DIALOGIC COMMUNICATION:
BEYOND CONTROL TOWARD CO-CONSTRUCTION

Conference Proceedings

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INTRODUCTION

We live in an era of information democracy and worldwide interactive communication, in which any individual, institution, organization, association or group of people can establish communication exchange with any other individual, group, institution or organization, using all the different communication touch points available online or offline in fast, direct and cost-effective ways. In such an era, corporate and marketing communications become extraordinarily powerful strategic assets to understand, connect with, listen to, and engage all company stakeholders, including customers and consumers. In the effort to build company identity and foster strong individual and corporate brands along with a positive and enduring corporate reputation, communication needs to be creative, meaningful, up to date, transparent, empathetic, participatory, sustainable, and relevant for all customers and stakeholders.

To develop and maintain these features over time, communication needs to be part of the strategic decision-making of top management and brand management, and be managed by open-minded, multidisciplinary, passionate professionals, driving dialogic and peer-to-peer communication processes, sensing the corporate environment for opportunities and threats, discovering and leveraging on all stakeholder and customer touch points to engage and interact with them.

The focal point of the 2014 CMC Conference lies in exploring current and future challenges relevant to the adoption of a dialogic approach to corporate and marketing communications. What does it mean for communication to be genuinely dialogic and truly interactive? How can communication overcome sender-biased models of message delivery? How can communication adopt a stakeholder-centric approach? How can
dialogic communication sustain corporate intangible assets? What are the ethical challenges of dialogic communication? How can dialogic communication be evaluated?

The 19th International Conference on Corporate and Marketing Communications is the locus for scholars, educators, and practitioners seeking to promote and advance knowledge in the field of Corporate and Marketing Communications.
1

Advertising track
The paper proposes a model to analyze the impact of interactive advertising of employers on employees. Employees like consumers also come across with the advertisements of their own employers and process and evaluate them, most likely in a more detailed and involved fashion than consumers. Advertising research is full of papers demonstrating the importance of marketing communication to consumers’ brand beliefs, evaluations, and consequently purchase and/or recommendation decisions. Having a stakeholder-centric approach requires taking all stakeholders into account. However, empirical and conceptual work investigating how employees respond and evaluate advertisements of their own employers is fairly limited. Studies note that marketers are still overlooking an important internal or ‘second audience’; i.e. their own employees. As such, the model suggested serves to answer not only this need but also the need of cross-disciplinary research by connecting many areas of advertising research into its components, along with many areas of organizational behavior.

**Keywords:** conceptual paper, interactive advertising, internal marketing, employee, employer, cognitive processing, organizational outcomes

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Gender and perceptual dimensions of TV-advertising

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The primary objective of this paper is to establish, demonstrate and evaluate the usefulness of an ad perception framework, composed of three perceptual dimensions developed from cognitive film theory (Grødal 1997; 2009). To that end, the article briefly summarizes the main approaches in the framework. Next, an empirical study, aimed at demonstrating and evaluating the framework in relation to gender difference in advertising perception is presented. Main findings are that the scales based on the framework capture differences in ad perception, suggesting that there may be subtle but significant differences in how men and women perceive advertising. The results are discussed in relation to theoretical and pragmatic implications.

Keywords: advertising; gender; advertising effect; advertising perception

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Implementing Knowledge Management for Effective Communication Solutions: An Analysis of Communication Agencies in Turkey

