

Corporate Branding

Areas, arenas and approaches

Edited by

T C Melewar and **S F Syed Alwi**

CORPORATE BRANDING

Areas, arenas and approaches

Edited by T C Melewar and S F Syed Alwi

First published 2015
by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN
and by Routledge
711 Third Avenue, New York, NY 10017

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2015 selection and editorial material, T C Melewar and S F Syed Alwi; individual chapters, the contributors

The right of the editors to be identified as the authors of the editorial material, and of the contributors for their individual chapters, has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Every effort has been made to contact copyright holders for their permission to reprint material in this book. The publishers would be grateful to hear from any copyright holder who is not here acknowledged and will undertake to rectify any errors or omissions in future editions of this book.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

Library of Congress Cataloguing in Publication data

Corporate branding : areas, arenas and approaches / edited by TC Melewar, S. F. Syed Alwi.

pages cm

Includes bibliographical references and index.

1. Marketing. 2. Consumers' preferences. I. Melewar, T. C., editor. II. Alwi, S. F. Syed., editor.

HF5415.C6547 2015

658.8'27—dc23

2014042221

ISBN: 978-0-415-72111-0 (hbk)

ISBN: 978-0-415-72112-7 (pbk)

ISBN: 978-1-315-86317-7 (ebk)

Typeset in Bembo
by Out of House Publishing

To my father, Tunku Laksamana Nasir
T C Melewar

To my husband, Jailani
S F Syed Alwi

FIGURES

4.1	Sustainable development and nation branding	65
5.1	Dimensionalities of corporate brand experience	90
5.2	Procedure employed in exploring measurement scale for CBE	93
7.1	Balancing corporate reputation and internal congruence	138
9.1	Measurement model	178
10.1	Chart used in survey feedback session	203
11.1	Interaction effect of corporate brand endorsement and information valence on attitude toward the product	221
11.2	Simplified research model adapted from Berens et al. (2005)	223

TABLES

1.1	Top ten most valuable corporate brands in Europe (2013)	20
2.1	BrandZ most valuable USA corporate brands	34
2.2	Interbrand Best Global USA corporate brands	35
5.1	Definition of the domain of corporate brand experience	94
5.2	Profile of respondents	95
5.3	A summary of EFA for corporate brand experience constructs	97
5.4	New reliability test result for CBE construct	98
7.1	Corporate reputation in PSFs	142
8.1	Comparison of product/service, corporate, destination and place branding	154
8.2	A co-creative approach to place branding: key principles	160
9.1	Characteristics of the respondent sample	177
9.2	Constructs and item loadings	180
9.3	Correlations, internal consistency and square root of AVEs	181
9.4	Results of hypotheses testing	181
11.1	Experimental design by Gürhan-Canli and Batra (2004), experiment 2	210
12.1	Dimensions of corporate identity (Melewar and Karaosmanoglu, 2006) and related external experts to interview	240

NOTES ON CONTRIBUTORS

T C Melewar (BSc, MBA, PhD) is Professor of Marketing and Strategy at Middlesex University, London. He has previous experience at Brunel University London, Zurich University of Applied Sciences, University of Warwick (Warwick Business School), De Montfort University and MARA Institute of Technology in Malaysia. Melewar teaches Corporate Branding, Strategic Marketing Management and International Marketing on a range of undergraduate, MBA and executive courses with companies such as Nestlé, Safeway, Corus (now Tata) and Sony. He was a Visiting Professor at Groupe ESC Grenoble, France, Humboldt University, Berlin, Germany and the University of Malaya, Malaysia. Currently, he is a Visiting Professor at the University of Lincoln. He has taught MBA and Master in International Business programmes in countries such as Germany, Sweden, France, Russia, Georgia, Moldova, Indonesia and Malaysia. Melewar's research interests include corporate identity/branding and international marketing strategy. He has published more than 80 refereed journal articles in journals such as the *Journal of International Business Studies*, *International Marketing Review*, *European Journal of Marketing*, *Journal of World Business*, *Industrial Marketing Management*, *International Marketing Review*, *Journal of Marketing Communications*, *International Journal of Market Research* and *International Journal of Advertising* among many others. T C was the Joint Editor-in-Chief for the *Journal of Brand Management* and now is the Emeritus Editor of the journal. He is also on the Editorial Advisory Board for the following journals: *Journal of Marketing Communications*, *Corporate Reputation Review*, *Marketing Intelligence and Planning*, *Journal of Marketing Management* and *Corporate Communications: An International Journal*. He has written three books on corporate branding and international marketing.

