion to use the product;
3. Positioning through users' targeting. This strategy implies targeting a specific category of users and subsequently adjusting both the product attributes and marketing mix based on the category chosen;
4. Positioning through price/quality mix, also called value positioning. This path implicates the use of a specific combination of price level in accordance with the chosen degree of quality. This kind of strategy generally moves around five possible combinations in relation to the competition;
5. Positioning though the identification of the product class: this strategy implies an implicit reference to the competition, positioning the product/brand as an alternative to existing competitors;
6. Positioning through cultural symbols refers to the use of brand personalities and devices[189] as differentiators against the competition; it should be noticed that this device is gradually substituting most product-based strategies;
7. Positioning through the competition. This strategy can be divided in two possible sub-strategies: a product/brand can be positioned against a competitor, when products are explicitly compared and the superior qualities of one of them are highlighted; or away from competitors, when the product is implicitly positioned as opposed to the competitor's product[190]. Along with Ries and Trout, several authors[191] propose a slightly different strategy based on the concept of repositioning the competition; this means suggesting "something about your competitor's product that causes the prospect to change his or her mind […] about the competitor's product.[192]" In other words, it is a matter of switching competitors' positioning and filling the ladder which has been left empty. However, as suggested by Blythe[193] a new definition should be developed, since the present one does not allow to distinguish the leading hand in the process, nor the degree of manipulation involved in the strategy.

Strategic positioning of a product brand might also be viewed from a resource-based perspective. In this sense, product market position definition depends on which specific assets and resources the corporation deploys, when building positional advantages[194]. The proposed approach is quite straightforward, though. The corporation should assess current products in relation to market opportunities and then augment its positioning through communication accordingly. Hence, the communication strategy would depend on desired market position within the product category. So, what would make a brand positioning successful?

[189] De Pelsmacker et al. (2007);
[190] Ries and Trout (2001);
[191] see for example Ries and Trout (2001); De Pelsmacker et al. (2007); Kotler et al. (2001); Armstrong and Kotler (2006); ; Blythe (2003), Jain (2000);
[192] Ries and Trout (2001), p.79-80 ;
[193] Blythe (2003);
[194] Arora (2006)

Upshaw suggests few, but fundamental guidelines[195]. First, the message should be clearly and explicitly expressed and addressed to the target; secondly, consumer/customer understanding facilitates delivery of the promise, which should be relevant enough. Third, the proposition should be supported by persuasive reasons. Then, brand personality should form the platform for positioning, which in turns should fit both the brand and the message. Lastly, consistent financial investments should be made to sustain the strategy.

It is necessary to underline that all the strategies introduced until this point have been conceptually developed in relation to products, and then subsequently used when dealing with brands. Therefore, conceptually, these strategic guidelines do not take corporate brand peculiarities into consideration. As it might be observed from the table below, the concept of positioning has been gradually evolving along with its area of application, but further studies are needed to ensure the emerging of a comprehensive grounded theory. Also, it is suggested to analyze the table with particular attention to the lack of studies on corporate brand positioning; this observation would lead to argue that the relatively new field of corporate brand positioning might reveal differences in its very nature and implementation.

Table 1: Timeline of positioning approaches/views.

Author	Year	Description	Main theme
Plato	400-300 B.C.	Suggests a theory that memories recall other memories creating new associations & emphasizes the role of mental associations as drivers of positioning, while the BP concept is still unknown.	MA
British empiricists	1600-1700	Laws of Associations: similarity, congruity, contiguity. Elaborates the idea of positioning as a meaning conveyer within an associative structure, while the BP concept is still unknown.	MA
Warren	1916	Literature review related to mind associations and memories recalling, from the Ancient Greece to Hume. Strengthens the link between positioning and perceptual associations underlining the role of the prospect in creating BP.	MA
Hotelling, H.	1929	Proximity positioning to the ideal PB is the base for purchasing behavior; does not refer to CBP and assumes consumers position their ideal brand;	PBP
Miller	1956	Studies the mind mechanisms of processing information, reporting that the mind can analyze and store a maximum amount of 7 units of information at a time. Further research will follow, combining this issue with the concept of branding.	MA
Reeves, R.	1961	Positioning discussed as a USP: a product must possess a unique, distinctive benefit. The USP must be a permanent choice throughout the product life cycle. Solely concentrates on the later called functional positioning, based on the physical, tangible attributes and benefits of the product.	USP
Ries, A. & Trout, J.	1969	Describes the beginning of the noisy era, where consumers are pressured by information and suggests "positioning" as the only tool to be noticed and chosen.	PP
Ries, A. & Trout, J.	1971	Stresses the importance of being precisely positioned and respecting the choice. When positioning is not distinctive, each benefit is attributed to the leader. Positioning mainly through advertising.	PP
Ries, A., & Trout, J.	1972	Describes the beginning of a new era – the positioning era, which follows the advertising era. Positioning is viewed as a strategy and strategy wins over advertising.	P
Margulies, W.	1977	Positioning as a process that is a result of finding a strong corporate identity. Considers repositioning of a corporation after an overall audit of the present identity.	CBP
Hooley, G., J.	1979	Illustrates two methods to draw perceptual maps based on given weight to brand features and similarity, when comparing two competing brands. Tries to develop the issue of BP approaching an ad hoc perceptual mapping technique.	PBP
Saunders, J., & Watt, A.	1979	Questions the strength of branding as the only means of product differentiation. Suggests developing both the brand and the product and approaches the issue of brand weight in differentiating the products, and analyzing the balance between the brand and the product.	PB
Aaker, D., A. & Shansby G., J.	1982	PP framework for strategic decisions. Explains the differences between image and positioning; underlines that positioning implies referring to competition; suggests that positioning should be the platform for marketing plans and not the other way around;	PP
Ogilvy, D.	1983	The focus starts to shift from products to brands, from factories to consumers, within the field of advertising. The birth of the new phenomenon of branding; stresses the importance of consumers in determining the 'right' product attributes, as well as stresses advertising.	PBP
Albert, S., & Whetten,	1985	How company's distinctiveness is defined is how it is positioned and that depends on objects of	CBP

[195] Upshaw (1995);

D.		comparison (competition). The discrepancy between the way an organization views itself and the way outsiders view it (the result of positioning) is considered a 'health' issue for the organization.	
Porter, M., E.,	1987	Distinguishes between competitive advantage and competitive positioning, focuses on positioning as a means of differentiating a product from the competitors' products.	PP
Ries, A.	1988	Marketing as a dynamic process vis-à-vis the competition, stressing the importance of focusing on the prospect's side and build the corporate strategy upon *sic* perceptions and preferences.	CB
Waterson, M.	1989	Reviews existing models of product differentiation and positioning. Reports main differences among models of PP, highlighting the evident gap in lack of CBP theories.	PP
Porter, M., E.[196]	1991	Positioning as a total approach to competition. Approaches the issue of CP, but does not further investigate the issue, stressing the concept of positioning as a company's integrated strategy.	CBP
Kotler, P.	1991	Affirms that MK consists of positioning and positioning implies the obligation to choose.	MK
Van Auken, S., Subhash, C.	1991	Retailers' perceptual mapping techniques: price and quality result in one perceptual dimension. Underlines the comparative dimension of positioning in that implies reference to competition. Constitutes one of retail positioning approaches.	Retail P
Horsky, D., Nelson, P.	1992	Positioning of new PB from a game theoretical perspective, focusing on the positioning of new PBs within price and competitive dimensions, while disregarding the approach at a corporate level.	PBP
Hooley, G., J. & Saunders, J.	1993	Positioning means to differentiate from the competition, and relates positioning to the concepts of segmentation, targeting and strategic analysis, focuses on positioning research, and does not investigate the concept of BP.	PP
Lie, G.,	1994	Positioning a country based on its benefits.	Country P
Upshaw, D.	1995	Product and PBP within brand identity issues; moves forward to approach a more integrated perspective of positioning, which include brand identity features; still, it remains within the field of PBP; suggests guidelines of successful PBP;	PBP
De Chernatony, L.	1996	Brand building as an integrated process where internal communication of BP is the first step to achieve a strong brand. Stresses the importance of considering the specificity of brands when elaborating MG strategies; approaches the perceptual process of different stakeholders; categorizes brand positions.	B
Saunders, J., Guoquon, F.	1996	Studies the influence of the CB over the PB, proving CB adds value to the product. Explores the effect of brand associations upon product and brand categories, but does not address the issue of the influence of CBP over PP.	CB
Wagner, W., Valencia, J., Elejabarrieta, F.	1996	Frames of reference for word associations, reporting that experienced concepts are more likely to be translated into nuclear words; while distant, abstract concept tend to change overtime, making it viable to suggest two possible approaches to BP: symbolic and experiential.	MA & BP
Aaker, D., A.	1997	The "Big Five" brand features theoretical framework. Develops a scale for brand personality, exploring its antecedents, but does not explore positioning in depth. Allows to see product category associations as bonds between personality features and the brand;	PB
Baker, M., J., Balmer, J., M., T.,	1997	Explores corporate identity and visual identity dynamics; stresses the importance of combined approach when repositioning a CB; does not explore the specific characteristics of CB repositioning;	CB
Brown, T., J., Dacin, P., A.	1997	Explores the influence of corporate associations on product evaluation, highlighting the distinctiveness between corporate and product associations, but not explaining conceptual differences between corporate associations and CP, nor their relationship.	CB
Hatch, M., J., Schultz, M.	1997	Analysis of links between the organizational image, identity and culture, highlighting interrelations between them, but not considering positioning as part of the process. Stresses the importance of both internal and external stakeholders when building a CB.	CB
Van Riel, C., B., M., Balmer, J., M., T.	1997	Defines positioning as the establishment of desired corporate identity, affirms that CP precedes desired corporate identity, stressing that existing positioning methods were thought for PBs rather than CBs.	CB
De Chernatony, L., Dall'Olmo Riley, F.	1998	Defines positioning as a consumer-based assessment, stressing the variability of the brand elements and their communication relatively to each group of stakeholder.	B
Alden, D., L., Steenkamp, J.-B., E., M., Batra, R.	1999	The new concept of Global Consumer Culture Positioning. Highlights the media dimension of positioning; presents positioning as aesthetically communicated through advertising.	PBP
Balmer, J.M.T., & Gray, E.R.	1999	States 10 environmental forces potentially harmful for the company's strategic positioning. Stresses the importance of effective corporate communication.	CBP
Bhadury, J., Eiselt, H., A.	1999	'Two-brands brand' positioning model within price/quality dimensions under sequential behavior, not referring to CBP and comprising only of price/quality dimensions.	PBP
Jain, S., J.	2000	Positioning viewed as a MK tool. Positioning strategies reported as being based on product features, attributes and benefits; based on the product-based view of positioning.	PP & PBP
Balmer, J., M., T.	2001	15 explanations for the misunderstanding of the corporate identity, branding and MK concepts. Highlights the distinctiveness of a CB vs. PB, putting the basis for further studies on CBP. Stresses the importance of identity, brand and MK in CBP.	CB
Chun, R., & Davies, G.	2001	Studies the influence of clear vision and mission statements on CP, underlining the lack of studies suggesting strategic guidelines for CP.	CBP
Harris, F., De Chernatony, L.	2001	Harmonization of CB perceptions and CB performance. Defines BP as a set of specific capabilities that provide differentiation and derive from the core values of the brand. Does not distinguish between PBP and CBP, though stressing the existence of multiple stakeholders.	CB & CBP
Kotler, P., Armstrong, G., Saunders, J., Wong, V.[197]	2001	Positioning as one of the management's MK assets. PP is the result of the consumer perception of the product's most important benefits. Positioning as a strategic tool of the company. The study mainly focuses on PBP.	PBP
McDonald, M., H., B., De Chernatony, L.,	2001	Highlights the differences between service and CB, though does not investigate the specific differences when dealing with their positioning, and brand differentiation is defined as an USP.	CB & PB

[196] 3rd Edition;
[197] 3rd European Edition;

Harris, F.			
Ries, A. & Trout, J.[198]	2001	Introduces positioning as a concept applicable to any kind of entity, but does not reveal any peculiarity when presenting the CP, implying that positioning must be associated with a product.	P
Balmer, J.M.T., & Greyser, S.A.	2002	Defines multiple dimensions of corporate identity and 'ideal identity' as the optimum positioning of the company. The process of CP is linked to all dimensions as a way to align the mismatch of identities.	CBP
Berens, G. on Kitchen, P., J., Schultz, D., E.	2002	Highlights the role of multiple audiences when dealing with CB and considers positioning as the unique basic message communicated through advertising.	CB
Burt, S., L., Sparks, L.	2002	Reports the development of CB and CP as a specific strategy to create affirmative identity. Approaches the issue of positioning among different stakeholders, though primarily deals with retail CB.	CB
Davies, G., Chun, R.	2002	Considers possible mismatches between CB perceptions and stresses the issue of defining a strategy which takes all the stakeholders into consideration. Also poses questions regarding the relative weight of each stakeholders group when dealing with a CB.	CB
De Chernatony, L.	2002	PBs and CBs are conceptually equal, but different in their enactment. It is complex to build a coherent CB vis-à-vis multiple stakeholders if underestimating the weight of positioning in the BB process.	CB
Fill, C.	2002	Positioning as the perceptions of the buyer towards the product and as a fundamental concept in MK theories. Recognizes the difference between CBP and PBP, still considering strategies and concepts for PBs only.	PBP
Griffin, J., J.	2002	Strategic CP is addressed in developing CB decisions, stressing the existence of multiple sources of pressure, i.e. stakeholders, but CBP is not analyzed in its specificity.	CB
Keller, Sternthal, Tybout	2002	Discusses three questions that should represent the contextual reference of a brand in order to sustain its differentiation. Addresses the issue of BP, proposing a dynamic view of targets and managerial guidelines to evolve BP as an ongoing process.	PBP
Mardsen, P.	2002	Suggests the term "meme" meaning units of information in the memory of consumers/customers; points out that this information is transferred through ideas, behaviors and cultural perceptions; indicates that meme mapping might be traced to reveal the meaning of brands in the prospects' mind;	BB & MA
Oechesle III, S., J.	2002	CP viewed upon as the audience's perceptions of the corporate identity, but distinctions between brand identity, brand message and brand perceptions are not clear.	CB
Schultz, M., De Chernatony, L.	2002	Does not address positioning as a key element of CB but suggests that CB might constitute the platform for CP and stresses the importance of coherent perceptions of the CB among stakeholders.	CB
Balmer, J., M., T., Gray, E., R.	2003	In CB management CBs are understood as the competitive positioning of the corporation. The study also highlights the differences between CBs and PBs.	CB
Blythe, J.	2003	Positioning viewed as a type of communication campaign & positioning a brand - an MK strategy to establish contact with customers. The issue of repositioning the competition needs revising, since there is lack of strategic guidelines and definitions. Also suggests selective positioning for single brands and does not underline differences between competitive positions and positioning, while explaining both.	MK
Fombrun, C., J., & Nevins, M., D.	2003	Enlarges the positioning concept to comprise the positioning of a person (Pygmalion Principle) and a profession, thus approaching the issue of CP and suggesting specific strategies, but focuses on the customer side of positioning and does not offer theoretical approaches to CBP.	CBP
Hatch, M., J., Schultz, M.	2003	Alignment of the organization's strategic contexts is necessary to evolve to CB and positioning is necessary to actually differentiate the corporation. It is important to address multiple stakeholders and to distinguish between CBs and PBs.	CB
Hatch, M.J., & Schultz, M.	2003	Brings to light the evident differences between PBs and CBs and discusses a case of British Airways unsuccessful repositioning and the reasons behind it.	PBP & CBP
Knox & Bickerton	2003	A holistic approach to CB management that further extends the interplay of CB main elements (vision, image and culture) for reaching competitive advantage. Suggested 4-stage positioning model of organizational attributes its performance, portfolio and network benefits.	CBMG
Melewar, T., Walker, C., M.	2003	Suggests that a globally coherent positioning is essential to a brand and a positioning non-aligned with the overall corporate strategy creates contrasting perceptions in the audience's mind. Authors approach the issue of CBP, but do not develop it.	CB
Urde, M.,	2003	Suggests a model of co-value based brand building and core values are regarded as the summary of corporate identity, which is important to be consistent and credible in the long term.	CB
Aaker, D., A.	2004	Long term benefits of CB, viewing the CB as source of strategic positioning that communicates stronger to stakeholders with a multidimensional communication platform. Also links relevant concepts and stresses the need to actively manage them	CB
Foley, A., Fahly, J.	2004	Management of tourism destination as BP, questioning the sustainability of BP along time. Approaches the issue of CP and focuses on the longitudinal perspective of positioning.	CBP
Kapferer, J.N.	2004	A diamond model of positioning, where the process involves answers to 4 questions and stresses the differentiation aspect. This is a more general model, though it is mainly discussed in regards to PB rather than CB. It also takes into consideration identity, image and all communication processes.	PB
Lambin, J.-J.	2004	Relates positioning to segmentation and targeting and focuses on positioning from a competitive perspective, based on the dimensions of market power and productivity.	CMP
Pike, S.,D.	2004	Role of positioning slogans in tourism destination MK as interface between brand identity and brand image. Almost a literature review on positioning but underestimates the role of multiple stakeholders.	Destination BP
Balmer, J.M.T., & Greyser, S.A.	2005	Search for the corporate essence is the first step in CP. Corporate identity is linked with corporate performance and relative positioning for example in financial markets.	CBP
Nijssen, E., Augustin, C.	2005	CBP is understood as the image of the corporation; as such it is proved to have strong weight on managers' decision regarding brand extensions.	CB & PB
Ries, A.	2005	Authors state that BP should be the aim of communications, rearguing the extension of the BP concept to CBs, but not reporting specific features of CB positioning.	BP
Trout, J.	2005	Argues that multiple positions damage the brand and suggests two strategies to cope with changing	BP