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Knowledge has become one of the most essential assets and valuable resources that provide competitive advantage for organizations. Competitive success depends on two basic principles: First, companies should learn from their mistakes and successes. Second, they have to take advantage of their expertise and experiences that helped them achieve success. In other words, it is crucial for companies to manage their knowledge assets to distinguish themselves from their competitors. According to Dalkir (2011), being often based on experience, knowledge is subjective, highly contextual and is beyond data or information. Knowledge management (KM) goes far beyond developing simple information systems (Raghu and Vinze, 2007). Managing knowledge must be developed consciously as is the case with other strategic asset in terms of obtaining its benefits as Chesbrough et al. (2006, 26) stated: “the use of purposeful inflows and outflows of knowledge to accelerate internal innovation”. Schultze and Stabell (2004, 551) define the notion of KM “as the generation, representation, storage, transfer, transformation, application, embedding and protecting of organizational knowledge”. Therefore, it is important to identify knowledge formation and adaptation in the organization. Unless knowledge is produced, captured, shared, distributed and owned collectively within an organization, it can have little or no value in relation to improving performance, creating innovative solutions and generating/sustaining competitive advantage. Studies focusing on knowledge management approaches offer some common phases such as knowledge creation, storage and retrieval, distribution and application (Davenport and Prusak 1998; Alavi 2000; Martensson 2000).
As in other fields, knowledge is also gaining in import in today’s communication world where information flows from many different sources. Effective and efficient communication solutions necessitate deriving “useful information” from the general mass of data and converting it to use-able knowledge. Communication services are business-to-business services those generate creativity, are highly intangible, competitive and carry high risks. Thus, managing and selling knowledge are considered as the essential functions of communication efforts.

Clients of communication agencies place great importance on specialization, and to processed, construed data - i.e. information and knowledge - and require creative solutions to achieve their communication objectives. Hence, knowledge is one the most essential assets for agencies especially those that need to design unique communication campaigns. Since finding creative communication solutions necessitates harmonic and collaborative team work, it is also important to understand how data gathered from different sources are used by different departments in terms of knowledge exchange inside said communication agencies. Thus, agency success requires effective knowledge management which is as important as knowledge creation.

Knowledge management relies on collaboration between a wide variety of contributors ranging from individuals and groups to developed technologies in an organization (Raghu & Vinze, 2007). Similarly, communication agencies try to obtain information using different resources and varied research processes which enable them to utilize both external and internal knowledge to create innovative and creative solutions. Our previous research (Misci & Uzunoğlu, 2008) mostly focused on advertising and media agencies’ knowledge management process drawing on data gathered by in-depth interviews from the industry with 14 representatives from 10 agencies. The results revealed that “all the participant agencies use KM somehow, although they are not consciously aware of the steps and the processes” (Misci & Uzunoğlu, 2008: 523). We have concluded that “sharing and use of information within agencies, finding creative, innovative and efficient ideas and solutions and capturing best practices can be accomplished through the KM process” (Misci & Uzunoğlu, 2008: 524), and agencies can gain a competitive advantage by putting knowledge into application.
The collaboration of different parties in developing communication solutions requires on-going dialogue in order to create, store, share and apply knowledge. Today, one of the important information sources that ease the collaboration is digital technologies providing new platforms that facilitate the flow of data and information via social networks, digital monitoring and server reports, and digital interactions for both agencies and advertisers free from space and time. Considering this, our further study focuses on digital communication agencies to identify how they find solutions for client communication problems by using data gathered from different sources.

The qualitative approach adopted is predicated on in-depth interviews with representatives from digital communication agencies. The target number of interviewees to contact is 15 and the interviews will be extended until repetitive themes emerge (Carson et al., 2001). Interviewing expert-representatives will provide a practical context in support of the theoretical framework, and would lead to a better understanding of the issue from the practitioners’ viewpoints. Interview questions will be based on the Knowledge Management Process developed by Alavi (2000) and will include the four phases of knowledge creation, storage and retrieval, distribution, and application in order to explore the following research questions:

– What are the main information sources of digital communication that agencies access in terms of knowledge acquisition and creation?
– How is gathered information stored and retrieved?
– How is knowledge shared externally (i.e. clients) and internally (employees)?
– How is knowledge used to develop creative solutions for communication problems?

References


International Marketing Myopia: Advertising Typologies in Services

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Following a half century of debate, and with the broad acceptance of a ‘middle of the road’ position, the issue of standardized versus localized approaches in international advertising campaigns continues to attract interest (see, for example, Okazaki and Taylor, 2006; Fastoso & Whitelock, 2007). However, the focus of most empirical international advertising research concerns U.S. corporations marketing goods, or content analysis of advertisements for products in different markets. Little research, though, has focused upon international advertising approaches used by U.S. multinational service companies.