S F Syed Alwi (BSc, MSc, PhD) is a Lecturer of Corporate Brand Marketing at Brunel Business School, Brunel University, London. She has a PhD from Manchester

Business School, UK, and has experience at the University of Malaya, Malaysia, as Senior Lecturer in Marketing. Her research interest is in branding with a focus on corporate, product, services and celebrity. Her research works has appeared in the *Journal of Business Research*, *European Journal of Marketing*, *Journal of Product and Brand Management*, *Marketing Intelligence and Planning*, *Corporate Reputation Review* and *Journal of Brand Management*. Her taught subjects include corporate brand management courses such as applied corporate brand management, strategic corporate brand consulting and strategic corporate marketing.

Heather Skinner is a Visiting Academic at Middlesex University Business School, UK. Her main research interest is the representation of national identity through nation brands, and in particular the role the cultural output of a nation can play in economic regeneration. She has published papers on place marketing in *Place Branding and Public Diplomacy*, *Journal of Brand Management* and *Journal of Marketing Management*.

Russell Abratt is a Professor of Marketing in the Huizenga Business School at Nova Southeastern University, Florida, and a Professor of Marketing at Wits Business School, University of the Witwatersrand, Johannesburg. His research in corporate identity, corporate branding and related areas has been published in *Business Horizons*, *California Management Review*, *Corporate Communications: An International Journal*, *European Journal of Marketing*, *Industrial Marketing Management*, *Journal of Brand Management*, *Journal of Marketing Management* and *Journal of Product and Brand Management*. Before entering the academic world, he was a product and brand manager in the consumer durables industry in South Africa.

Bill Merrilees is a Professor of Marketing at Griffith Business School, Queensland, Australia. He has published more than 100 refereed journal articles and also been Guest Editor for a number of Special Issues, mainly in the branding area. Much of his research is in the branding area, in particular corporate branding, corporate rebranding, retail branding and city branding. He has also published in e-branding, global branding, services branding, mall branding, sustainability-branding, franchise branding, internal branding and not-for-profit branding.

Tony Garry's primary research interests are in the areas of service and relational marketing and branding. More specifically, his research investigates the determinants and consequences of interactivity, engagement and connectivity between networks of consumers and firms and brands within a variety of B2B and B2C contexts. These have included professional services, virtual networks, sports sponsorship and political marketing. His research outputs have been published in journals such as the *Journal of Marketing Management*, *Journal of Services Marketing*, *Journal of Consumer Behaviour* and the *Journal of Business and Industrial Marketing*. He has also co-authored a book on relationship marketing. He has worked in both the public and private sectors within the UK with organizations as diverse as Hewlett-

Packard, British Telecom, Neville Russell Chartered Accountants and the Greater London Council. He is a member of the Academy of Marketing.

Zalfa Laili Hamzah received her PhD in Corporate Branding from University of Malaya, Kuala Lumpur, and is a Lecturer in Marketing and Branding at University of Malaya. Her research interests are corporate branding, brand management, Internet branding, corporate image, corporate reputation and consumer behaviour with a special focus on corporate brand experience in the online context. She has published in the *Journal of Business Research* and *Journal of Consumer Marketing*, and has presented her work in several international marketing and branding conferences including the Thought Leader Conference of Brand Management, Switzerland; Academy of Marketing, UK; and ANZMAC, Australia. Currently she teaches Brand Management and Marketing Management postgraduate courses. Also, for undergraduate courses, she teaches Retailing, Fundamental of Marketing, Consumer Behaviour, Integrated Marketing Communications and Global Marketing, in the Faculty of Business and Accountancy, University of Malaya, Kuala Lumpur, Malaysia.