[198] 20th anniversary Edition;

		markets: selecting a position offering specific forms for each segment or evolving the position. Still does not distinguish between CBP and PBP.	
Vanderveer, R., B.	2005	Stresses that positioning is customer-focused in pharmaceutical business case and product priority might be helped by the clarification of the positioning strategic aim. Approaches the issue of positioning evolution but still deals only with PP;	PP
Arora, R.	2006	Conjoint analysis of penny-a-day pricing and disclosure of side-effects; consumers are suggested to value search, experience and credence attributes; accordingly, adopts four types of product positioning, i.e. analyzer, defender, prospector, reactor;	PP
Armstrong, G., & Kotler, P.[199]	2006	Positioning viewed upon as a MK tool. Defines PP as the consumer perception of the product main attributes. Defines the concept, suggests strategies and relates them to the overall marketing assets.	PBP
Balmer, J., M., T., Greyser, S., A.	2006	CMK viewed as the integrated approach to corporate identity, branding, communications, image and reputation, and CP as the firm's position relevant to its competitors. Positioning viewed as an element of the 11Ps of CMK, still not highlighting specific differences of CP vs. PP.	CMK
Chun, R., & Davies, G.	2006	Explores perceptions of different stakeholders towards the corporation. Underlines the implications of operating at a corporate level; questions the differential of perceptions towards CP.	CB
Ghauri, P., & Cateora, P.,	2006	Positioning is communicated through advertising. Suggests in-depth segmentation and targeting as ways to position effectively and relates positioning to brands and companies and mentions some examples of CBP but does not consider any specific features of CBP.	PBP
Forsyth, N.	2006	Discusses the role of cultural heritage in CBs, defining that CBP and communication are among the most salient elements of the brand building process, not explaining the relative weight of each element.	CB
Gylling, C., Lindberg-Repo, K.	2006	Defines CB as the platform for a well-defined positioning, highlighting the differences between CBs and PBs, also stressing the importance of addressing multiple stakeholders.	CB
He, H.-W., Balmer, J., M., T.	2006	Explores the concept and implications of alliance branding and specifies that CBs can be applicable to any entity, though the difference between brand promise and BP appears confusing.	CB
Johnson, G., Scholes, K., Whittington, R.	2006	Strategy development suggested as the deliberate positioning of the organization through a rational, analytic, structured and directive process. Positioning is viewed as a way to achieve competitive advantage and the possibility of finding a unique niche in the market.	PBP & CBP
Keller, K., L., Richey, K.	2006	Creativity is necessary to position a brand, authors suggest developing "points-of-party and points-of-difference" at the same time, in order to effectively position a brand, but they fail to clearly distinguish among used concepts.	CB
Papasolomou, I., Vrontis, D.	2006	Internal branding viewed as a tool to build a CB. CP as element of the CMK mix adopted to sustain CB identity, stressing the role of internal stakeholders, but not conceptualizing CP.	CB
Silverstein, M., J., Butman, J.	2006	Explores consumer new lifestyles and related implications for CP and views positioning from a consumer perspective, underestimating the role of the company.	Consumer BP
Solomon, M., Bamossy, G., Askeegard, S., Hogg, M., K.[200]	2006	Discussion is mostly in the light of consumer behavior. Positioning is viewed as a matter of convincing consumers to evaluate the product within a specific category, as well as highlighting the role of mental associations among consumers.	PP
Van Rekom, J., Jacobs, G., Verlegh, P., W., J., Podnar, K.	2006	Using cognitive maps to trace causal relationships of brand characteristics in the prospects mind and suggesting that corporate communication might influence PP, by modifying the relative perceptual map, though mainly focuses on the cultural aspect of corporate communication.	CBP
De Pelsmacker, P., Geuens, M., Van den Bergh, J.[201]	2007	Positioning viewed from a MK communications perspective and positioning defined as the image of product main attributes in the consumer's mind, as well as the brand personality. Distinctions between concepts appear blurred, but recognize the multiplicity of the corporate stakeholders.	PBP
He, H.-W., Balmer, J., M., T.	2007	Effective positioning is seen as a competitive advantage and corporate identity is seen as leverage for positioning, but the two concepts are confused relative to their objectives.	CB
Hogan, S.	2007	Positioning is necessary to differentiate against the "Brand washing" phenomenon, it is customer focused. No distinction between CP and PP.	BP
Prounis, C.	2007	Suggests 10 stages of gaining differentiated positioning, defined as an analysis process of brand strengths and specific features, though solely dealing with PBP.	PBP
Tavassoli, N.	2007	Mainly internal branding view that does not investigate the elements that should be communicated to the internal stakeholders, claims coherence and alignment of the CB among stakeholders and suggests a clear positioning of the employees as fundamental to build a strong CP.	CB
Urde, M., Greyser, S.A., & Balmer, J.M.T.	2007	Brand heritage viewed as a distinct source of competitive advantage and positioning. Also heritage adaptability over time is a key to successful positioning.	CBP
Vitronis, N., Harridge-March, S.	2007	Suggested theoretical framework to position brands in the B2B online environment. B2B PBP is developed, but mainly from a media communication perspective, disregarding PP.	B2B PBP
Bonaccorsi, A., Daraio, C.	2008	Analysis of micro data to investigate universities' differentiation. The study approaches the issue of CP, but focuses on positioning as the general competitive differentiation of universities.	CMP
Niemuth, B.	2008	Suggests positioning as a both tactical and strategic tool but does not conceptualize the guidelines for it.	BP
Rodrigues-Pinto, J., Rodrigues-Escudero, A., I., Gutierrez-Cillan, J.	2008	Discusses relationships between the stages of market entry strategies and 4 performance measures. Distinguishes between PP, as a dimension of the market entry strategy and competitive positioning, as well as competitive positioning, as a performance dimension, but does not cover the issues of BP.	PP
Trout, J.	2008	Discusses top management attitude towards brand differentiation, suggesting that line extensions damage BP, also reporting that top-management does not consider positioning as a relevant matter.	BP

199 8th Edition;

200 3rd Edition;

201 3rd Edition;

Legenda:
P = Positioning; PP = Product Positioning; CP = Corporate Positioning; PB = Product Brand; CB = Corporate Brand; PBP = Product Brand Positioning; CBP = Corporate Brand Positioning; CMP = Competitive Positioning; CP = Corporate Positioning; MA = Mental Associations; USP = Unique Selling Proposition; MK = Marketing; MG = Management.

This chapter introduced the past and current development stages of research within the field of positioning. In particular, with the support of the developed timeline, it is possible to see gaps (e.g. corporate brand positioning), approaches (e.g. communicational vs. strategic) and perspectives (e.g. associations vs. attributes). This means that the relevance of a study concerning corporate brand positioning can be ascertained through the observation of the above mentioned timeline. Here, it is worth recalling the research question of the present study, i.e. "*to what extent, can a product brand positioning model be used to analyze corporate brand positioning?*" Certainly, at this stage, it is not feasible to answer the question; however, it should appear clearer that there is lack of ad hoc corporate brand positioning models. Thus, it is legitimate to wonder whether corporate brands and product brands present differences in their essences; it follows that it is also legitimate to wonder whether their positioning processes differ in some features; lastly, the relevance of an inquiry concerning the applicability of product brand positioning models to the analysis of corporate brand positioning is confirmed.

4 The Concept of Corporate Branding in Positioning Processes

4.1 Defining the Corporate Brand

Since 1990s, there has been a new tendency of corporate branding. This tendency is stipulated by globalization processes and difficulties for companies in keeping the degree of differentiation of their products. This requires today new positioning approaches not only for products, but for entire corporations. The concept of corporate branding brought many consequences, such as demand for social responsibility[202] and transparency. As Kapferer argues, "[t]he Company presents itself as the ultimate endorsement and no longer hides behind its brands[203]". Besides, only corporate names today might call for respect and manage relations with multiple stakeholder groups, because they can guarantee more trust through transparency and integrity in the relationships. Corporate branding represents a social phenomenon, the importance of which is largely discussed in the marketing literature, e.g. Harris and de Chernatony[204]; Knox and Bickerton[205]; Balmer and Gray[206]; Aaker[207]; Kay[208], Pitt et al.[209]. From a conceptual perspective, corporate branding is a multidimensional domain characterized by different views and approaches. As Ind[210] and Urde[211] argue, for a corporate brand, values are essential and to integrate them into the whole organization requires a deep insight of the industry, corporate position and the communication with the variety of stakeholder audience. In other words, core values, vision and organizational values serve as the main sources for corporate brand building.

As Balmer and Gray state, there is an increasing realization of the corporate brand, which serves "as a powerful navigational tool to a variety of stakeholders for a miscellany of purposes include corporate brands employment, investment and, most importantly, consumer buying behavior[212]". Hence, corporate brands consist of multiple dimensions. The complex nature of corporate brands is also defined from several perspectives: "[c]orporate brands communicate brand values (often seen as a promise), they afford a means of differentiation from their competitors, and they enhance the esteem and loyalty in which the organization is held by its stakeholder groups".[213] In other words, the nature of corporate brands makes the brand more distinctive and the corporation better deferrable among competitors. Also, as pointed out by Aaker, the "[c]orporate brand defines the firm that will deliver and stand behind the offering that the customer will buy

[202] i.e. Corporate Social Responsibility;
[203] Kapferer (2004), p.61;
[204] Harris and De Chernatony (2001);
[205] Knox and Bickerton (2003);
[206] Balmer and Gray (2003);
[207] Aaker (2004);
[208] Kay (2006);
[209] Pitt et al. (2006);
[210] Ind (1997);
[211] Urde (2003);
[212] Balmer and Gray (2003), p. 973;
[213] Balmer and Gray (2003), p.974;

and use[214]". Thus, customers can develop clearer and more positive perceptions about what the corporation stands for when the brand is corporate. Since positioning is formed by perceptions and associations, the corporate brand might guarantee support for product brand positioning, providing the process with pre-existing elements, such as trust, transparency and integrity.

Some newly emerged views[215] consider corporate brands as a strategic source, which helps an organization to establish a distribution network, enable brand extension and strengthen price flexibility, among others. Corporate brand is also defined through a set of associations held by employees as members of an organization, as well as those associations perceived by customers through employee behavior[216]. Historically, the development of brands started from just commodities, which grew into branded goods and became strong brands later; and in today's society they are so called 'open system' (OS) corporate brands, where the brand considers its customers not only as "co-producers" and "co-creators" of the product but also as "venue for a continuous development[217]" of the corporation. Finally, as argued by Balmer and Greyser, and supported by the authors of this study, corporate branding represents a philosophy and in its core is "an explicit covenant between an organization and its key stakeholder groups, including customers[218]", which is set by senior management in terms of a clearly identified corporate brand positioning.

It is essential to emphasize that the strategic importance of corporate branding is based on fundamental differences from product brands, such as the managerial and disciplinary perspectives, multi-stakeholder outreach vs. customer outreach that requires reappraisal from traditional marketing[219] approaches (see Table 2, p.). Also, Balmer and Grey suggest[220] that corporate brand values are normally grounded on corporate founders, owners, management and personnel; whereas product brand values are managed by marketing and advertising units and tend to be contrived. Gylling and Lindberg-Repo [221] argue that, the focus in branding shifts from products to corporations, where the brand's role is to add value to the products/services offered by the corporation. Another important difference is that product brands are targeted at customers, while corporate brands focus at building relationships with multiple stakeholder groups in order to create a stable image of their products/services. In other words, corporate brand building depends on the interplay of the organizational units from top to bottom, and everyone is involved in realizing the corporate brand[222]. Below

[214] Aaker (2004), p.6;
[215] Kay (2006);
[216] Chun and Davies (2006);
[217] Pitt et al. (2006);
[218] Balmer and Gray, (2003), p. 982
[219] Balmer and Gray (2003);
[220] ibidem;
[221] Gylling and Lindberg-Repo (2005);
[222] Hatch and Schulz (2003);

are some essential distinctions between product and corporate brands, which supports the initial purpose of the study to asses applicability of product brand positioning frameworks in corporate branding.

Table 2: Comparison between product and corporate brands (modified from Balmer and Gray, 2003)

Dimensions of the brand	Product brands	Corporate brands
	Differences	
Management responsibility	Brand manager	Chief executive
Functional responsibility	Marketing	Most/all departments
General responsibility	Marketing personnel	All personnel
Disciplinary roots	Marketing	Multidisciplinary
Brand gestation	Short	Medium and long
Stakeholder focus	Consumers	Multiple stakeholders
Values	Contrived	Real
Communications channels	The marketing communications means	Total corporate communications. Primary: performance of products and services; organizational policies; behavior of CEO and senior management; experience of personnel and discourse by personnel. Secondary: marketing and other forms of controlled communication. Tertiary: word of mouth
Competitive arena	One-level competition	Multi-level competition
Marketing mix	4 Ps	11 Ps & 6 Cs
Strategic Innovation pace	Frequent, Fast	Gradually, Rarely
Dimensions requiring alignment	Product performance Consumer commitment	Identity (corporate attributes/sub-cultures) Corporate strategy (as held by CEO and senior management) Stakeholders commitment (internal and external constituencies)
Brand life expectation	Product life cycle	Long term corporate, based on brand heritage
Barrier for brand imitation	Low	High
Resource implementation	Tactical	Strategic
Reputation damage	Product focused	Contagious for the entire corporation
Going global	One dimensional	Multi-dimensional
	Similarities	
Dimensions requiring alignment	Brand values (covenant) Communication Experience/image and reputation Environment (political, economic, ethical, social, technological)	Brand values (covenant) Communication Experience/image and reputation Environment (political, economic, ethical, social, technological)
Ownership	Can be bought and sold	Can be bought and sold

From the reasoning above, a conclusion might be drawn: corporate values and associations are the starting point of the corporate brand building process, and should be implemented in the positioning strategy. This, in turn, requires understanding of the nature of a corporate branding process, which is discussed further.

4.2 The Internal Perspective on Corporate Branding

In the literature, there are different views on the corporate branding phenomenon. However, for the purpose of this study, it is important to define two major approaches: internal and external. The internal perspective can be traced back to the views developed by Ind[223], Urde[224], Harris and de Chernatony[225], Hatch and Schultz[226], Balmer and Gray[227] and others, who consider the corporate brand as an internal strategic resource. Since corporate branding has a purpose of adding values to stakeholder groups, it is important to specify these values. For instance, an in-depth approach on value-based corporate brand building was developed by Urde[228], who distinguishes between the following: values that are related to the organization (unique organizational value proposition in terms of the core process of the organization); values that summarize the brand (core of the brand essence that defines its positioning and permeates all other aspects of the brand); and values as they are experienced by customers ("added value" that a customer is prepared to exchange for the brand due to personal associations with the brand). On the other hand, Harris and de Chernatony[229] emphasize the central role of employees in internal corporate brand building, arguing that their behavior can either strengthen advertised brand values or undermine the communicated message, when inconsistent. Therefore, when looking inside the organization, it is important to find the consistency in employee values and behavior with the desired brand values[230], even before they become staff; credible employees as "the significant determinant of brand value" are especially crucial for internal corporate branding. In order to achieve this, values have to be defined, communicated and integrated in a proper way within the corporation; then, there should be a clear consistency between employee attitude and behavior with business goals. Afterwards, business benefits can be communicated and delivered[231]. The values experienced by customers are the framework for linking the internal and external processes of brand building[232]. It is fundamental to consider all three types of values mentioned above, i.e. corporate, brand and experienced; however, for the purpose of this research, it should be noticed that especially the values summarizing the organization and the brand will play the most significant role in positioning the corporation, because they are the primary source of developing brand associations and identity, which will be discussed further.