This working paper aims to determine the types of standardized creative advertising approaches used by U.S. multinational service companies, identify obstacles that may impede standardization of advertising campaigns if desirable, and to examine connections between the use of creative advertising approaches and company’s sales volumes, and between the use of creative advertising approaches and companies length of business. Opportunities in international markets for consumer goods and services abound. New consumer markets are booming in China and other Asian countries, India, Latin America, and Eastern Europe as their economies expand, in some cases massively. In addition, consumer tastes in more mature markets of the industrialized world are now sophisticated and complex (Cateora, Gilly and Graham, 2013). Along with challenges, competition among multinational companies has intensified due to increasing liberalization of trade, creation of regional economic integrations, advances in transportation, communication and information technologies, and uninterrupted flows of goods and services in a relatively peaceful world (Czinkota & Ronkainen. 2012; Keegan & Green, 2012).

Over the past decade, and by way of example, the U.S. has witnessed U.S. exports of its commercial services climb 4% while those of Germany fell
2% and France’s dropped a full 7% in 2012 (World Trade Organization, 2013). During the same year, American exports of services reached US$649.346 billion, resulting in a US$206.82 billion trade surplus. Marketing and promotion are major beneficiaries of this level of economic activity, although estimates on the size of global advertising expenditures vary. These markets need to be given fuller attention as the types of advertising strategies may be capable of improvement.

References
2

Responsible and ethical communication track
A three way comparison of perceptions of the role and effectiveness of charity content marketing: 
The views of fundraisers, consultants, and donors

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Although the topic of content marketing has received extensive coverage in the practitioner marketing literature, academic research into content marketing has been sparse. The work in progress outlined below compares views about the uses and value of content marketing held by members of samples of content senders, their consultants, and content recipients within a sector, UK fundraising charities, that employs content marketing extensively (see Cahalane, 2013; Miranda and Steiner, 2013). Content marketing involves the creation and sharing of valuable but often free-to-use content in webpages, blogs, e-newsletter, podcasts, videos, white papers, apps, virals, tweets, Facebook communications, magazine or online TV channels, etc. (Hilpern, 2013 p.38). According to a number of authorities (see Wehmeier and Raaz, 2012 for details) content marketing has become a key strategic tool for managing stakeholder relationships. Hilpern (2013) estimated that content marketing could account for at least £900 million of UK marketing expenditures in 2013. The practitioner content marketing literature routinely suggests that there exist a number of key objectives for content marketing; namely search engine optimisation, impression management, creation of transparency in communications, and maximising the attainment of viral distribution of content. Search engine optimisation (SEO) leading to high search ranking is often regarded as a primary aim of content marketing (Hart, 2002; Wenham et al., 2003; Clark, 2013) on the basis of the fact that the majority of internet users only examine the top ten websites on a search engine results list, with only one per cent searching beyond page three (Zhang and Dimitroff, 2005). Search engine rankings algorithms match relevant content to user queries. Hence, content is an ‘especially important’ criterion applied to the determination of results page rankings (Onaifo and Rasmussen, 2013 p.104). A charity might invest
substantial resources in maximising its results page ranking, so it is a matter of considerable interest to know whether donors to a charity really care about the charity’s search result position. Gay et al. (2007) notes that just because most people only browse the first two or three pages resulting from a search, this does not necessarily mean that they regard top positions as important (implying in the present context that top positions may not induce individuals to give).