Md Nor Othman is a Professor and Head of the Department of Marketing, Faculty of Business and Accountancy, University of Malaya, Malaysia. He was previously the Dean of the faculty. He received his PhD (Marketing) from Oklahoma State University, USA. Dr Othman has taught various courses including Marketing Management, Consumer Behaviour, International Marketing, Research Methodology and Data Analysis. He has published two books, written numerous book chapters, journal articles, and conference proceedings. He was the Chair of the International Conference on Islamic Marketing and Branding (ICIMB) in 2010 and 2012. Dr Othman currently sits on the Editorial Board of *Asia Pacific Management Review* and *Asian Journal of Business and Accounting*. He was once the Editor-in-chief of *Malaysian Journal of Consumer and Family Economics* and a member of the Editorial Board of *Asian Academy of Management Journal* and *Marketing Education Review*. His research interests include marketing, consumer behaviour, Islamic marketing and entrepreneurship.

Nuno Sequeira has an MSc in Marketing from ISCTE-IUL and a degree in Economics from Universidade Autónoma de Lisboa. His career has been developed in the media and corporate communications areas. He was a journalist covering areas such as the economy and financial markets before acting as Media Relations, Internal Communications Marketing Adviser and Digital Marketing Manager in some major Portuguese companies, such as Portugal Telecom and Brisa. He now teaches Economics at high-school level and was Invited Lecturer on corporate reputation issues at ISCTE-IUL.

Rui Vinhas da Silva has degrees in Business Management and Economics from York University, an MBA from Aston Business School and a PhD and Post-

Doctorate from Manchester Business School. Before joining ISCTE-IUL as an Associate Professor he was a Senior Lecturer/Associate Professor at Manchester Business School where he remained for 17 years. Da Silva has research interests in the areas of national competitiveness and economics, marketing, country branding, corporate reputation and country of origin effects, with books and journal articles on these topics.

Vincent-Wayne Mitchell is the Sir John E. Cohen Professor of Marketing at Cass Business School, City University London. His did his PhD in Professional Services Marketing and he has published more than 200 academic and practitioner papers in journals such as *Harvard Business Review*, *Journal of Consumer Psychology*, *Journal of Economic Psychology*, *Journal of Business Ethics* and *British Journal of Management*, and has won eight Best Paper Awards. He sits on the Editorial Boards of six international journals as well as being an Expert Adviser for the Office of Fair Trading and Head of Marketing at Cass. He has undertaken work for numerous organizations and received research funding and support from the DTI, Cooperative Bank, Coca-Cola, Boots, KPMG, and his research has been extensively reported in the *Financial Times*, *The Times*, *The Guardian*, *The Daily Telegraph*, THES, Radio 1, Radio 4, *Ten O'clock News*, *Working Lunch* and regularly on *Watchdog*. His new book, *Real People, Real Decisions*, won *Financial Times*/Pearson Prentice Hall Higher Education Book of the Year Award 2010.

William S. Harvey is Research Director and Senior Lecturer in Organisation Studies at the University of Exeter Business School, an Associate Fellow in the Centre for Corporate Reputation at the University of Oxford and an Honorary Senior Lecturer at the University of Sydney. Harvey's research focuses on three areas. First, on how reputation is built and sustained within professional service firms. Second, on the mobility, economic impact and social networks of highly skilled migrants. Third, on some of the methodological, fieldwork and practical challenges with interviewing elite business professionals. Will has published in a range of journals on business and management, sociology, geography and industrial relations and he has recently co-edited a book with Cambridge University Press on international human resource management.

Nicholas Ind is an Associate Professor at Oslo School of Management and a partner in Equilibrium Consulting. Previously he ran Icon Medialab's brand consultancy arm in Sweden. Nicholas is the author of 11 books including *The Corporate Image*, *Terence Conran – The Authorised Biography*, *The Corporate Brand*, *Living the Brand* and *Brand Together*. He is also the editor of *Beyond Branding*. Ind has a degree in English Literature and History, an MBA and a PhD in Media Philosophy from the European Graduate School in Switzerland. He is a former Director of the Design Business Association (UK), a member of the Advisory Board of *Corporate Reputation Review* and the Editorial Board of the *Journal of Brand Management*. He is a Visiting Professor at ESADE, Barcelona and Edinburgh Napier University.