As Hatch and Schulz point out, effectively managed values of a corporate brand should contribute to employees, customers, investors, suppliers, partners, regulators, local communities, and special interests[233]. Therefore, corporate brands can be viewed as the strategic source of interlinked vision, organizational culture

[223] Ind (1997);
[224] Urde (2003);
[225] Harris and De Chernatony (2001);
[226] Hatch and Schultz (2003);
[227] Balmer and Gray (2003);
[228] Urde (2003);
[229] Harris and De Chernatony (2001);
[230] ibidem;
[231] Ind (1997);
[232] Urde (2003);
[233] Hatch and Schulz (2003);

and corporate images[234]; where the first one represents the core idea of the corporation that top management put as a strategic achievement for the future; the organizational culture is expressed in embodied heritage of the corporation, its internal values, beliefs and assumptions that communicate to employees (i.e. how employees feel about the corporation they work for); and the corporate image is perceptions of the organization developed by its stakeholder groups, including the views of customers, media, general public, etc. The interplay of organizational vision, culture and image is especially important for the positioning issues, because they might form the source for brand perceptions in the positioning process. In addition to values, it can be argued that culture and vision will have a significant impact on organizational image. Therefore, effective corporate branding will encompass corporate culture integrated into all levels of organizational structure and have an effectively communicated vision, which all employees will transfer to the different stakeholder groups creating a corporate image. Considering all the discussed components of internal corporate branding, and given that positioning is about communication of the brand, all these elements should be implemented in positioning.

Internal resources of a corporate brand have strategic orientation, which can be a platform for superior brand performance. Balmer and Gray view corporate brands from a resource-based perspective, pointing out that brands should represent a *value*, i.e. having a strategic value in terms of bringing corporation a competitive advantage; be *rare*, that is brand should have unique historical patterns and culture; be *durable*, meaning that while products can have short life cycle, corporate brands should have a great longevity and not being able to depreciate rapidly; be *imperfectly imitable*, since it should be hard, if not impossible for competitors to imitate the brand because of: brand signifiers, i.e. colors, name, logo which are protected by law, and substance of the corporate brand, which is intangible and therefore difficult to replicate; have *inappropriatability*, since a corporation that owns resource should be able to enact the major profit; and be characterized by *imperfect sustainability*, since in the era of rapidly developing technologies brand resources can be weakened, thus continuous improvement is necessary to sustain value and help to make a differential effect[235]. Since corporate brands have strategic orientation it can be concluded that their positioning is a long term process.

For these reasons, i.e. in order to consider corporate as a strategic resource, communication is vital. Harris and de Chernatony divide it into two levels, which are team and organizational. As they argue, team level communication is more efficient within the organization, members of which have similarities and share same values. The organizational level requires frequent two-way communication between managers and sales

[234] Hatch and Schulz (2003);
[235] Balmer and Gray (2003);

staff. However, employees might have their own perceptions of the brand, based on personal experience and brand advertising[236]. As Chun and Davies note, while employees might be concerned about a trustworthy corporation, customers will be looking for a reliable one[237], for example in terms of quality. Therefore, internal marketing, i.e. synergy between communicated and perceived brand values is crucial for customer-based and business-based brand performance assessment.

In conclusion, for internal corporate branding it is essential to define what the corporation stands for, and what its strengths are. Hence, values are the primary objective for a corporation to start with. When values have been effectively established, they might be turned into a strategic resource and give the corporation a strong platform for further development of positioning strategies. This logic gives an insight for communication processes, which is then supporting the positioning strategy. In contrast to the external view, internal corporate brand management depends on effective top management work and their communication. In turn, the external perspective of corporate branding requires alignment of the whole organization with the external environment.

4.3 The External Corporate Brand Perspective

The external perspective can be traced back to the views by Knox and Bickerton[238], Aaker[239], Balmer and Greyser[240], and Kay[241] who argue for the "outside-in" corporate brand building compared to the previous perspective that was given from the "inside-out". For the purposes of external brand management, it is important to remember that the marketing elements of corporate brands are different from product brands and consist of 6Cs and 11Ps (Annex 2, p. 73). These elements serve as a strategic instrument, a navigation tool to manage the brand externally. For instance, expectations of stakeholder groups towards corporate brands are rather more diverse and demanding compared to product brands. Therefore, the alignment of the corporate brand to those expectations can be managed externally, e.g. through brand promise and channels of communications. In this case the desired positioning can be matched with perceived positioning, making the overall positioning alignment successful.

Also, as Knox and Bickerton put it, "[a] corporate brand is the visual, verbal and behavioral expression of an organization's unique business model[242]". Therefore, to build a strong corporate brand for internal, but

[236] Harris and de Chernatony (2001);
[237] Chun and Davies (2006);
[238] Knox and Bickerton (2000);
[239] Aaker (2004);
[240] Balmer and Greyser (2006);
[241] Kay (2006);
[242] Knox and Bickenton (2003);

especially in external stakeholder perceptions, it is necessary to allocate responsibility and authority of corporate branding to one director or partner as well as to establish a senior corporate brand management team. The 6Cs and 11Ps managed externally by the whole team can enable the corporation to maintain a strong brand as an internal resource. When the corporate brand is established as a strong internal resource, then it can be leveraged externally, providing a corporate brand with better communications to its stakeholders, perspective employees, investors etc.[243] Aaker suggests implementing this for the following reasons[244]: a corporate brand can provide an organization with a degree of different associations; being driven by organizational programs, which are more effective than product brand programs, corporate brands might give energy to product brands; a trustworthy organization is liked because of its citizenship activities. Management of corporate brands is easier and more efficient when leveraging corporate brands across products and markets; the expression of corporate brands is done internally through employees and must be supported by organizational values, goals and culture. For strong, established product brands, customer relationships created by corporate brands can represent a solution for not being perceived as boring and outdated. Here, the advantages of positioning corporate brands compared to product brands can be seen, since corporate brands can convey trust, values, relationships and CSR activities.

Strong internal corporate resources can ensure external corporate brand building and develop consistent associations about the brand. However, the external environment is also crucial for brand management. As proposed by Knox and Bickerton[245], the six "conventions" model is also relevant for nurturing the corporate brand externally. A convention is viewed here as the "prevalence of certain accepted practices, which offer a constraining influence[246]". In other words, conventions represent a sequence of actions a corporation should be doing in order to manage external brand processes effectively.

1. *Brand context – setting the coordinates.* To the interdependency of vision, culture, image, competitive landscape was added, which represents internal corporate dimensions. A special attention is given to the competitive dimension in terms of the current organizational image and future competitive landscape on the market[247]. There is a necessity to keep track on the current image of the organization and its future competition, the current culture of the organization and its vision for the future[248].
2. *Brand construction – the corporate brand positioning.* There is the need for corporate brand managers to define which central values represent the corporate brand framework and more importantly, how they can be

[243] Aaker (2006);
[244] Aaker (2004);
[245] Knox and Bickerton (2003);
[246] Knox and Bickerton (2003);
[247] adapted from Knox and Bickerton (2003);
[248] Knox and Bickerton (2003);

used to position the brand. The positioning definitions model consists of four stages and comprises organizational attributes and its performance, portfolio and network benefits (see Exhibit 4[249]).

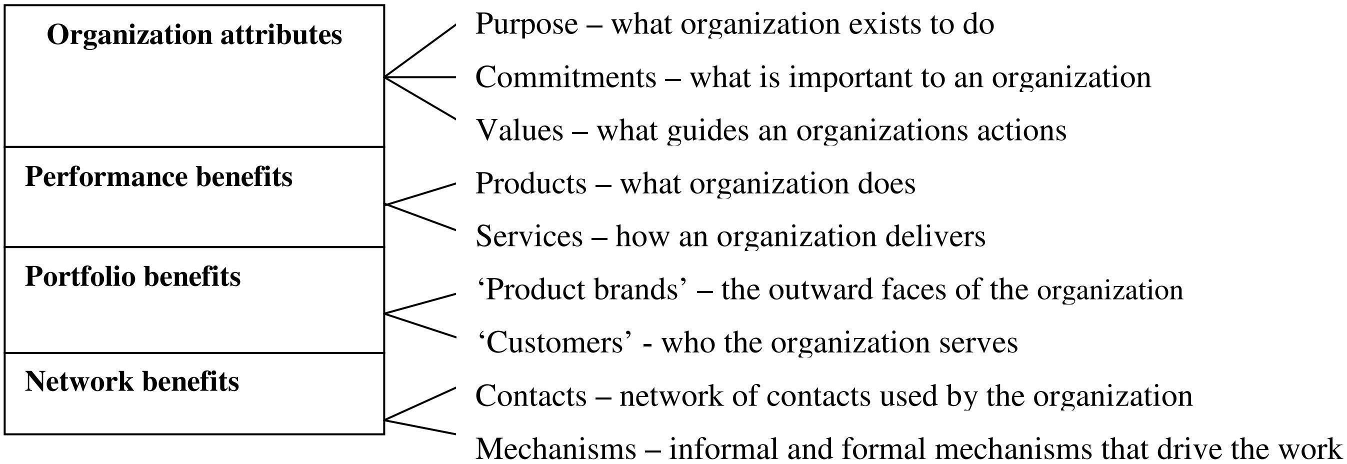

Exhibit 1: Corporate brand positioning framework: definitions

The framework above was a pilot project attempting to conceptualize some positioning approaches on the corporate level. The fact that they consider all mentioned elements on the corporate level, once again confirms the necessity of investigating the applicability of product brand positioning models, and also confirms that there is lack of research in this domain.

For a desired future position and current brand strengths and communications can be a good consensus. Effective communications can also enable the corporate brand to bridge customer values and corporate core values, which in turn strengthens brand positioning[250]. As it was noted by Kay, today corporate branding requires extensive market positioning efforts, because brands that are badly positioned can have inferior associations and undergo continuous changes of their positioning[251].

3. *Brand confirmation – articulating corporate brand proposition.* After it has been developed and communicated internally, the corporate brand position has to be articulated to the rest of the external stakeholders. Developed by the managers, approaches of communication and positioning give implications for further brand proposition[252]. Strong brands have to be distinctive in their product category, make

[249] Knox and Bickerton (2003);
[250] ibidem;
[251] Kay (2006);
[252] Knox and Bickerton (2003);

customers loyal and be less sensitive to price. So, for brands, the degree of differentiation becomes important to be able to sustain over time[253].

4. *Brand consistency – developing consistent corporate communications.* Brand consistency is regarded as having a pivotal role for successful brand development through communicational processes. An organization should group channels of stakeholder communication in terms of formality[254]. Consistency is especially hard to manage, when brands are being introduced into other cultural contexts, where their meanings can be derived differently from those in the home market[255]. Therefore a holistic communicational approach is required at all corporate levels.

5. *Brand continuity – driving the brand deeper into the organization.* Managers need to introduce a holistic approach to corporate branding consisting of strategic development, operations, communications and knowledge management, which would cover the business process of value delivery.[256]

6. *Brand conditioning – monitoring for relevance and distinctiveness.* The final step of corporate brand management is to continuously monitor organizational brand development. Here, the main managerial task is not only to communicate corporate brand proposition, but also to ensure that this communication is reflected in organizational behavior and supported by the business procedure to deliver customer values[257].

Strong corporate brands are only successful if the organization creates a connection between its products/services and its activities, which in turn create meaningful associations or representations. Corporate brands can sustain anti-branding attacks easier, since they are connected to customer values. Therefore to effectively manage the corporate brand, all processes are vital, especially for positioning issues.

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[253] Kay (2006);
[254] Knox and Bickerton (2003);
[255] Kay (2006);
[256] Knox and Bickerton (2003);
[257] ibidem;

5 Positioning As a Blueprint

5.1 The Concept of Identity in the Field of Positioning

In order not to forget the purpose of the discussion, it should be recalled what positioning means and which questions, and relative answers, it encompasses. According to Kapferer[258], to position a brand is to emphasize the distinctive characteristics, which make it different from its competitors and appeal to the public. In order to do that, there is the need to answer to "W" questions regarding the assessment of competitors, target, product usage and usage occasions. However, to answer, a journey into the heart and soul of the corporation must be undertaken; or in other words, its identity must be defined. According to Margulies[259], the search for corporate essence is the first and most important step in successful corporate positioning. So, when dealing with a corporate brand, it is rather hard to find solutions to these questions if there is not a strong sense of corporate identity.

The identity concept is especially powerful at corporate level concerns, since it encompasses answers to two fundamental corporate related questions, which are "Who are we?" and "What are we? [260]" The first question resides more on the organizational level of defining values and underlying principles of the corporation; while the second question primarily refers to corporate identity as a whole. The concept of identity was addresses by a number of researchers[261] and many of them define it as the essence of the corporation. Thus, defining corporate identity is a start towards the positioning process, though it is not as simple as it might appear, since it involves several different dimensions. However, when a corporation develops a clear idea about itself, its business, priorities and desired stakeholder perceptions[262], its identity is fairly easy to define.

In general, identity is rather a complicated concept; for example, Balmer[263] characterizes identity as complex, variable and heterogeneous, and when it comes to corporate identity, it adds another dimension to the complexity[264]. Corporate identity is about the behavior of the corporation, as much as appearance; and certainly about reality, as much as symbolism: whenever behavior and appearance are linked, real corporate identity emerges[265]. Here, behavior can be explained as the part, when the corporation pays attention not only to the visual appearance of its products (packaging), but also emphasizes the importance of product quality, pre or post purchase service, and overall corporate culture. In other words, the corporation should attempt to

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[258] Kapferer (2004);
[259] Margulies (1977);
[260] Balmer and Greyser (2005);
[261] See for example Balmer (2007), Balmer and Greyser (2005); Urde (2003), Margulies(1977);
[262] Olins (1979);
[263] Balmer (2001);
[264] He and Balmer (2007);
[265] Olins (1979);

put actual meaning behind all the symbols that they use to form a clear corporate identity. Corporate identity is about behavior and appearance that symbolize, reflect and underline the reality at the same time[266].

He and Balmer[267] suggest three factors that affect the interest of researchers and practitioners in corporate identity studies. First, corporate identity started to be metamorphosed to more central elements of the corporation, such as strategy, structure, and culture. Second, it became apparent that on the corporate level, not only consumers, but employees and other stakeholders are also concerned with identity issues, thus a shift occurred from an external to an internal emphasis. Consequently, strong corporate identity revealed the potential to give a distinctive competitive edge to the corporation, and when managed well, to provide the corporation with a sustainable competitive advantage. This is made even clearer, through "[t]he Strathclyde Statement[268]", i.e. the International Corporate Identity Group's initial statement; here, it is declared that "[c]orporate identity management is concerned with the conception, development and communication of an organization's mission, philosophy, and ethos. Its orientation is strategic and is based on corporate values, cultures and behaviors. As such, it can positively affect organizational performance, e.g. its ability to attract and retain customers, achieve strategic alliances, recruit executives and employees, be well positioned in financial markets, and strengthen internal staff identification with the firm[269]".

Corporate strategy is suggested to have a corporate identity program of its own, where the latter consists of an activity, which requires commitment of the corporate leader at all times, primarily derives from within and is the essence of the corporation[270]. Various frameworks of corporate identity have been suggested throughout history[271] and many of them encompass components such as culture, mission and vision, the consequent image of the corporate brand in the minds of its stakeholders, and so on. To summarize, it is suggested that strategic vision, organizational culture and corporate image[272] are linked to one another in a continuous process and form the basis of corporate identity that is a part of the brand platform[273].

As defined by Margulies[274], corporate identity is the combination of ways a corporation chooses to identify itself vis-à-vis all its stakeholders; here the community, customers, employees, press, present and potential stockholders, security analysts and investment bankers are some of the multiple stakeholders that a

[266] Olins (1979);
[267] He and Balmer (2007);
[268] Balmer and Greyser (2005);
[269] Balmer (2007), p.17;
[270] Olins (1979);
[271] see for example Ind (1997), Balmer (2007);
[272] Hatch and Schultz (2003);
[273] Kapferer (2004);
[274] Margulies (1977);

corporation has. As mentioned above, corporate vision, organizational culture and corporate image are concepts that jointly form the basis of corporate identity, whose program should be an effective cooperation between the people standing behind these concepts, i.e. top management (vision), corporate culture (employees), and other external stakeholders (corporate image).

5.2 Role of Values in the Corporation and Its Positioning

As defined by Balmer and Grey[275], corporate identity is the reality and uniqueness of an organization, which is integrally related to its external/internal image and reputation through corporate communication, where the latter is the process through which stakeholders perceive corporate identity and image. During the recent years, corporate identity and image have become topics of interests for several researchers. According to Balmer and Greyser[276], the reason why this field has gained increasing attention is that managing corporate identity and image has acquired more significance in the overall performance of the corporation. Balmer and Grey suggest ten environmental forces[277], which contributed to the growing role of corporate identity and its communication to all the corporate stakeholders. Among these forces are acceleration of product life cycles, as well as the growing number of mergers and acquisitions. Corporate leaders have realized that, when not taken into account and not managed effectively, forces in the external and internal environments have the potential to be harmful for the corporation in all its aspects, starting from corporate image and reputation to the damage of corporate positioning.

The choice of a positioning strategy greatly depends on corporate identity and its meaning in the eyes of all corporate stakeholders. Corporate brand language is used to communicate corporate identity and position it in the minds of its stakeholders through corporate communication for the end result of creating corporate brand image. Brand language tries to express corporate brand values that ideally should be embedded in corporate identity. Here, it is important to develop the identity with the knowledge of stakeholder values, since identity is most successful and homogeneous if it is shared by the stakeholders. However, it is important not to incur in the risk of losing corporate identity[278], by letting the stakeholders superimpose. On the contrary, the corporation should strive to always fulfill their expectations. The corporation does not operate in a vacuum, but in a dynamic environment where stakeholder perceptions, needs and wants change over time; thus it is important to follow the ongoing process of incorporating the 'added value' component to the equation, meaning to have an identity that encompasses values shared by stakeholders. Urde[279] suggests a

[275] Balmer and Gray (1999);
[276] Balmer and Greyser (2002);
[277] Balmer and Gray (1999);
[278] Kapferer (2004);
[279] Urde (2003);

model that shows the value foundation of a corporate brand, enabling to observe how corporate identity is multi-leveled and how the process of corporate brand value formation is an ongoing interaction between the identity of the consumer (added values), the brand identity (core values) and the organizational identity (organizational values); in other words the interaction between the defined levels has a continuous character.

As stated by Christiansen et al.[280], the act of interpreting and reinterpreting these levels affect the image and identity of the corporate brand. The mission of a corporation is an unmistakable driving force and expression of overall corporate goals[281]. Moreover, as explained by Aaker[282], goals equal to the identity; while current reality equals to the image and when combined with vision, source of inspiration and challenge[283], all the values blend to become part of the corporate identity. On a corporate level, when core values are shared and reproduced by different products, it is easier to maintain an overall shared identity, thus a stronger corporate brand. Core values need to be understood and shared by corporate stakeholders; this is when the relationship between the defined levels of identities becomes visible. Urde[284] defines core values as all-embracing terms, which summarize the brand identity and the guiding principles for every internal and external brand building process; it follows that the corporation's goal is to live its core values, thus its brand[285].

5.3 Positioning Implications on Corporate Identity Dimensions

Developing the strategic approach to corporate identity, Balmer and Greyser propose a framework of multiple identities called the ACID Test[286], which might be a useful tool for top management when dealing with corporate identity evaluation and assessment. The name 'ACID' is an acronym for five defined identity types: actual, communicated, conceived, ideal, and desired. Actual identity is self-explanatory: it constitutes current attributes of the corporation; communicated identity is revealed through advertising, sponsorship and public relations and represents what the corporation attempts to communicate to its stakeholders; conceived identity is defined by stakeholder thoughts and perceptions about the corporate identity, thus terms such as corporate image, and reputation can be used here; ideal identity is represented by the optimal positioning of the corporation; lastly, desired identity is the conception of the corporate identity in the corporate leaders' minds and it is usually derived from the vision of the corporation. These different views of identity, i.e. identity types might all refer to the same set of concepts and values, developed by the corporation as the overall corporate identity.

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[280] Christiansen and Askegaard (2001);
[281] Urde (2003);
[282] Aaker (1996);
[283] Urde (2003);
[284] ibidem;
[285] Harris and de Chernatony (2001);
[286] Balmer and Greyser (2002);

As Balmer and Greyser[287] notice, multiple identities might comfortably co-exist within one corporation or as mentioned by Albert and Whetten[288], organizations are hybrids composed of multiple identity types. Here, the essential aim is to be able to manage the alignment of these identity types, since any kind of misalignment might be potentially problematic for the corporation. In other words, when corporate rhetoric (communicated identity) is ahead or behind reality (actual identity); where vision (desire identity) is at odds with strategy (ideal identity); or when corporate performance or behavior (actual identity) falls short of the expectations held by key stakeholder groups (conceived identity)[289], then a conflict of identities is present. Thus, it would be best to manage identities and establish harmony again. This process of identity management and misalignment management should not be a one-time action, but rather a part of the overall corporate strategy, since the external, as well as internal environments are dynamic and change affected. To better illustrate the link between different corporate marketing concepts and identity types usually reflected in those concepts (or in the outcomes of the processes involving those concepts), a modified version of Balmer and Greyser's[290] table (Annex 3, p. 74) is presented.

Taking into consideration actual, communicated, conceived, ideal and desired identities, a parallel can be drawn with positioning, in order to highlight that the corporation has to deal with multiple external and internal stakeholder groups throughout the positioning process. These considerations are suggested in a modified table that reflects the involvement of stakeholder groups in the identity and positioning types.

Table 3: Involvement of stakeholder groups in identity and positioning types

Type of identity	Key stakeholder groups involved	Type of positioning[291]
Actual	Internal (those who "make" the company)	Actual
Communicated	Internal (marketing, communications) Marketing partners (e.g., advertising agency) Media (interpreting the company)	Communicate
Conceived	All external publics (e.g., financial community; government/regulatory sector; headquarters/local facility communities; customers/consumers)	Conceived
Ideal	Internal (e.g., strategic planning) External (e.g., financial analysts, regulatory/legislative entities)	Ideal
Desired	Internal (CEO/Board)	Desired

(modified from Balmer & Greyser, 2002)

[287] Balmer and Greyser (2002);
[288] Albert and Whetten (1985);
[289] Balmer and Greyser (2002);
[290] Balmer & Greyser, 2002
[291] cfr. De Pelsmacker et al. (2007), and Kapferer (2004);

Balmer[292] also highlights that these identity types have a temporal dimension and are usually manifested either in the past, in the present or in the future. One of these identity types, i.e. communicated identity is manifested in all three dimensions of time, while others manifest themselves only in past and present dimensions, e.g. conceived identity, or only in the present, as the actual identity or future, such as the ideal and desired identity. A closer examination of Table 3 enables to understand temporal characteristics of each of mentioned identity types, which is even clearer when analyzing the involvement of stakeholder groups in the process of identities formation. Some of these identities grow or are derived from corporate values that reside in corporate culture, reflecting corporate history; while others emerge as a result of corporate communication processes, when they are not implemented as desired and/or do not have the desired impact.

In some companies, history is important to identity[293], because history defines who and what they are. Here, it is relevant to introduce heritage as part of corporate identity. Heritage might refer to the brand and/or the corporation. Urde[294] reports brand heritage as a brand identity dimension found in its track record, longevity, core values, use of symbols and particularly, in the organizational belief that brand history is essential. On a corporate level, brand heritage encompasses three dimensions: past, present and future. Thus, the corporate brand bases its positioning and values not only on the already lived history, but upon a promise of growth and future brightness, which might give different emotional responses for different stakeholder groups; for example, the employees may have a strong sense of pride; investors may have a sense of accomplishment; the customers a sense of satisfaction etc. Subsequently, the mere existence of heritage can be played as a competitive tool and a valuable differentiating factor in the competitive arena. Blending the heritage aspect of corporate identity into the equation, it is suggested that it should be flexible and adaptable[295] to help the corporation modifying its identity and positioning, without shattering corporate value foundation of corporate brand identity and meaning. Adding corporate brand identity to already mentioned identity types, it might be said that these six resulting identities represent the six forces impinging upon any corporate entity: reality, communication, perception, strategy, vision, and the promise contained within the corporate brand[296].

Corporate positioning strategy is towards a desired identity, moreover the conceived identity is on the other side of the communication process and, if it is different from actual identity, that is the present positioning. Actual and desired identities of each corporation require special attention in terms of corporate culture and leadership; conceived identity might lie behind the actual identity, since it often takes time for stakeholder

[292] Balmer (2001);
[293] Urde, Greyser and Balmer (2007);
[294] Urde, Greyser and Balmer (2007);
[295] Urde, Greyser and Balmer (2007);
[296] He and Balmer (2007);

groups to recognize incremental changes in reality[297]; this is where corporate positioning strategy is essential to favor the alignment of the identity types.

5.4 Role of Organizational Structures

When discussing corporate identity, organizational structure represents a necessary pillar, since according to many authors[298], it influences identity and defines corporate brand architecture. Organizational structure is not only one of key determinants of corporate identity, but it also supports the system of visual identification[299] used through the corporation and its subsidiaries or business units. Olins and Ind[300] describe three types of identity structures, which are monolithic, endorsed or branded, precisely depending on the corporate organizational structure. The identity structure is monolithic, when one visual identity, i.e. name, logo or symbol is used throughout the corporation; the identity is endorsed, when subsidiaries and business units have their own visual identity, but there is a clear reference to the parent corporation; and identity is branded when the visual reference to the parent corporation is not made. Complex organizational structures face difficulties in effectively communicating corporate identity and positioning; and in this regard Van Riel and Ind[301], suggest that a branded identity is the most appropriate corporate identity structure.

Albert and Whetten suggest that publicly presented identity would typically be both more positive and more monolithic than the internally perceived identity[302] if the discussion is about the classification of public and private identity types. The greater is the discrepancy between the way the corporation is viewed by the public and the way the corporation views itself, the greater the gap between actual and conceived identities, which brings us to a misalignment and the need to be managed. In other words, the positioning strategy has not been successful.

Throughout years, academics and researchers have developed more than one typology of corporate identity architecture, based on different variables. Approaches to corporate identity structure were taken even further by Van Riel[303] putting two dimensions together. The first dimension is 'parent visibility; which is the extent to which the choice of corporate communication reveals the parent corporation behind the brand. The second dimension is called 'content guiding', which is the communication within the corporation and the extent to which the subsidiary is guided by the parent. Depending on these two variables, Van Riel suggests a new

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[297] Balmer and Greyser (2002);
[298] See foe example Olins (1978) and Ind (1997);
[299] Stuart (1999);
[300] Olins (1978) and Ind (1992) cited in Balmer and Greyser (2005);
[301] Van Riel (1995) and Ind (1997) cited in Stuart (1999);
[302] Albert and Whetten (1985);
[303] Van Riel (1995) cited in Balmer and Greyser (2005);

classification, i.e. endorsed, uniform, variety and hiding models. These come about depending on the strength of two mentioned variables.

Margulies[304] mentions that high visibility of divisions of a corporation is not particularly desirable, when the parent corporation does not have a well established identity. It only damages the parent corporation. By now, it is apparent that organizational structure influences corporate identity architecture and in the era of globalization, in our dynamic world, where the number of larger corporations is peaking, the change of organizational structure over time is inevitable, consequently bringing change of identity with it. Now it becomes apparent that any identity change underpins the different stages of the corporate life cycle[305]. This can happen due to different reasons such as environmental complexity, duality by default, the problem of identity divestiture, when the corporation is growing, and or entering a second domain of activity because of business success[306]. In any case, strong corporate identity is fundamental, because without corporate identity, discussions about corporate brand image, reputation, communication and positioning are in vain. So, when defining corporate identity and deciding on corporate positioning strategy, it is recommended[307] to take into account the type of organizational structure and the field of operation or industry, and carefully consider the forces acting on its particular structural type. Here again, it is worth mentioning that according to Van Riel and Balmer[308], the problem of effectively communicating desired identity, and thus positioning the entire corporation encompasses the fact that most existing methods suggested and used refer to product brands rather than to corporate brands.

5.5 Integrating the Concepts Management

According to Albert and Whetten[309], an adequate identity statement should satisfy the criteria of central character, distinctiveness and continuity. In other words the identity statement should express the essence of the corporation, encompassing different levels of values, try to differentiate itself from existing competition by making its unique characteristics visible and have a heritage that represents the features that are stable overtime, but have a degree of adaptability to them. Here again, one encounters the concept of positioning, because by differentiating the corporation in its field of competitors, it answers one of the main questions of positioning[310], as mentioned in the beginning of the chapter. As suggested by Balmer and Gray[311], corporate communication is particularly important, because it forms the link between corporate identity and the

[304] Margulies (1977);
[305] Balmer and Greyser (2005);
[306] Albert and Whetten (1985);
[307] Minzber (1989) cited in Balmer and Greyser (2005);
[308] Van Riel and Balmer (1997);
[309] Albert and Whetten (1985);
[310] i.e. What, When, For Whom and Against Whom;
[311] Balmer and Gray (1999);

conveyed strategic objective of acquiring a favorable corporate reputation. In today's unstable business environment, corporate identity and corporate communication can equip corporations with a distinct competitive advantage, when these tools are viewed and managed from a strategic perspective.

As mentioned above, Balmer and Greyser [312] compare the two frameworks of corporate branding: which are the six Cs and the eleven Ps. The Character aspect of the six Cs and the aspects of philosophy, ethos, product, price, performance and positioning (defined here only as the organization's position relative to its competitors) from the eleven Ps of corporate marketing are put into comparison, serving the same purpose of defining corporate identity. The Character[313] aspect is described as the factors that, when taken as a whole, make one entity distinct from another, and the factors include key tangible and intangible assets of the organization as well as organizational activities, markets served, corporate ownership and structure, organizational type, corporate philosophy and corporate history. And here again, the main underlying concepts of brand identity can be seen explaining the character aspect of the six Cs of corporate branding. Corporate identity provides the foundation for other corporate-level concepts such as corporate branding, corporate communications, corporate positioning, corporate image, and corporate reputation[314].

It becomes clear that corporate identity needs to be managed and the extent of effectiveness of the management depends well upon the corporate identity mix. The most influential of corporate identity mixes is that of Birkigt and Stadler[315], which consists of the three elements: behavior, communications, and symbolism; while Balmer and Soenen[316] suggest different elements of mind, soul, and voice, as well as Melewar and Jenkins[317] suggest that it encompasses behavior, corporate culture, and market conditions. Balmer[318] goes further and builds on these concepts suggesting that there is identity and identity management mix, where the latter includes components that ought to be considered when managing the corporate identity. This distinction is particularly important, because here it highlights the idea of not only forming a corporate identity based on strategy, structure, communication, culture and etc., but also trying to maintain it throughout time and use it for the good of the corporation.

[312] Balmer and Greyser (2006);
[313] ibidem;
[314]He and Balmer (2007);
[315] Birkigt and Stadler (1986) cited in He and Balmer (2007);
[316] Balmer and Soenen (1999) cited in He and Balmer (2007);
[317] Melewar and Jenkins (2001) cited in He and Balmer (2007);
[318] He and Balmer (2007);

Identity provides the framework for overall brand coherence[319], moreover it is a concept that can balance positioning limitations and define brand language and some aspects of visual identification, unity of core values, organizational values and stakeholder added values. For the purpose of this study, the link between identity and positioning needs to be further investigated. Kapferer suggests the term 'brand platform[320]', which comprises brand identity and positioning. When shifted to the corporate level, and considering the differences between products, corporate brands and their positioning and identity, one of the key differences to take into account is the existence of multiple stakeholders. This may mean that a set identity should be exploited against a precise set of competitors with a number of stakeholder groups. For existing brands, positioning derives from identity[321]; given the discussion about corporate identity, the affirmation of this casual link leads to suggesting the same conclusion for the corporate brands as well.

All consumer choices are made in comparison, so the product will be considered only if it is clearly part of the selection process[322]. Depending on the type of positioning chosen, the corporation needs to differentiate itself and make the choice easier for consumers by not letting them guess[323] what makes this corporation so unique and worth the choice. It might be concluded that when managed well, a strong corporate identity can serve this purpose to the best. At this point in the discussion, it may be argued that a major difference between corporate brands and products brands resides within their identities. In other words, a corporate brand aptly relies on its identity in order to exist and survive in a competitive environment. Thus, it may be observed that corporate brands need to communicate their identities to the prospects in order to be considered valuable, relative to the competition. Given that positioning is a concept primarily concerning communication, corporate brands are suggested to largely rely on corporate identity when positioning their brands. Here, again, it is worth recalling the research question of the investigation, i.e. "*to what extent, can a product brand positioning model be used to analyze corporate brand positioning?*" The relevance of the inquiry is confirmed in that brand identity is reported as a fundamental element in corporate brand positioning. It follows that it is legitimate to verify the saliency of brand identity as a dimension of corporate brand positioning.

5.6 Corporate Brand Positioning

Corporate brand positioning can be defined as the compass of brand identity, directing the corporation to the place where it can leverage the most powerful position in the category in which it competes and establishes a

[319] Kapferer (2004);
[320] Kapferer (2004);
[321] Kapferer (2004);
[322] ibidem;
[323] Ries and Trout (2002);

mostly powerful position within the lives of its potential consumers/customers[324]. It is important to note that brand identity in this sense should be understood as the brand's expression that communicates both to internal and external stakeholder groups. For positioning purposes, the corporation can start with defining brand's DNA, i.e. the source of reference of all internal and external, brand and marketing activities. This means that in the corporate brand positioning process the elements of the DNA should be conveyed. Those elements include emotional benefits, rational benefits, brad proposition, brand personality, business culture, consumer culture, self-image and social image. Therefore, the corporate brand positioning process has a complex set of elements that are to be managed simultaneously. Only when all these elements are managed, i.e. when brand DNA has been incorporated in each element of the organization (whether it is a web-site, advertising or a marketing program), it can be used for brand development, revitalizing positioning or repositioning strategies[325].