Anastasia Mariussen is an Associate Professor at Oslo School of Management, where she leads a Bachelor programme in Services Management as well as a number of modules such as Digital Media and Marketing. Mariussen joined Oslo school of Management after completing her PhD in Affiliate Marketing Performance Measurement at Oxford Brookes University, UK. Her research interests include branding, digital marketing, affiliate networking, mobile marketing, online distribution, performance measurement and employment of ITC and social media in hospitality and tourism businesses.

Tatiana Anisimova is Assistant Professor in Marketing at Jonkoping International Business School, Sweden, and Senior Consultant at Piazza Research, Australia. Anisimova holds a PhD in Marketing from Monash University and a Certificate in Graduate Teaching from University of Canberra. Her research interests lie in various contexts and areas of corporate brand management, advertising, sustainability and integrated marketing communications. Anisimova has extensive consulting experience with examples including Renault, Shell, Philips, KPMG, Nokia, Procter & Gamble and the Australian Department of Climate Change. She has published her research in peer-reviewed journals, including *European Journal of Marketing*, *Journal of Brand Management*, *Journal of Business-to-Business Marketing* and *Journal of Organic Systems*.

Felix T. Mavondo is Professor of Marketing in the Department of Marketing, Faculty of Business and Economics, Monash University, Australia. His research interests are strategic marketing, branding, advanced data analysis, tourism and dynamic capabilities. He has extensively published in most marketing, business and tourism journals and has successfully supervised many doctoral students in these areas.

Wim J.L. Elving (PhD, Twente University, 1999) is Assistant Professor of Corporate Communication at the University of Amsterdam and member of the Amsterdam School of Communications Research (ASCoR). His research expertise involves communicating organizational change, internal communications, branding communications – including employer branding – and communication about corporate social responsibility. He has (co-)authored more than 100 articles, book chapters and two books. He is currently Editor-in-Chief of *Corporate Communications: An International Journal*.

Sabine Einwiller is a Professor of Public Relations at the University of Vienna, Austria. Prior to this appointment she was a Professor at Johannes Gutenberg-University Mainz, Germany and at the University of Applied Sciences Northwestern Switzerland. Einwiller studied Psychology at the University of Mannheim, Germany, and received her PhD in Business Administration from the University of St. Gallen, Switzerland, where she also finished her post-doctoral thesis (habilitation). In the late 1990s, Einwiller worked as a Communication Manager in the chemical industry. Her main research areas comprise corporate

branding and reputation management and the effects of negative publicity and complaining on social media.

Christopher Ruppel is a research scholar and doctoral candidate at the University of Vienna's Department of Communication. Prior to this appointment he worked as a research scholar at Johannes Gutenberg-University Mainz, Germany, where he also finished his Master's degree in Communication with a minor in Economics. His research interests comprise corporate branding and consumer identification, as well as corporate social responsibility.

Stefano Pace is Associate Professor in Consumer Behaviour and Marketing at Kedge Business School, France. He obtained his PhD in Business Administration and Management at Bocconi University, Italy, where he has been the Director of the Master in Marketing and Communication and where he currently teaches courses in consumer behaviour. He has been Visiting PhD Student at the Wharton Business School (Sol C. Snider Center) and Visiting Scholar at the University of Bath (School of Management) and the Karlstad University (CTE Service Research Center, Sweden). His research interests mainly deal with consumer culture theory, addressing the sociocultural factors affecting the consumer behaviour in online and offline domains. He preferably adopts qualitative methods to investigate marketing and consumption phenomena, such as brand communities. He is a member of the Editorial Board of *Industrial Marketing Management* and Associate Editor of *Journal of Innovation Management*. His publications include articles in international peer-reviewed journals such as *Journal of Business Ethics*, *Marketing Letters*, *International Marketing Review*, *European Journal of Marketing*, *Group Decision and Negotiation*.

FOREWORD

It is highly fitting that the publication of *Corporate Branding: Areas, Arenas and Approaches*, capably edited by two prominent (and British-based) Malaysian scholars working in the corporate marketing field, Professor T C Melewar and Dr S F Syed Alwi, comes on the twentieth anniversary of the first article on corporate brand management, 'Corporate branding and connoisseurship' (Balmer, 1995).

Adopting distinctive and innovative approaches to the field, this book usefully examines corporate brands from a variety of current and novel perspectives.

As quondam Professor of Corporate Brand/Identity Management at Bradford University School of Management and as someone who has written on, researched and taught corporate brand management since the early 1990s, this contemporary, distinctive and inimitable anthology represents a welcome addition to the corporate brand management opus. I have no doubt this collection anthology will be appreciated by many corporate marketing scholars and, more specifically, by researchers, managers and teachers of corporate brand management.

This book provides much food for thought for the aforementioned since it provides a variety of innovative and thought-provoking perspectives on corporate brands. I have no doubt its pages will be well-thumbed by them.

The remainder of my foreword begins by deliberating on the innovative and distinguishing features of this book; a book which, agreeably, focusses on contemporaneous issues relating to corporate brands and their management.

Building on this, and for the sake of equilibrium, I go on to reflect on the extant and foundational literature on this territory. As such, I have taken the liberty of reflecting on, and marshalling, my own perspectives on the area. In so doing, my aim is to complement the important territory covered in this collection. Such a personal retrospective provides, I hope, a useful counterpoint to the progressive insights adroitly examined in this ably edited collection. I then briefly detail the

importance and opportunities which the field represents and conclude by providing final reflections on the merits of this publication.

So, what is distinctive about this book and what are its strengths?

The first of these strengths are the expertise and experiences of the editors. Both have published empirical research on corporate brands and their management. Moreover, both are respected teachers in the field and Professor Melewar has taught on, for instance, the ground-breaking MSc in Corporate Brand Management and MSc in Applied Corporate Brand Management degree programmes at Brunel University London. Significantly both courses are the first of their kind. Professor Melewar took the lead in designing the first masters degree and I subsequently conceived the applied version of the course. I have no doubt this anthology will be used on this and other, analogous, degrees and taught courses.

The second strength of the book includes the range of topics covered and its distinctive tripartite structure with Part I examining a variety of continental (Asia and Europe) and national (New Zealand and the USA) perspectives; Part II scrutinising different facets of corporate brands including the online environment, business-to-business brands, professional services brands and place branding; and Part III exploring how different methodological approaches (structural equation modelling, case studies, expert interviews and experimental studies) can be marshalled in furthering our understanding of corporate brands.

The contributors represent the final differentiator of this collection. International in scope, all the contributors are known for their work in the domain and include scholars of considerable repute including Russell Abratt, Wim J.L. Elving, Nicholas Ind, Bill Merrilees, Vincent-Wayne Mitchell, Md Nor Othman and Rui Vinhas da Silva to name but a few.

Foundational articles

Now, taking very much a personal perspective, let me reflect on the foundational articles – and what I believe are some of the key verities of corporate brands and their management - which first appeared from the mid 1990s onwards.

Clearly, Professor Melewar and Dr Alwi have advanced our discernment of the corporate brand domain by assembling an impressive group of scholars who provide contemporary perspectives on the domain. It is right to reflect on these advances. However, since the publication coincides with the twentieth anniversary of the first article on corporate brands this foreword allows me the distinct privilege to revisit and reflect on my own work on the territory.

Seemingly, it was my 1995 *Journal of General Management* article entitled ‘Corporate brand and connoisseurship’ which both launched and heralded the

corporate brand/corporate brand management as a new field on scholarship and management. In this article I reasoned that corporate brands are of considerable strategic importance and corporate brands are meaningful not only to customers but also to stakeholders and are multidisciplinary in scope. Significantly, the paper argued that employees are of fundamental importance and noted that the corporate brand manager is not the traditional brand manager but is none other than the Chief Executive Officer.

A key theme of my foundational and more recent articles on corporate brands explains the differences between corporate and product brands (Balmer, 2001; Balmer and Gray, 2003) and notes the institutional importance of corporate brands: many corporate brands are highly significant strategic assets and, importantly, they need to be managed as such (Balmer, 2012, 2013). In particular, where organisations follow a corporate brand orientation the corporate brand serves as a centripetal force: a force that both guides and informs an institution's purposes, activities, culture and ethos (Balmer, 2013).

In our research on British Airways we provided a reminder that whereas *legal ownership* of a corporate brand resides with the organisation, *the real strength of a corporate brand comes from its emotional ownership by corporate brand stakeholders* (Balmer et al., 2009).