In contrast with the product brand positioning based on 4Ps, corporate brand positioning deals with other elements: organizational reputation, product and service performance, product and customer portfolio and networks. Management of those elements has been incorporated into the supply chain[326]. This approach is only possible to execute if implemented into organizational core processes, thus it can create and deliver values to customers/consumers. Since the marketing mix changes, it brings upon a change of factors behind it, such as expenditure and communication. If in product brand positioning the market expenses are more channeled and focused, and create an opportunity for short term sales boost, in corporate brand positioning they are extensive and long term, but also create an opportunity for long term return on investment. In regards to the communication processes, in case of product brand positioning it is more focused with a more specific target, while in corporate brand positioning, it is more diverse and communicated through multiple channels to multiple stakeholder groups. To sum up, it is worth mentioning that product brand positioning uses brand attributes as the source for communication prompt, while corporate brand positioning takes a deeper insight into the whole corporation.

It is important to note that corporate brand positioning represents an on-going process: brand managers cannot push customers to a particular brand positioning, but they can encourage them to percept a desired positioning by strategically and tactically developed marketing actions[327]. For product brand positioning, the product brand as a source is exhaustible, because it is related to product life cycle. This also implies that the corporations are more reactive to competitive attacks, thus tactical, when using product brands. On the

[324] Upshaw (1995);
[325] Ellwod (2002);
[326] Knox (2004);
[327] Upshaw (1995);

contrary with a corporate brand, changes are slow to take place in the corporation, thus making the corporation less reactive to competitive attacks, even though the corporate brand is more sustainable and strategic. Above all, marketers cannot control how the brand is positioned within customers' mind[328], but can only influence this process. Successfully positioned brands achieve a state of *equilibrium*, i.e. they are balanced between managerial desired positioning, need and wants of the stakeholders and the absolute and perceived product and/or service performance. Such successful positioning should be both relevant to the needs and wants of the stakeholders, and be credibly derived from that particular brand[329].

The managerial perspective of product brand positioning compared to corporate brand positioning has essential differences as well. These include, but are not limited to the product brands being managed by brand managers and product centered, and the corporate brands being managed by CEOs or top management teams and include identity management. The major differences between positioning product brands and corporate brands are given in the table below.

Table 4: The difference between product brand and corporate brand positioning

Characteristics	PBP	CBP
Basis	competitive advantage of the product attributes that distinguish brand among competitors	brand identity which leads the corporation to the position/repositioning where it can leverage the brand most powerfully
Drivers	4Ps	4 elements of: organization's overall reputation; product and service performance; product and customer portfolio; and networks, all of which management has incorporated into supply chain
Functional dynamic	Exhaustible resource	Ongoing process
Implemented by	Brand managers	Entire corporation
Market orientation	Target market **(strength)**	Multiple stakeholder groups. **(strength)**
Offer	Benefit delivery/transaction oriented **(strength)**	Value deliver/relationship networks oriented **(strength)**
Outreach	Limited audience **(weakness)**	Diluted audience **(weakness)**
Expenditures	Channeled and short term **(strength)**	Extensive and long term **(weakness)**
Purpose	Boosting sales **(strength)**	Long term consistent sales growth **(strength)**
Message	Multiple but very specific **(strength)**	One, but very broad**(strength)**
Message developers	Marketing departments	CEO & top management
Strategic planning	Product centered	Identity and product centered

In contemporary markets, it is obvious that trustful relationships with the target audience can only be created by those brands that would persuasively and realistically communicate their relevance to all stakeholder groups. In so doing, these brands might strongly sustain competitive rivals. Such brands clearly and consistently deliver benefits and build complex networks of relationships. Such brands are corporate brands,

[328] ibidem;
[329] Upshaw (1995);

and when properly communicated, they might better set their powerful positions among large stakeholder groups.

In order to research the usefulness of a tool within a field, both tools and the field of application should be considered. Existing positioning models have been presented in chapter 3; while this chapter discussed an overview of the sensitive issues when comparing corporate brands and product brands, or CBP and PBP. Here, again, it is worth recalling the research question of the investigation, i.e. "*to what extent, can a product brand positioning model be used to analyze corporate brand positioning?*" As demonstrated in this chapter, corporate brands and product brands differ in many of their dimensions, even though they present some similarities also. Since existing positioning models have been developed mainly for product brands, which differ from corporate brands, it can be argued that it is legitimate to wonder whether these models are also applicable to CBP. It follows, that the relevance of the research question is confirmed once again, allowing proceeding to assess possible modifications needed for product positioning models to be used in corporate branding.

6 Analysis and Results

Usage of concepts implies some kind of measurement[330], even in qualitative research, in order to see distinctive differences, explore dynamics of a relationship and maybe be able to suggest future actions. Positioning of a brand is communicated through various channels, but for the purposes of this study and taking into account the limitations, the authors chose one channel, that is advertising. The empirical part of the research includes an analysis of 225 television commercials of 76 brands (approximately three per each) that were selected as top-of-mind and belonging to the list of world's Top 100 brands[331], as well as the ones that run commercials globally, and currently.

The purpose of the empirical analysis is to reveal to what extent the brand is communicated as a product or a corporate one, and to what extent the brand behind it has the attribute of a product or a corporate brand. Latter is revealed with the help of elements explained in the coding (Annex 1, p. 72) that help to define the complex of attributes surrounding the corporate brand. The corporation's overall outreach as either a corporate or a product one is assessed based on a decimal scale of 0 to 10 the higher score having more corporate and the lower score, having more product outreach. When analyzing the commercials, authors made records of observations, examples of which can be found in Annex 5 (p. 77), where as well, there is the list of brands analyzed, and overall scores (Annex 6, p. 80). Once again, the evaluation of commercials is based on two criteria, the first of which is labeled as 'brand outreach' (product vs. corporate). This criterion helped the authors to form a line-scale of brands based on certain characteristics that were observed in the commercials. Some of those elements include referral to community members, the environment, employees or the overall office environment. And as mentioned above, a more detailed explanation of these elements is given in the coding available in Annex 1 (p. 72). As a consequence the line-scale assesses the extent to which the corporation has corporate outreach and communicates to multiple stakeholder groups. The line-scale is reported below and the reader is able to see the differences between analyzed brands and is also able to connect it to the short descriptions and the coding system provided in Annex 1 (p. 72).

[330] Bryman and Bell (2007);
[331] Interbrand [online], accessed 21st May 2008;

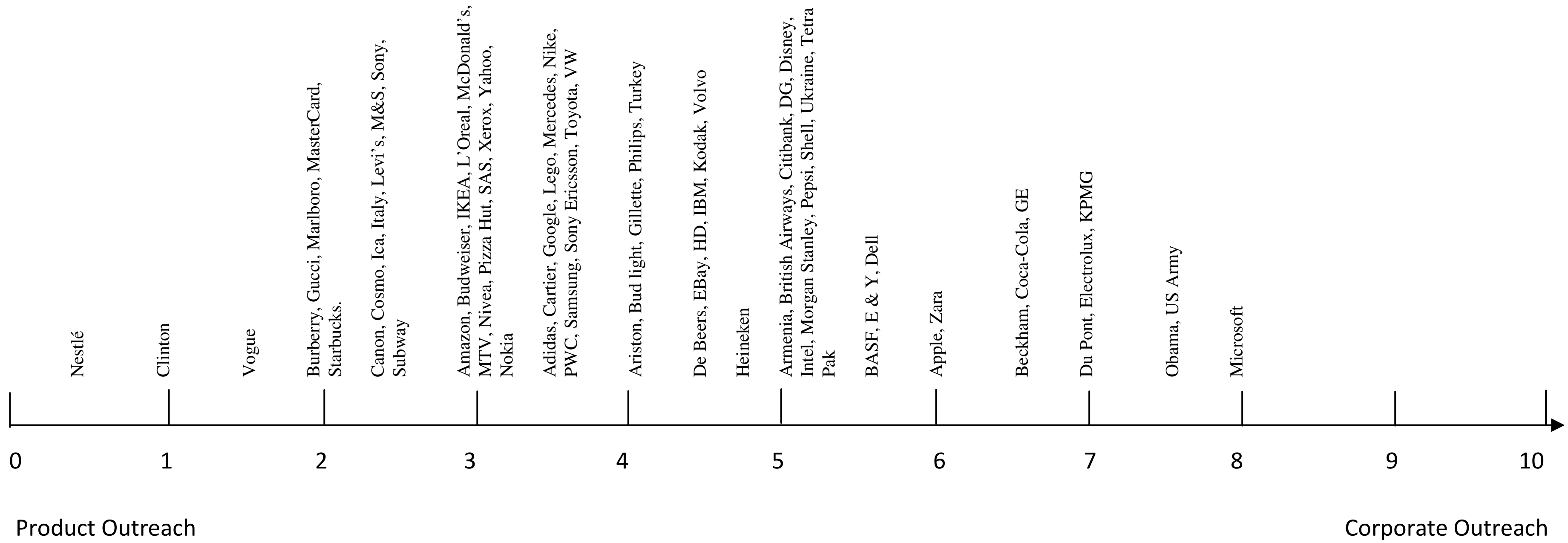


Exhibit 2: Brand Outreach: product vs. corporate.

0-1. This group of brands is suggested as having mostly product outreach, and includes brands such as Nestlé. Here prospects can distinguish product outreach of the brands, e.g. Nestlé is communicating convenience and freshness (track Nestlé1, Nestlé2), and the emphasis on product benefits. This might be a typical example of corporations that adopt product brand or hybrid strategies.

1-2. This category includes brands such as Gucci and Burberry as having a more product outreach, as well as Starbucks, while being corporate brands in the sense of brand architecture (Annex 4, p. 75). One might argue that commercials of this brand group have mostly product outreach, where segmentation and product advantages are the main focus. For instance, Gucci commercials (track Gucci3) are typically customer segment oriented and the emphasis is on conquering a luxury lifestyle, i.e. brand emotional benefits. On the other hand, Starbucks has product related commercials (tracks Starbucks1, Starbucks2, Starbucks3), but it is corporate brand in its architecture. MasterCard presents product benefit-related commercials for the segment of customers looking for easy payments (tracks MasterCard1, MasterCard2), despite of its corporate architecture. At the same time, Marlboro is not emphasizing the product at all: the commercial shows only the legendary cowboy image of the brand (track Marlboro1). However, this might also be due to the fact that in some countries tobacco commercials are prohibited. Clinton and Vogue are also in this group of brands, showing that they fail to address a larger audience and concentrate their efforts on brand benefits.

2-3. In this group, the commercials are moving from having a solely product benefit outreach to adding just a little bit more to the outreach, in order to address a larger number of stakeholder groups. For example, Marks & Spencer focuses not only on product benefits and value for money (e.g. tracks M&S1, M&S2), thus addressing consumers, but it is also tempting to involve them in a relationship. Another example is Subway, which focuses on product benefits, but is capable of communicating a differentiated positioning, i.e. fresh and healthy fast-food (tracks Subway1, Subway2). Others, such as Levi's, visually mention their heritage and history (tracks Levis1, Levis2). Some emphasize brand colors (track Cosmo2) and environment (track Italy1) or invite the audience to get to know the "behind the scenes" of the brand (tracks Ica1, Ica2).

3-4. Following the ascending approach, this group includes brands that are corporate in their architecture, but emphasize product related features (tracks Ikea3, Sas3, Nokia3), as well as brands that are product in their architecture, but do not advertise solely the USP: instead they give insight of the points-of-truth and the personnel (tracks McDonalds3, McDonalds5). Some of these brands are strong, but limit their audience (track Adidas1), and do not convey the differentiation even if they communicate the heritage (track Lego1), or still focus attention on product features (tracks Toyota2, Toyota3). Thus, this group still circumscribes its communication target.

4-5. This group of brands is clearly moving towards the direction of broader outreach. Some brands in this group have global recognition and are corporate in their architecture (e.g. Kodak); and a direction is seen in building a rather strong product brand that can serve as a basis for developing a strong and solid corporate brand. The elements of commercials from this group of brands appeal to larger audiences than just customer groups (track Turkey1). Here, we see brands such as DeBeers, which focuses its communication on the involvement of the prospect in a long-term exclusive relationship (track DeBeers1). Heineken also belongs to this group, with a commercial suggesting word-of-mouth and social environments, appealing to sponsorships and endorsers, among others (see tracks Heineken1, Heineken2). Interestingly, Gillette finds itself in this group; in fact, the commercial visually conveys environmental care and portrays an endorser (see track Gillette1).

5-6. This group of brands includes architecturally corporate brands that have a clear transition towards the corporate outreach (British Airways, Armenia, Pepsi, Morgan Stanley, Ukraine, BASF, Dell, Ernst& Young). The audience is enlarged and the communication incorporates elements of CSR. The message is addressed also to employees (tracks E&Y1, E&Y3), internal and external stakeholders (tracks Ukraine1, Armenia1), as well as implicit insights of the corporation (see track Basf1), its culture and respect for diversity (see track Apple2) or media relationships (see track Zara2). This group of brands is close to the middle, thus it can be said as having a more corporate outreach than a product one.

6-7. This group of brands is getting closer to a perfect corporate outreach, even though the communication message cannot be said complete (e.g. Apple, Coca-Cola, GE). For example the Beckham brand has a clear corporate emphasis in its more recent commercials (tracks Beckham1) and its efforts are visible in the variety of elements conveyed. In this group, Coca-Cola attempts to convey its corporate outreach by guiding the prospect in ‘behind the scenes’ voyage, thus mitigating the image of huge distant corporation and providing an idea of transparency (tracks Coca-Cola1, Coca-Cola3); General Electric communicates environmental care and CSR (track GE1), while Zara provides a tour within the corporate culture and organizational strengths (track Zara1). At the same time, these brands are still presenting product elements (track Coca-Cola2), which would suggest a possible co-existence between corporate and product outreach.

7-8. This group of brands tends to communicate to more stakeholder groups, has a focus on CSR and perspective stakeholders. For example, DuPont emphasizes its research-related role, thus appealing to the community (track DuPont1); Electrolux brings up interactions with communities and employees (track Electrolux3), KPMG emphasizes its interest in perspective stakeholders (tracks KPMG1, KPMG2), or Barack Obama illustrates brand history (track Obama) and US Army shows the working environment (track Usarmy2). These communication efforts are characterized by a comprehensive set of elements going beyond the mere product-consumers relationship.

8-9. This level of outreach is characterized by a message that addresses nearly every stakeholder group and includes elements such as heritage, culture, diversity, environmental care, CSR, etc. In other words, these brands implement a broad communication and reach out to more stakeholder groups, also giving insight of the corporation. However, Microsoft Inc. is the only brand that can be placed in this group, since its commercials comprise all the required elements (track Microsoft1). However, the ingredient of differentiation is missing, similarly to that of the competition.

9-10. Finally, the last group of brands could be called having corporate outreach. This level is characterized by the most advanced corporate-outreach, which means that it might appeal to a higher number of stakeholder groups, tell a story of how the corporation is organized, address employees, partners, customers, developers, etc., containing elements of CSR and heritage. According to the general notion of brand positioning, the communication would also convey differentiation and would refer to the competition. None of the analyzed brand commercials respond to these criteria. Thus, none of the brands is placed in this group. The line-scale provided and explained above serves as a basis and a starting point for the discussion. This analysis includes only one dimension of brands, but given the theoretical concepts explained throughout the study, the authors feel that it is a vital dimension in itself and deserved a thorough and separate explanation.

As mentioned above, in the overall analysis there are two criteria, one of which is explained in detail above. The second one is labeled ‘positioning message’, which represents the extent to which the brand is positioned based on constantly mentioned positioning dimensions, also known as Kapferer[332]’s positioning rhombus questions. Those dimensions define brand competitors, its target segment, brand usage and usage occasions. In other words, these dimensions served as basic criteria to define the extent to which the brand is

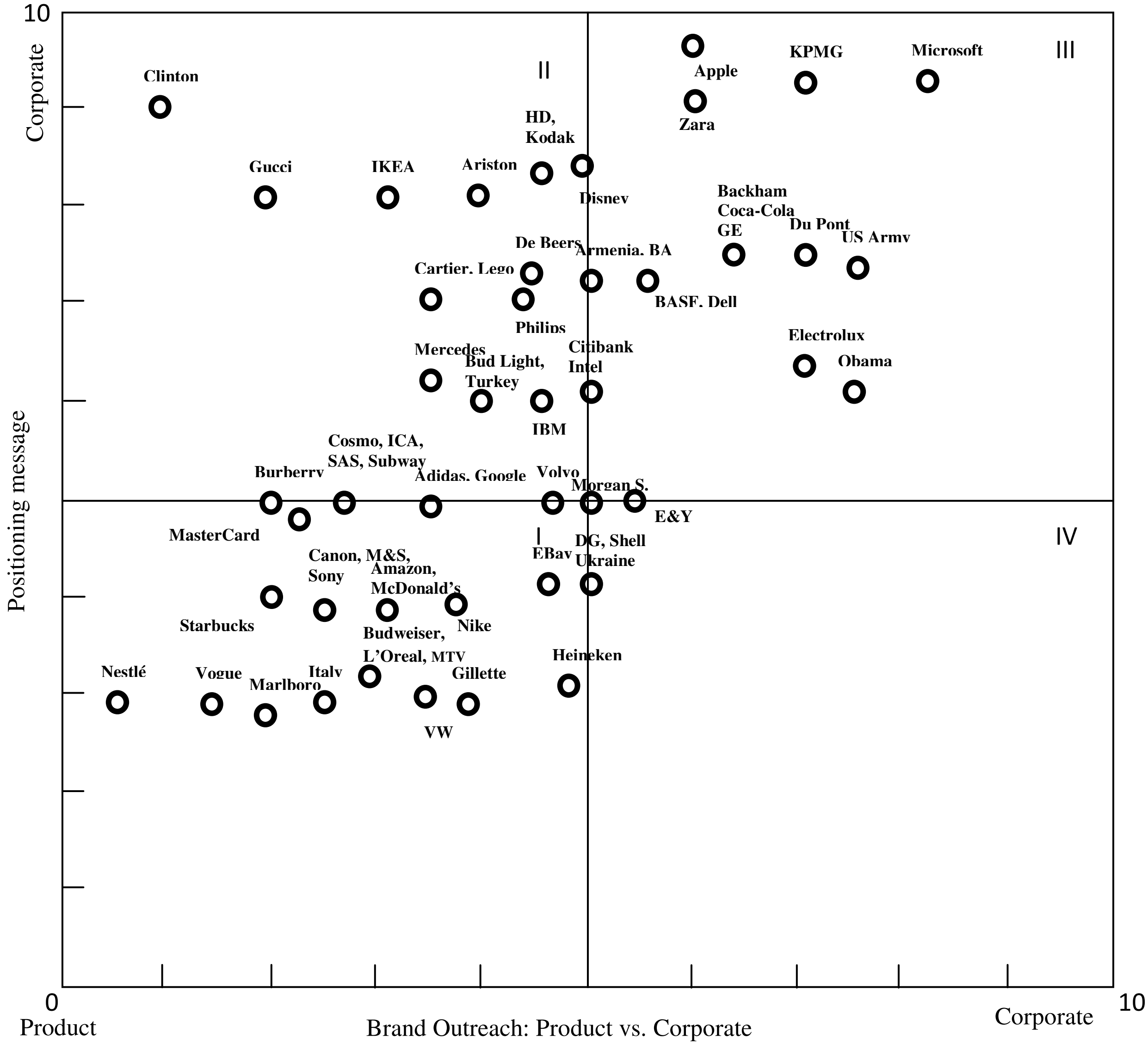
[332] Kapferer (2007);

positioned. Here also the authors see the empirical analysis through the lens of the research question that is "*to what extent a corporate brand positioning can be analyzed through product brand positioning models*".

Just as with 'brand outreach', when grading the 'positioning message' the authors used a decimal scale from 0 to 10, 0 being the lowest and 10 being the highest for conveying the positioning message. The grading was based on existence or absence of the following attributes in the commercials observed: vision/aim, differentiation proposition, the fulfilled need, permanent core of the brand, values, recognizable signs, brand promise, target segment, brand usage and occasion and competitive arena.

These variables have been chosen to be tested in addition to the rhombus elements, because they refer to the brand as an entity and comprise corporate elements such as vision and aim or the permanent nature of the brand. Moreover, these variables are designed to work on a more emotional level, rather than focus on the material level or specific product-benefits. On corporate level, these additional elements are communicated, while the PBP variables acquire a secondary role, and the brand is adopting a more corporate brand positioning. The use of these variables enables the authors to conclude whether they are necessary to analyze CBP and whether they might be suggested as suitable additional elements for developing a CBP model in further studies. This scale is added as the second dimension to the line-scale turning it into a matrix, where the line-scale is the abscise axis and the 'positioning message' is the ordinates axis. Adding on to the 'positioning message' dimension discussion, here again, the transition from product positioning to more corporate positioning can be observed as the scale goes up from 0 to 10. The end result of combining two dimensions is a matrix (exhibit 3) that has four quadrants including brands discussed earlier. Not all 76 brands are mentioned in the matrix, but the ones that are of most interest for the discussion, meanwhile the grades of both dimensions of all brands, thus their position in the matrix can be found in Annex 6 (p. 80).

Exhibit 3: Brand outreach/positioning matrix or CBP



6.1 Discussion

Quadrant I: Product outreach/product positioning.

This quadrant includes brands that have more product outreach. Also, in regard to the positioning message, these brands have a less clear positioning message, which primarily emphasizes the product usage and usage occasion. This quadrant is represented by brands from different industries, offering value for money to the customers/consumers (e.g. McDonald's, L'Oreal, Nestlé). However, it is worth mentioning that among them, there are architecturally corporate brands that position themselves primarily based on product dimensions (e.g. Sony). For example, Canon's communication responds to target, need and usage dimensions, but conveys neither the corporate vision nor its permanent nature. Being in this quadrant, the brands emphasize product positioning and product outreach, which gives them the chance to save funds that otherwise, would be invested in developing corporate culture, various trainings of employees, corporate events and so on. In this case, the brand has a chance to invest those financial resources in R&D and be ahead of the competition. Here, it is easier to manage competitive positioning, since the competition is clearer and not multi-leveled.

This quadrant contains architecturally product brands that communicate based on product positioning, which gives the corporation behind the brand an advantage of protecting their other corporate or portfolio brands from damage in case of positioning fiasco. This kind of positioning gives more short term sales growth and is more dynamic, as well as facilitates the liquidity of financial resources, ensuring enough cash flow. On the other hand, in this quadrant, the competition is intense, thus the brand needs to always be ahead of innovations and on the edge of new developments and techniques. For example Gillette (track Gillette3) launches a new model of its razors every one year or so, which makes it more difficult to come up with new and innovative product ideas after a while. These brands are easy to copy and are faked rather often. Due to all the mentioned factors, in this quadrant, there is a high chance of companies entering and exiting the market, because there is only so much a brand can do for product innovation and have a valuable offer for customers/consumers.

Hence, the brands can move to a different quadrant either by investing in their corporate brand and moving to quadrant IV, or being creative with the positing message conveyed in the commercials and addressing a larger audience. This change is not suggested in all cases. For example, some brands are comfortable and quite profitable in this quadrant for a long period of time (e.g. McDonald’s, Gillette), so there is no need for them to move to a different quadrant, unless there are not enough resources to sustain the competition.

Quadrant II: Product outreach/corporate positioning

This quadrant includes brands that have more product outreach, however, in regard to the positioning message, these brands have a clearer positioning message, which not only emphasizes product usage and usage occasion, but also implies reference to corporate brand elements such as vision and values.

Here, the brands are built on strong product features and innovation; normally, they provide USP to their target consumers/customers. These brands have a clearer positioning relative to the competition, since they convey the positioning message more explicitly in regards to their competitors. In this quadrant, brands can be the ones that evolved from quadrant I by investing more into corporate communication and providing more information for customers/consumers. This is an opportunity to capitalize more on advertising, but it can also be a shortcoming in case of giving more information to the same audience, which sometimes does not need that much information. For example, architecturally belonging to the Indesit Group, Ariston conveys a corporate positioning message (tracks Ariston2, Ariston3), where the brand identity, personality and core are communicated.

These brands can either evolve toward quadrant III, by investing more in the corporate brand and communicating to a higher group of stakeholders, or they can drop back to quadrant I, because they either want to concentrate their resources or need fast and effective increase of sales. In the case of diversified businesses, it would be easier for the corporation behind the product brand to focus their resources.

Quadrant III: Corporate outreach/corporate positioning

This quadrant includes brands that have more corporate outreach and, in regard to the positioning message, these brands communicate their corporate values and vision, offering a larger set of information regarding the corporation behind the product.

Although being in this quadrant presents some disadvantages, it can still be argued as an optimal choice for certain brands. In this quadrant, the brands have the highest development of ‘positioning message’ and ‘brand outreach’, thus the positioning message is broad compelling brand values, personality and benefits, as well as the communication is aimed at a higher number of stakeholder groups, in other words a larger audience. In corporate communication, there is certain emphasis on what the brand actually stands for. However, among these brands, there is an architecturally product brand, which conveys a satisfying corporate positioning message (track Zara2). In this case there is an example of an architecturally product brand that was able to create and sustain a well formed corporate positioning and image. Other examples include B2B corporate brands such as Du Pont with a message of “miracle of science (track Dupont1), BASF with “we don’t make a lot of the products you buy, we make them better” (track Basf1), General Electric with “imagination at work”, which stands for creating ‘clean’ technologies (tracks GE1, GE2), and KPMG that appeals as a corporation caring for the community, the environment and future employees, among the others (track Kpmg1). There are also brands such as Microsoft, which address multiple stakeholders and communicate corporate elements, such as organizational assets, heritage, expertise, culture, diversity, vision, etc (tracks Microsoft1, Microsoft2).

These brands can move to quadrant IV, if they fail to convey corporate features or do not specify their characteristics enough. They can also move to quadrant II, if they fail to communicate with a number of stakeholder groups, as opposed to only one group of consumers/customers. Both these moves would not be desirable for most companies, since they would reduce the communication impact, therefore its effects.

Quadrant IV: Corporate outreach/product positioning

This quadrant includes brands that have more corporate outreach, meaning that they communicate to a larger audience and have features such as heritage and culture. However, in regard to the positioning message, these brands concentrate their efforts on product positioning dimensions, primarily mentioning product usage and usage occasion. They do not succeed in conveying a comprehensive set of both product and corporate brand dimensions.

The brands in this quadrant are built on a larger communication perspective. However, their positioning message is very focused on products, and corporate values are not stressed, which seems to be a waste of assets and potential opportunities to capitalize. In particular, being that the communication audience is broader; the resulting positioning is unclear and does not really appeal to any specific group of stakeholders. The reasons behind this kind of communication can include, but are not limited to types of business models and strategies used by the corporations to expand their operations in international markets, requiring a more product emphasis and a long-term communication orientation that takes perspective stakeholders into consideration.

The brands in this quadrant can move to quadrant III, if they work on broadening their positioning message, communicating it clearer, and stressing corporate brand elements such as vision and CSR, rather than product benefits and usage. They can also move to quadrant I, if they fail to maintain the communication with multiple stakeholder groups and loose the support of a part of their audience; or if they decide to focus the communication and invest in R&D.

Advantages and Disadvantages of quadrants

Positioning message

II	**Advantages:** III • Harder to imitate • Value based, and long term, • Possible strategic alliances • More capitalization opportunities • High expertise level • High trust level among stakeholders • Saves communication efforts • Strong internal staff identification **Disadvantages:** • Harder to manage • Requires long term investments • Harder to maintain the level • The domino effect if damaged • Hard to standardize
Advantages: I • Increased sales • Focused funds • Protection of other portfolio brands • Future adaptation opportunity • Focused competitive attack • Better cash flow **Disadvantages:** • Lost capitalization opportunities on existing assets • High competition level • Need for more product innovation • High technological pace • Easy to copy	IV

Brand Outreach: Product vs. Corporate

As outlined in the discussion, brands are likely to move within the matrix, due to the level of communication effectiveness, rather than permanently keep their places. The possible horizontal and vertical movements have already been explained. However, it should be noticed that the brands might move along diagonal lines as well. For example, when a corporation is willing to stress a specific feature of the brand, it narrows down the message, but still communicates it to all the stakeholder groups; a brand such as ICA might be willing to capitalize on the familiarity character of the brand, communicating it to all the stakeholders. Vice versa, a brand might decide to involve a specific type of stakeholder group, such as future employees, giving an insight of the corporation through communication channels. This describes a diagonal move from quadrant IV to II and may describe a corporation in the service industry, e.g. Ernst & Young. The move from quadrant

III to I is also possible, which would mean focusing both the message and the audience. This is the case when corporate resource reductions happen or there is a need to address a specific group with a focused message, with the purpose of image damage control or operational sustainability. Alternatively, the brand can move from quadrant I to III, when largely investing in corporate communications and corporate development. In fact, this movement implies broadening both the audience and the message. This may be the case of brands such as Nike, willing to go ahead of its historical competitors, strengthening its corporate brand and reducing the focus on the product. However, it should be remembered that these diagonal movements require radical strategic changes which is a slower process, when implemented on a corporate level.

7 Conclusions

In the literature, the issue of positioning has been mainly addressed from a product perspective. Thus, further efforts should be made to investigate the topic. Second, the process of branding a corporation requires different assets and managerial tools compared to product branding. In particular, the process of positioning the brand is suggested as implying a higher level of complexity in the first case. Third, brand identity and its elements are suggested to play a more significant role in corporate brands. It follows, that brand identity features are meant to acquire crucial importance in positioning corporate brands. Given that current positioning models were developed for products or generally meant brands, corporate features are not comprehended in these models, but have been tested as possible new dimensions to analyze corporate brand positioning. Here, the research question must be recalled: "*To what extent, can a product brand positioning model be used to analyze corporate brand positioning?"*

Given the theoretical and empirical results, it can be said that some corporations already implement corporate brand positioning regardless of the existence or non existence of suitable models. Also, it can be argued that a clear corporate brand positioning message does not necessary translate into distinctive positioning in the prospects' mind. The element of differentiation is often missing in the message, even in more comprehensive corporate brand positioning, (e.g. track Kpmg2). This leads to add that corporate brand positioning does not rest on the element of differentiation, but greatly on the ability to address a larger amount of stakeholders and give them an involving insight of the corporation. This means opening the so called "behind the scenes" to stakeholders in order to start building relationships. It also implies that the 'competitors' dimension of Kapferer's rhombus is not influential when positioning a corporate brand. On the contrary another dimension can be suggested: "by whom?" or "from whom?" These two questions are answered through the communication of corporate features, such as values, heritage, policies, etc.

This study found product brand positioning models not enough comprehensive to analyze corporate brand positioning. The following additional variables are found suitable for observing corporate brand positioning: brand elements (i.e. vision/aim, differentiation element, need that the brand fulfils, permanent nature, values, recognizable signs, promise), stakeholder groups (i.e. workers, office, consumers, communities, financiers, media, endorsers, partners, sponsors, competition, perspectives), CSR elements (i.e. environment, diversity), visual elements recalling the corporate brand (i.e. logo, slogan, colors), organizational assets and features (i.e. heritage, culture) and relationship tools (i.e. involvement). Furthermore, the dimension of differentiation has been revealed as not as influential in corporate brand positioning. Lastly, it is suggested that contrarily to Ries and Trout[333] recommendation, the product should be built upon the corporate brand.

7.1 Contributions

7.1.1 Theoretical

The first theoretical contribution is a thorough literature review that captures explicit records from various authors about positioning or concepts used for positioning. The timeline (table 1, p. 27) starts as early as 300 BC and ends as recently as 2008. This enables to see the evolution of positioning concepts throughout history and gives the possibility to suggest another view on positioning, more specifically corporate positioning and be able to research it further in comparison with other fields. Also, the literature review suggests that the concept of brand positioning is a field subjected to terms overlapping. However, this study contributes to the area by drawing further distinctions among concepts, which can be used for further research.

The second theoretical contribution is the elaboration of further differences and similarities between corporate brands and product brands (table 2, p. 34). These observations bond together the empirical observations of the authors, as well as other views found in the literature used during this research, making it a blend of views and approaches. The observed features are not only differences between corporate and product brands, but also similarities, which are important to consider in practice, when trying to broaden brand outreach. For example take into consideration the difference of product brands having consumer focus and corporate brands having multiple stakeholder focus. This also enables to develop models of outreach, which might incorporate these new features.

Another contribution is the drawing of parallels between corporate brand positioning and product brand positioning (table 4, p. 52), suggesting differences between the two processes and specifying strengths and weaknesses of each process. This is suggested for the first time by the authors, and being the newcomers, the authors were able to make a comparison useful to see the extent to which traditional positioning approaches could or could not be adapted to a corporate level. Moreover, these parallels enable to see the modifications required to make the process of positioning functional at a corporate level. They also provide a basis for further conceptualization to suggest specific guidelines for positioning a corporate brand. These parallels can be used both for theoretical and practical purposes, since they reveal some requirements serving as starting

[333] Ries and Trout (2001);

point for managerial actions; for example, when a corporation plans to shift from one quadrant to another by broadening their positioning message. Furthermore, the study conducted is explained and described in great detail, thus it allows replicating and modifying it to develop and conceptualize a corporate brand positioning model.

7.1.2 Managerial Implications

Practical contributions of this study include the line-scale (exhibit 2, p. 55) of brand outreach that aligns the brands from a product outreach to a more corporate one. This provides a new approach to analyze product brands and corporate brands, by suggesting twenty (Annex 1, p. 72) attributes that can be considered when wanting to shift from a product to a corporate outreach. It also enables to look at brands that, on one end offer only a unique selling proposition and, on the other end, provide a diverse set of attributes that refer or appeal to a larger audience. For managers and practitioners, this tool would help to individuate their actual outreach and plan actions to enlarge it, also evaluating both advantages and disadvantages of the trajectory. The discussion might also be useful for advertising agencies that can test the breadth of the outreach of their communication projects. Moreover, the measures suggested can be used to test whether the message can effectively reach the desired audience. Dealing with product brands aimed at immediate sales increase, this would help to focus the message; while with the aim of establishing a corporate brand or planning to improve dimensions such as recruitment, this would help to broaden the audience and develop a consistent communication.