Corporate brands: importance and opportunities

A key tenor of this book is the burnishing of the notion that corporate brands are of vital importance and Professor Melewar and Dr Alwi share my evangelical zeal in this regard. Unquestionably, within the corporate marketing domain, corporate brand management has become an increasingly central senior management and organisational-wide concern. This book is testimony of this fact. Certainly, many of the world's most valuable, favourable and influential brands are corporate brands: from Coca Cola to the Catholic Church. Undoubtedly, corporate brands can be an organisation's most precious strategic resource and valued asset. The above being noted, confusion and ambiguity abounds within the territory. Sometimes, for instance, product/service brand analytical frameworks, theories, and strategies are applied to corporate brands which, for me, are rather naive to say the least. Sometimes, too, scholars and managers confuse corporate identity management with corporate brand management.

As is to be expected with a nascent area of inquiry – especially an area having a strong marketing pedigree – the focus tends to be on instrumental rather than theoretical imperatives. For this reason, more attention needs to be given to the theoretical foundations of corporate brands (Mukherjee and Balmer, 2006). Certainly, there is scope for the application of well-homed theories from social science. For instance, social identity theory has been applied to corporate brands (Balmer and Liao, 2007), and this resulted in the introduction of the 'corporate brand identification' notion. Notably, this book accommodates and advances both theoretical and instrumental traditions of the area.

Final reflections

This book is well-timed since it comes on the twentieth anniversary of the first article on corporate brands. *Corporate Branding: Areas, Arenas and Approaches* not only provides current standpoints on the territory but also reminds us of the progress and developments within corporate brand scholarship since 1995. The book is testimony of the importance corporate marketing scholars from all parts of the globe now accord to corporate brands and the diverse theoretical and methodological approaches through which corporate brands are studied.

Readers of this book will welcome the insights from leading corporate marketing scholars; the international perspectives proffered; and the diverse methodological standpoints marshalled. Moreover, case study insights ensure that an eye is kept on the needs of managers and students on taught courses. As such, Professor Melewar and Dr Alwi are to be congratulated in bringing this meaningful publication initiative to fruition.

This book is a timely reminder for all of us fortunate enough to research, manage and study in the critically important domain of corporate brand management not only to digest assimilate contemporary advances but also and to re-assimilate and revisit the core precepts of corporate brands. Again, my Malaysian colleagues are to be warmly thanked in designing and delivering a book which is of singular interest.

Read on and enjoy.

Professor John M.T. Balmer BA (Hons),
MBA (Dunelm), PhD (Strathclyde)¹

Notes

- 1 Professor of Corporate Marketing, Brunel University London; quondam Professor of Corporate Brand/Identity Management, Bradford University School of Management, England; and Chairman of the Board of Senior Consulting Editors of the *Journal of Brand Management*. He has been a teacher of corporate brand management for a quarter of a century.

References

- Balmer, J.M.T. (1995) 'Corporate branding and connoisseurship', *Journal of General Management*, 21(1): 24–46.
- Balmer, J.M.T. (2001) 'The three virtues and seven deadly sins of corporate brand management', *Journal of General Management*, 27(1): 1–17.
- Balmer, J.M.T. (2012) 'Corporate brand management imperatives: custodianship, credibility and calibration', *California Management Review*, 54(3): 1–28.
- Balmer, J.M.T. (2013) 'Corporate brand orientation: what is it? What of it?', *Journal of Brand Management*, 20(9): 723–741.
- Balmer, J.M.T. and Gray, E.R. (2003) 'Corporate brands: what are they? What of them?', *European Journal of Marketing*, 37(7–8): 972–997.

- Balmer, J.M.T. and Liao M-N. (2007) 'Student corporate brand identification: an exploratory study', *Corporate Communications: An International Journal*, 12(4): 356–375.
- Balmer, J.M.T., Stuart, H. and Greyser, S.A. (2009) 'Aligning identity and strategy: corporate branding at British Airways in the late 20th century', *California Management Review*, 51(3): 6–23.
- Mukherjee, A. and Balmer, J.M.T. (2006) 'New frontiers and perspectives in corporate brand management: in search of a theory', *International Studies of Management and Organizations*, 37(4): 3–19.