When adding the second dimension of the analysis, a matrix is drawn, based on brand outreach and positioning message. The proposed CBP matrix (p. 60) can serve as a diagnostic tool for companies to evaluate their communication and positioning messages relatively to the outreach of the corporation and its positioning. This tool can be useful for managers and practitioners to define the stage of corporate positioning development. Moreover, the authors were able to suggest certain advantages and disadvantages for brands that are located in the matrix, as well as explain possible linear or diagonal movements within the matrix. This means that recommendations are given as tools to plan brand development. Practitioners can also adopt this matrix as an alternative perceptual mapping. Moreover, stakeholder perceptions of the brand communication can be assessed by the help of the matrix. Further possible actions can be planned and movements within the matrix can be followed, as measures of monitoring and follow-up. In addition, architectural implications are suggested to provide managers with useful insights to structure the brand and the internal organizational assets accordingly.

In addition, to answer the research question, this study reports the strength level of the corporate brand positioning message, relative to the brand behind the message. This is done in order to distinguish between corporate branding stages and suggest reflections concerning organizational structures. Ultimately, this study highlights how corporations might communicate an outstanding message to position their brands in the customer/consumer minds. The investigation illustrates the development from product to corporate brand positioning and from product positioning messages to corporate positioning messages. It reveals that a clear corporate brand positioning does not necessary translate into a distinctive positioning in the costumer/consumer minds. Thus, it suggests that multiple tools should be used to communicate to stakeholders. These instruments might be parallel channels of communication or the development of a stronger corporate brand, which does not require differentiation, but peculiarity and comprehensiveness of corporate features. This is particularly useful for corporations operating in high innovation industries, where it is hard to maintain the competitive edge based on product differentiation.

However, the study suggests that along the process from product brand positioning to corporate brand positioning there are multiple positioning stages. In particular, the investigation reports that a product brand positioning message might co-exist with a strong corporate brand and vice versa, when the message appeals to an audience broader than consumers only or the conveyed elements are corporate-related. This is useful to note for managers and practitioners, because it suggests the viability of hybrid positioning. This means that the advantages of both positioning solutions can be exploited.

7.2 Further Research

All stakeholder group form relationships with the brand they experience or come across with. In the positioning processes, the chosen approach to corporate communication should be built upon these relationships, so called 'human relationships with brands'[334]. Moreover, these approaches should take into account the stakeholders' specific involvement in the brand, as well as the possible evolution of the relationship and the brand. This means that the development of an ad hoc perceptual mapping is needed to ensure consistent positioning of brands. Since the authors of this study clarified the distinction between the stakeholder groups, it is suggested that each stakeholder group develops a different kind of relationship with the brand, depending on their own experiences, set of values and etc. Those relationships may be of interest to study further, specifically the way they affect the positioning processes. Moreover, as already discussed,

[334] cfr. Gummesson (2002);

the groups of stakeholders have certain interests in corporate strategy, as well as power relations are involved in the decision making process. Further study of power relationships between the groups of stakeholders and the corporation, as well as stakeholder perceptual mapping of positioning will give greater insight on potential positioning strategies.

There is an overall consensus to consider corporate brand strategies and communication as multifaceted; as remembered by De Pelsmacker et al., a corporate brand deals with multiple layers of target groups and multiple levels of communication[335]. The existing literature does not suggest whether or not it might be feasible, appropriate and strategic to develop a multiple corporate positioning instead of a unique statement addressed to multiple prospects. Various authors seem to support the idea of an omni-comprehensive positioning in the tentative of capturing the right target of the audience and lose the other one. As pointed out by Ries and Trout, the fathers of positioning, to choose a positioning implies creating enemies, while trying to be liked by everyone is not positioning at all. Undoubtedly, one might say that the audience must form a clear idea of the corporation. However, it might also be noticed that corporations can discriminate among a single type of stakeholders, but they probably cannot ignore the whole group; for example, when considering financiers, the corporation might decide to build a high-risk/high-profit position, sacrificing small, but long-term investors. Anyway, one might also notice that stakeholder perceptions are not necessarily be in contrast. Again, the existing literature does not suggest a direction in this regard. Therefore, based on the realization that the positioning of corporate brands should come from corporate identity, the question of being specific or general in positioning on the corporate level is still to be debated.

Concepts have causal relationships between them. This is particularly interesting to study, since it might give an insight on the sequence of concepts that follow each other in the entire branding process and the corporate communications. To study the causal relations between identity, positioning and other concepts to prove what comes first and what comes next. All the concepts used in this study have various definitions, since they have been developed by different authors throughout time, thus there is confusion when trying to insert the concepts in a sequential line. This would require a deep and thorough theoretical literature review of all the concepts. This research attempts to approach a deep literature review, which can serve as a basis for future similar studies in order to further integrate it and offer solid theoretical views. In turns, these would aid the development in the field. Moreover, given some of the practical suggestions, there is a need to conceptualize them and come up with a more solid theory or a model. As mentioned in the contributions

[335] De Pelsmacker et al. (2007);

sections, the authors of this study make an attempt of suggesting a framework, which is a first step in trying to develop a theory.

It is believed that the corporation exits because of the product[336], it is of great interest to conduct a study that will further give a reason to state just the opposite, proving the importance of the corporation and suggesting a new development in theory. This possible further research topic can add on to the argument that a strong corporate brand and a strong corporation can serve for the overall good of all the stakeholder benefit, as well as can save resources and promote one brand instead of a thousand, doing it on a higher level, as observed in just a few of the commercials studied by the authors. Some companies[337] have already started downsizing their brand portfolios as long as in 2002, realizing that it is more effective to invest more in a lower number of brands and create so called 'power brands', instead of having very diversified brand portfolios.

In relation to corporate strategic positioning, a consideration is that existing literature tends to accent communication features of positioning, under evaluating the strategic side[338] of the concept. This observation derives from the fact that the positioning process does not only comprise the communication of the statement, as suggested by the greatest part of the literature; on the contrary, positioning a corporate brand requires a set of strategic tools to manage the combination of multiple stakeholder perceptions and the statement along time. In other words, the existing literature does not provide any 'back-office' guidelines to support the front-office communication. Thus, further studies should concentrate on the effort of elaborating a corporate brand positioning model, in order to provide managers with suitable strategic tools. Taking into account the peculiarities of corporate brands, an ad hoc positioning model would be highly appreciated by both the academic and the business communities.

[336] Ries and Trout (2001);
[337] Euromonitor [online], 22nd May 2008;
[338] Aaker and Shansby (1982);

ANNEX 1

Coding adopted to analyze selected commercials

Labels	Explanation	Example
Work.	Refers to or portrays employees and workers	Ernst & Young
Off.	Refers to or portrays a work or office environment	IBM
Cons.	Refers to or portrays consumers of the product/service	Google
Comm.	Refers to or portrays the community	Budweiser
Fin.	Refers to or portrays financiers	CityBank
Med.	Refers to or portrays media	Obama
Env.	Refers to or portrays environmental issues or landscapes	GE
Logo.	Refers to or portrays the corporate logo	Sony Ericsson
Slog.	Refers to or portrays the corporate slogan	Philips
We.	Address the prospect as being part of the corporate (first person plural)	Harley-Davidson
Col.	Refers to or portrays the corporate colors	British Airways
Cult.	Refers to or portrays corporate culture	IBM, Dell
Div.	Tries to show diversity as a benefit	British Airways, Turkey
Cel.	Using celebrities as quality assuring endorsers	L'Oreal, Nivea
Part.	Refers to or portrays partnership	Shell, Sony Ericsson
Spon.	Refers to or portrays sponsorship	Canon
Diff	Portrays differentiation with immediate competitors	Apple
Comp.	Refers to competitors	Pepsi, IBM
Hert.	Refers to or communicates brand heritage	Volvo
Pers.	Refers to future perspectives with the corporation, be it for future employees or other stakeholders	Microsoft
Vision	Portrays or refers to the brand vision/aim	British Airways
Differ	Portrays or refers to the point of differentiation	Budlight
Need	Portrays or refers to the need that the brand is fulfilling	Clinton
Core	Portrays or refers to the permanent nature of the brand	Coca-Cola
Values	Portrays or refers to the brand values	KPMG, Cartier
Signs	Portrays or refers to recognizable signs of the brand	Ariston
Promise	Conveys the promise of the brand	Armenia
Competition	Refers to the competitive arena	Apple
Usage	Explains or refers to product usage and usage occasions	Electrolux
Target	Portrays or refers to the target	Gillette

ANNEX 2

6Cs and 11Ps of corporate marketing

The 6 Cs of corporate marketing	The 11Ps of corporate marketing	Explanation
Character	Philosophy and ethos Product Price Place Performance Positioning	How organization is constituted. What the organization stands for, the way it undertakes its work and activities What the organization makes and does The emotion and capital assets of the organization. The valuation of its brands (corporate, services and product). What it charges for its products and services. The share price. Staff salaries Distribution and organizational relationships in terms of the selling and distribution of product and services (franchising, outsourcing, licensing). Quality of products and services. Standards vis-à-vis issues of governance, ethics and social responsibility. The organization's position relative to its competitors (size, geographical coverage, product and service range)
Culture	Personality	The critical role of personnel vis-à-vis corporate marketing activities. The shared (as well as differentiated) meanings accorded to the organization by personnel including strength of identification with the organization
Communication	Promotion	Coordinated corporate communications (corporate advertising, corporate PR, visual identification etc.)
Constituencies	People	In addition to customers: the organization's internal and external constituencies and communities (the latter boundary spans constituencies)
Conceptualizations	Perceptions	The images and perceptions held of the organization by groups, communities and by individuals
Covenant	Promise	The expectations associated with the corporate brand (stakeholder perspective) and the promise underpinning the corporate brand (organizational perspective)

Source:Balmer and Greyser, (2006), p. 736;

ANNEX 3

Linking identity types to different concepts in corporate marketing

Concept	Management roots/disciplinary origins	Our brief explanation	Links to one or more of the five identity types
Corporate identity	• Marketing • Communication • Graphic design	The mix of attributes which makes any entity distinct	• Actual • Communicated • Conceived • Ideal • Desired
Corporate branding	• Marketing • Economics • Strategy	Derived from an organization's identity and encapsulated in a branding position statement which delineates the tangible and intangible attributes of the brand. Brand reputation serves as a company's covenant with key stakeholders	• Actual • Communicated • Conceived • Ideal • Desired
Corporate image and corporate reputation	• Marketing • Economics • Social Psychology • Strategy	The perception of the organization by an individual, group, or groups at one point in time (image), over time (reputation), and the added value accrued from a positive reputation (esteem).	• Conceived
Total corporate communications	• Marketing and communications	The multi-faceted way by which organizations communicate. *Primary* (product performance, organizational and leadership behavior); *Secondary* (advertising, PR, graphic design, sponsorship and other controlled forms); *Tertiary* (word of mouth, third party communication, and "spin").	• Communicated
Corporate Culture	• Organizational behavior	The mix of values and sub-cultural groups which is a major element of an organization's actual identity.	• Actual
Corporate Strategy	• Strategy	The organization's game plan.	• Ideal
Visual identification	• Graphic design	The system of visual identification used by the organization incorporated on products, staff uniforms, buildings, vehicles, and so on.	• Actual • Communicated • Ideal • Desired
Corporate Identity Mix	• Marketing/ multidisciplinary	The elements which make up an organization's identity	• Actual

Source: Balmer & Greyser, (2002), p. 19;

ANNEX 4

Brand Architecture and commercial count

Name		Website	Ads
Product	Corporate		
	BASF	www.corporate.basf.com	3
	General Electric	www.gelighting.com	3
Bud light	(Anheuser-Busch Companies)	www.budlight.com	3
Budweiser	(Anheuser-Busch Companies)	www.budweiser.com	3
	IKEA	www.ikea.com	3
	US Army	www.goarmy.com	3
	Sony	www.sony.com	2
Sony Ericsson	(Sony Corporation)	www.sonyericsson.com	3
	Nokia	www.nokia.com	4
	Intel	www.intel.com	4
	MasterCard	www.mastercard.com	2
	Apple	www.apple.com	3
	IBM	www.ibm.com	4
	Dell	www.dell.com	3
	Volkswagen (VW group)	www.vw.com	4
Volvo	(owned by Ford)	www.volvocars.com	4
	Toyota	www.toyota.com	3
Mercedes-Benz	(owned by Daimler/Chrysler)	www.mercedes-benz.com	3
	Harley Davidson	www.harley-davidson.com	3
	Heineken (holding)	www.heineken.com	3
	Phillips (Royal Philips electronics)	www.philips.com	4
	Samsung (Samsung group)	www.samsung.com	4
	Electrolux	www.electrolux.com	3
Ariston	(owned by INDESIT)	www.ariston.com	3
	Canon (Canon Inc.)	www.canon.com	3
	Kodak	www.kodak.com	4
	Xerox	www.xerox.com	3
	Microsoft	www.microsoft.com	3
	LEGO (the Lego Group)	www.lego.com	3
	British Airways	www.britishairways.com	3
	SAS	www.flysas.com	3
	Levi’s	http://levis.com.au/	3
	Disney	http://disney.go.com	4
Marlboro	(Philip Morris)	www.philipmorrisinternational.com	1
Gillette	(P&G)	www.gilletefusion.com	3
	Google	www.google.com/corporate	2
	Yahoo	http://info.yahoo.com	3
	Amazon	www.amazon.com	3
	E-Bay	www.ebay.com	3
	Nestlé	www.nestle.com	4
	Pepsi	www.pepsi.com	3
	Cola-cola	www.coca-cola.com	3
	D&G	www.dolcegabbana.com	5
	Gucci (Gucci group)	www.guccigroup.com	3
	Burberry	www.buberry.com	2
Zara	(INDITEX Group)	www.zara.com	2
	L’Oreal	www.loreal.com	4
NIVEA	(Beiersdorf)	www.nivea.co.uk	4
	MTV	www.mtv.com	3
	Adidas	www.adidas.com	4

	Nike	www.nike.com	3
	Starbucks	www.starbucks.com	4
	Shell	www.shell.com	4
	Ica	www.ica.se	2
	Marks and Spencer	www.marksandspencer.com	3
Cosmopolitan	(Hearst Communications)	www.cosmopolitan.com	2
Vogue	(CondéNet.UK Ltd)	www.vogue.co.uk	1
	Pizza Hut	www.pizzahut.com	3
	McDonalds	www.mcdonalds.com	5
Subway	(Doctor's Association Inc.)	www.subway.com	3
	Price Water House Coopers	www.pwc.com	2
	Ernst and Young	www.ey.com	3
	Morgan Stanley	www.morganstanley.com	3
	KPMG	www.kpmg.com	2
	City Bank	www.city-bank.com	3
	Beckham	www.davidbeckham.com	2
	Barack Obama	www.barackobama.com	1
	Hillary Clinton	www.hillaryclinton.com	1
	De beers	www.debeers.com	4
	Cartier	www.cartier.com	1
	Turkey	Tourist websites	3
	Italy	Tourist websites	1
	Armenia	Tourist websites s	2
	Ukraine	Tourist websites	1
	Du Pont	www.dupont.com	3
	Tetra Pak	www.tetrapak.com	3

ANNEX 5

Brand Comments

#	Brand	Comment
1	Adidas	Stands for imagination, vision, corporate values; “impossible is nothing”
2	Nike	Community, events, bringing people together; differentiation only through leadership; no differences within the category (see Adidas)
3	Ariston	Harmony, moving to CBP, “deeply different”, not invasive (“our ideas, your home”), CSR, the corporate brand is present but not clearly communicated
4	Apple	Apple is genius, different, thinking outside the box, disruptive technology
5	Microsoft	Communicates to most of the stakeholders; Microsoft is the tool to develop potentials; no strong differentiation within category
6	British Airways	Logo, networking, logo colors, business, employees, consumers, best service, comfort is the first priority, anticipate needs, 5 senses joined in the logo
7	Canon	“Only Canon”, product benefit: still focusing on USP, leadership: world’s waiting for Canon’s next innovation
8	Coca-Cola	Happiness, brightness, shows the behind the scenes, a different perspective, outside-in
9	Disney	Community, CSR, diversity, employees, magic is everywhere, affordable, it’s in our lives, we create the magic, dreams come true, real life, comparison with technology, associations
10	E-Bay	“The power of all of us” emphasizes the corporate role as a whole with the stakeholders, networking, fun and exciting, logo colors, stresses the functional positioning, being an on-line retail it appears more a corporate brand, but the message is not communicated
11	Electrolux	“Thinking of you” stresses the attention to stakeholders; moving towards a clear corporate brand positioning; of the two commercials, one is clearly PB (broadening the product’s target), one CB; thoughtful
12	General Electric	“Ecomagination” stresses CSR; consistently responsible, “imagination at work” underlines the corporate values; logos that represent each stakeholder group; strongly moving towards CBP
13	Ikea	Easy, usable, organized, customer-oriented, Swedish accent, Ikea has a story to tell, brave, service, explanations, family, corporate values
14	Intel	Usage, occasions, new generation, future is already past, “leap ahead” emphasizes the integration of the corporate, partnership; ambiguous message: not safe?!
15	Mastercard	Young, easy, widely accepted, product-oriented, product benefit, logo subtly represented in the commercial, sponsorships, leadership, no differentiation within the category
16	McDonald’s	It’s for everyone, every age, everywhere, opening hours, occasions, value for money, diversity, contagious, make you cool, some employees are represented, physical place, product oriented
17	Mercedes	Total service, passion, loyalty, first love, moving to corporate brand positioning, smile, history, community; safety (Volvo): expanding positioning; diversity, environment
18	Mtv	Brand personality, expertise, irreverence, usage, product; overall corporate brand positioning is not clear
19	Nestlé	Product oriented, umbrella brand
20	Nivea	Logo colors represented in the commercial, transparency, environment, freshness, activeness, focused on product, product line and use
21	Nokia	CSR, associating to the computer technology category, “seeing is believing” emphasizes vision and values, “connecting people” stresses communication and relationships
22	Pepsi co.	“Pepsi stuff” stresses belonging to a company philosophy; the Godfather seems to underline a comparison with Coca-Cola; head-to-head positioning; recalls the Mecca Cola, shows the Coca-Cola bottle
23	Philips	Partnerships, statement of differentiation, product use and occasion, “feel different” approaches the corporate culture, involvement and cooperation recalled with “let’s make things better”
24	Pizza Hut	Pan Pizza, non consistent messages, product oriented
25	Samsung	Product use, sponsorships, maybe employees but the message is not clear, endorsers, trying to broaden the audience
26	Shell	Building instead of consuming, focused on product, confused positioning (race, trucks, power, cheap), physical place, sponsorship, partnership, endorsers, employees
27	Starbucks	Product benefit, the corporate brand is wasted, “pass the cheer” emphasizes reputation and W-o-

		M, maybe it addresses the employees but the message is not clear
28	Subway	Sponsorships, CSR, physical place, front-office, product benefit
29	Toyota	"Moving forward" stresses the idea of always aiming higher objectives, innovation, technology, conquering; focused on the product benefit
30	Volvo	Elegance, luxury, safety, sound of Volvo engines, brand personality, logo, environment, community, "safety is a beautiful thing" stresses the combination of the two features; "Volvo for life" emphasizes safety, tradition, loyalty, elite community, lifestyle, expertise, employees; strongly moving to corporate brand positioning
31	Volkswagen	Young, fun, inimitable, engineers, German culture and origin ("Made in Germany"), ironic, "Das Auto" to strengthen uniqueness; slowly moving to corporate brand positioning; accent on drivers ("Drivers wanted")
32	Yahoo!	Partnerships, use, involvement and culture ("Do you Yahoo?"); expertise, fun
33	Amazon	Versatility; fast-moving and up-to-date, emphasis is on the product
34	Armenia	History, evolution, growth, broad variety;
35	BASF	Exposure; inside-out
36	Victoria Beckham	Extra-ordinary: everyday luxury;
37	Bud light	Fun, ironic;
38	Budweiser	Fun, ironic;
39	Burberry	Moving towards a more corporate brand positioning; evolving; appealing to a broader range of stakeholders
40	Cartier	Comparison with other categories and categories' leaders; outside-in; employees, service, care, materials, corporate culture
41	Citibank	The logo is not the corporate logo; the arch retrieves from communicating a whole corporate brand; appeals to and represents a broad variety of stakeholders
42	Clinton Hillary	Only consumers; intra-segmentation. Not well differentiated, appeals to the middle class, values are not emphasized; does not well communicate to multiple stakeholder groups
43	Cosmo	Women, but also tips for men; variety of symbols; recalls the logo colors and the corporate values; might appeal to employees; the message is subtle
44	De Beers	Message of stability and consistency, which is unique for all the corporate stakeholders
45	Dell	Flexibility and customization; the message is not clear
46	D&G	The corporate culture is very well-communicated and the ownership as well; the corporate brand is not clearly presented; transgression, diversity, shouted style
47	Gillette	Umbrella brand; product usage; the corporate brand is not even shown
48	Google	Product occasions and usage;
49	Gucci	Lifestyle; focused on product
50	Harley-Davidson	Refers to the community, stresses involvement ("we"); broad sense which appeals to a variety of corporate stakeholders
51	Ernst &Young	Clear corporate brand positioning; well-communicated; aided by the nature of the product (i.e. financial service)
52	Heineken	Balance of taste and feelings; "Meet you there" in the Heineken place, which appeals to various stakeholders: employees, endorsers, sponsorships; fashion, diversity, corporate values
53	IBM	It brings you inside the corporate exploring the many layers of the corporate brand
54	ICA	Being a retailer it's easier to be in contact with the corporate brand, but the message is not clearly communicated; something is missing
55	Italy	Positioning as underlining the existing associations in the consumers' minds; repetitive and narrow
56	Kodak	Still focused on product, but few efforts are made to strengthen the corporate brand and broaden the audience
57	KPMG	It seems the corporate is trying too hard to communicate to its stakeholders; the audience gets the message;
58	Lego	Still too focused on the product; the corporate is invisible
59	Levi's	It's trying in one commercial appealing to a broader audience, but it's still focused on the product
60	L'Oreal	Umbrella brand; entirely product oriented; the logo and the brand are shown
61	M & S	It's still product-oriented but it's moving forward ("Your M&S")
62	Marlboro	Nothing about the corporate brand is there

63	Morgan & Stanley	The corporate brand positioning is communicated, but not all the stakeholders are addressed
64	Obama	Broad audience; branded; the message of "act instead of talk" is clearly communicated
65	PWC	Ambiguous message (Al Capone); ironic; the sand recall the ideas and appeals to employees and prospect employees, but the message is not clear
66	SAS	The message appeals to a broader audience than whose of other airlines; the corporate brand is wasted
67	Sony	Dynamic, colorful, does not present the product usage, but the corporate brand positioning is not strongly communicated
68	Sony Ericsson	Both logo and commercial communicate the corporate vision of "moving inside"; stresses relationships and diversity
69	Turkey	Diversity; both wildness and the city; desire and dreams; still too much on tourism
70	Ukraine	Dynamic and diverse communication emphasizes strong sides and targeted at multiple stakeholder groups. Positioning message: forward.
71	USA Army	Broad audience, very well positioned
72	Vogue	Philosophy of style that encompasses the whole corporation; only portraits the physical shop
73	Xerox	Shows the office environment, but only to present the product use
74	Zara	Global reaching in every sense of the term; "one brand"
75	Du Pont	Global reaching in more recent episodes, can be relevant to not only one group of stakeholders
76	Tetra Pak	Stressing the environmental responsibility, communicating to larger audience

ANNEX 6

Grading Table

Brand	Coding Elements																				Tot.
Outreach	Work	Off	Cons	Comm	Fin	Med	Env	Logo	Slog	We	Col	Cult	Div	Cel	Part	Spon	Diff	Comp	Hert	Pers	
Message	Vision		Differ		Need		Core		Values		Signs		Promise		Target		Usage		Compet		
Adidas			0.5					0.5	0.5		0.5		0.5	0.5						0.5	3.5
									1		1		1		1		1		1		5
Amazon			0.5					0.5	0.5		0.5		0.5		0.5						3
					1								1		1		1				4
Apple	0.25		0.5	0.5				0.5	0.5		0.5	0.5	0.5	0.5	0.25		0.5	0.5		0.5	6
	1		1		0.5		1		1		1		1		1		1		1		9.5
Ariston			0.5	0.5			0.5	0.5	0.5	0.5	0.5						0.5				4
	1		1		1				1		1		1		1		1				8
Armenia			0.5	0.5			0.5	0.5	0.5		0.5	0.5	0.5				0.5		0.5		5
	1		1						1		1		1		1		1				7
BASF	0.5	0.5	0.5				0.5	0.5	0.5	0.5	0.5	0.5			0.5		0.5				5.5
			1				1		1		1		1		1		1				7
Beckham	0.5		0.5	0.5		0.5	0.5	0.5		0.5	0.5	0.5	0.5	0.5			0.5	0.5			6.5
			1				1		1		1		1		1				1		7
British Airways	0.5	0.5	0.5	0.5				0.5			0.5	0.5	0.5				0.5		0.5		5
	1		1		1		1		1		1						1				7
Budlight	0.5	0.5	0.5					0.5	0.5		0.5						0.5	0.5			4
			1		1						1		1				1		1		6
Budweiser			0.5	0.5			0.5		0.5	0.5										0.5	3
					1						1						1				3
Burberry			0.5					0.5	0.5		0.5										2
							1				1		1		1		1				5
Canon			0.5	0.5				0.5			0.5						0.5				2.5
					1								1		1		1				4
Cartier	0.5	0.5	0.5					0.5			0.5	0.5							0.5		3.5
			1				1		1		1		1		1		1				7
Citibank	0.5		0.5	0.5				0.5	0.5		0.5				0.5		0.5	0.5		0.5	5
					1						1		1		1		1		1		6
Clinton										0.5							0.5				1
	1		1		1		1				1		1		1		1		1		9
Coca-Cola	0.5	0.5	0.5	0.5			0.5	0.5	0.5		0.5	0.5	0.5	0.5			0.5		0.5		6.5
			1		1		1				1		1		1		1				7
Cosmopolitan			0.5					0.5	0.5		0.5	0.5									2.5
					1						1		1		1		1				5
De Beers			0.5					0.5	0.5	0.5	0.5	0.5					0.5		0.5	0.5	4.5
	1		1		1						1		1		1		1				7
Dell	0.5	0.5	0.5				0.5	0.5	0.5	0.5	0.5	0.5	0.5				0.5				5.5

			1		1		1				1		1		1		1				7
DG	0.5		0.5				0.5	0.5	0.5		0.5		0.5	0.5			0.5		0.5		5
			1						1		1						1				4
Disney	0.5	0.5	0.5					0.5	0.5	0.5	0.5	0.5					0.5		0.5		5
	1				1		1		1		1		1		1		1				8
Du Pont	0.5	0.5	0.5	0.5			0.5	0.5	0.5	0.5	0.5	0.5	0.5		0.5		0.5			0.5	7
			1		1				1		1		1		1		1				7
EBay			0.5	0.5		0.5	0.5	0.5	0.5		0.5		0.5						0.5		4.5
											1		1		1		1				4
Electrolux	0.5	0.5	0.5	0.5			0.5	0.5	0.5	0.5	0.5	0.5	0.5				0.5		0.5	0.5	7
					1				1		1		1		1		1				6
Earnst & Young	0.5	0.5	0.5	0.5			0.5	0.5	0.5		0.5	0.5					0.5		0.5		5.5
	1				1						1		1				1				5
General Electric			0.5	0.5			0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			0.5		0.5	0.5	6.5
	1		1				1		1		1				1		1				7
Gillette			0.5				0.5	0.5	0.5		0.5			0.5		0.5	0.5				4
											1				1		1				3
Google	0.5		0.5					0.5	0.5		0.5				0.5		0.5				3.5
	1										1		1		1		1				5
Gucci			0.5			0.5		0.5			0.5										2
					1				1		1		1		1		1		1		7
Harley-D.			0.5					0.5	0.5	0.5	0.5	0.5					0.5		0.5	0.5	4.5
	1				1		1		1		1		1		1		1				8
Heineken	0.5		0.5	0.25				0.5			0.5	0.5	0.5	0.5		0.5				0.5	4.75
													1		1		1				3
IBM	0.5	0.5	0.5					0.5				0.5	0.5	0.5				0.5		0.5	4.5
					1						1		1		1		1		1		6
ICA	0.5	0.5						0.5			0.5	0.5									2.5
											1		1		1		1		1		5
Ikea	0.5		0.5					0.5			0.5	0.5					0.5				3
					1		1		1		1		1		1		1		1		8
Intel			0.5	0.5			0.5	0.5	0.5		0.5		0.5	0.5					0.5	0.5	5
					1						1		1		1		1		1		6
Italy			0.5				0.5		0.5		0.5								0.5		2.5
											1				1		1				3
Kodak			0.5	0.5				0.5	0.5		0.5		0.5			0.5	0.5		0.5		4.5
			1		1		1		1				1		1		1		1		8
KPMG	0.5	0.5	0.5	0.5	0.5		0.5	0.5	0.5		0.5	0.5	0.5		0.5				0.5	0.5	7
	1		1		1				1		1		1		1		1		1		9
Lego			0.5					0.5	0.5		0.5			0.5					0.5	0.5	3.5
	1				1		1				1		1		1		1				7
Levi's			0.5					0.5			0.5								0.5	0.5	2.5
	1				1								1		1		1				5
L'Oreal			0.5					0.5	0.5		0.5			0.5			0.5				3
					1										1		1				3

M&S			0.5						0.5		0.5	0.5					0.5				2.5
													1		1		1		1		4
Marlboro			0.5			0.5		0.5											0.5		2
							1				1				1						3
Mastercard			0.5					0.5	0.5		0.5										2
					1						1		1		1		1				5
McDonald’s	0.5		0.5					0.5	0.5		0.5		0.5								3
							1						1		1		1				4
Mercedes	0.5		0.5	0.5				0.5			0.5							0.5	0.5		3.5
									1		1		1		1		1		1		6
Microsoft	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5		0.5				0.5	0.5	8
	1				1		1		1		1		1		1		1		1		9
Morgan & S.	0.5	0.5	0.5	0.5	0.5			0.5	0.5				0.5		0.5					0.5	5
					1								1		1		1		1		5
Mtv			0.5					0.5				0.5	0.5	0.5			0.5				3
					1						1						1				3
Nestlé			0.5																		0.5
													1		1		1				3
Nike			0.5	0.5				0.5			0.5		0.5	0.5		0.5					3.5
									1		1				1		1				4
Nivea			0.5				0.5	0.5	0.5		0.5						0.5				3
					1								1		1		1				4
Nokia			0.5	0.5				0.5	0.5		0.5		0.5								3
			1		1								1		1		1				5
Obama	0.5	0.5		0.5	0.5	0.5		0.5	0.5	0.5	0.5		0.5		0.5	0.5	0.5		0.5	0.5	7.5
	1		1		1				1				1		1						6
Pepsi			0.5	0.5				0.5	0.5		0.5		0.5	0.5	0.5		0.5	0.5			5
			1		1										1		1		0.5		5
Philips			0.5					0.5	0.5		0.5		0.5		0.5		0.5	0.5			4
			1		1						1		1		1		1		1		7
Pizzahut	0.5		0.5	0.5				0.5	0.5								0.5				3
					1								1		1		1				4
PWC							0.5	0.5	0.5	0.5	0.5		0.5				0.5				3.5
			1								1		1		1						4
Samsung			0.5					0.5	0.5	0.5	0.5		0.5				0.5				3.5
					1								1		1		1				4
SAS	0.5		0.5					0.5			0.5		0.5				0.5				3
			1		1								1		1		1				5
Shell	0.5		0.5	0.5				0.5	0.5		0.5		0.5	0.5	0.5					0.5	5
					1						1				1		1				4
Sony								0.5	0.5	0.5	0.5		0.5								2.5
	1				1								1		1						4
SonyEricsson			0.5	0.5			0.5	0.5	0.5	0.5	0.5										3.5
					1				1						1		1				4
Starbucks			0.5					0.5			0.5		0.5								2

					1								1		1		1				4
Subway			0.5					0.5	0.5		0.5						0.5				2.5
			1		1						1		1				1				5
TetraPak		0.5	0.5	0.5			0.5	0.5	0.5		0.5		0.5		0.5					0.5	5
	1				1				1		1		1		1		1				7
Toyota			0.5					0.5	0.5	0.5	0.5		0.5							0.5	3.5
											1		1		1		1				4
Turkey			0.5		0.5		0.5				0.5	0.5	0.5			0.5	0.5				4
			1		1								1		1		1				6
Ukraine	0.5		0.5					0.5	0.5	0.5	0.5	0.5	0.5	0.5					0.5		5
	1				1		1								1						4
US Army	0.5.	0.5	0.5	0.5	0.5	0.5		0.5	0.5		0.5	0.5	0.5			0.5	0.5	0.5		0.5	7.5
	1				1		1		1		1				1		1				7
Vogue			0.5										0.5				0.5				1.5
			1												1		1				3
Volvo			0.5	0.5			0.5	0.5	0.5	0.5			0.5				0.5		0.5		4.5
			1		1								1		1		1				5
VW			0.5					0.5	0.5				0.5				0.5		0.5	0.5	3.5
													1		1		1				3
Xerox	0.5	0.5								0.5	0.5		0.5				0.5				3
			1		1										1		1				4
Yahoo!			0.5					0.5	0.5		0.5		0.5				0.5				3
					1								1		1		1				4
Zara		0.5	0.5		0.5	0.5	0.5		0.5	0.5	0.5		0.5		0.5		0.5			0.5	6
	1		1		1		1				1		1		1		1		1		9

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