Impression management involves efforts to create, protect, repair, maintain or alter an image held by an audience (Schniederjans et al. 2013). The aim is to control outsiders’ opinions or impressions by manipulating the content of the information presented during interactions (Leary and Kowalski, 1990; Hooghiemstra, 2000). An organisation engaging in impression management will discerningly present information about its accomplishments while omitting less favourable information. However, the recipients of content designed to create favourable impressions of an organisation might not appreciate the material delivered. They may suspect that important information has been omitted, that facts have been embellished, and, according to Bozemon and Kacmar (1997), may feel ingratiated and manipulated. Many studies have concluded that consumers hold more favourable attitudes towards organisations with transparent business practices (see Bhaduri and Ha-Brookshire [2011] for details of relevant investigations). Benefits claimed for organisational transparency include the creation of a favourable atmosphere for public relations (Eggert and Helm, 2003), feelings of identification with an organisation (Bertot et al., 2010), trust (DiStaso and Bortree, 2012), and an improved reputation (Bhaduri and Ha-Brookshire, 2011). Problems are that transparent information is freely available to competitors; that as more and more information becomes accessible it becomes increasingly difficult for consumers to judge which elements are valid and useful (Christensen and Langer, 2009); and that because individuals’ perceptions of transparency are subjective (Eggert and Helm, 2003), then opinions vis-à-vis the optimum amount of transparency will vary from person to person (Jiang et al., 2009). Also, donors might not be impressed by organisational attempts at transparency. They might not believe the ‘transparent’ information that is transmitted, might consider it to be a form of advertising, or might not find the information that is provided to be useful. Organisations increasingly attempt to create compelling content they hope will improve the chances of a message ‘going viral’,
Berger and Milkman (2012) found that high probabilities of viral distribution were associated with the inclusion in content of high-arousal positive and emotional evocative messages; avoidance of deactivating messages (e.g., those invoking sadness, anger, awe or anxiety); and the presentation of useful, interesting and surprising information. It is relevant to note however that donors might resent being pressured into passing on messages. Donors may assume that certain messages have been sent by agents, may feel ‘used’, and might regard messages that are clearly intended to encourage virality as ‘digital spam’ (Woerndl et al., 2008).

To address these issues, questionnaires are being (i) sent to heads of marketing in the UK’s top (by income) 1000 charities and to a list of the chief executives of around 300 content marketing agencies, and (ii) administered face-to-face to a sample of charity donors approached at random in street location in various districts (some prosperous, some deprived) of Greater London. (The target donor sample size is 800, this work being undertaken by graduate students trained and paid for the task.) Section one of the questionnaires sent to charities asks for information about a charity’s size, age and sector, and whether it uses a content marketing consultant and/or employs dedicated marketing staff. Agencies are being asked whether they specialise in charity clients. Subsequent sections examine the respondent’s perceptions of the importance of transparency, SEO, etc. The questionnaire administered to charity donors begins with routine queries concerning the donor’s age, income category and education, intensity of use of social media, amount given to charity in the previous year and frequency of giving. Donors are then asked for their views on the importance of transparency, the use of impression management, etc., within content, using the same questions (suitably adapted) as are given to charities and agencies. Because the study is gathering some basic information on the properties of the respondent charities and agencies (size, age, sector) and on the characteristics of donors (age, income and education levels, intensity of use of social media, giving behaviour) it is feasible to explore possible connections between these variables and a participants’ views on the importance and/or roles of transparency, etc., within a charity’s content.

Initial findings indicate that significant differences do indeed exist between the views of, on the one hand, charity fundraising managers and their
consultants, and on the other the donors who give to charities, particularly in relation to the value of SEO and organisational transparency within content.

**Key words**: Content marketing, non-profit organisations, search engine optimisation, transparency, impression management, viral distribution.

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Branded Sustainability Programmes: platforms for collaboration and co-creation

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The calls for a circular economy require businesses to adopt CSR/Sustainability strategies ensuring collaboration with a number of stakeholders along the value chain. The corporate communications literature is however offering limited insights into the challenges of designing a corporate communications strategy that will stimulate collaboration with diverse stakeholders, and at the same time support a consistent corporate image.

This paper provides insights into a specific symmetric corporate communications strategy aimed at stimulating not only a balanced dialogue, but to facilitate active collaboration and co-creation with stakeholders in a business to business value chain.

The context for the research is the food and drink value chain in Western Europe and is based on empirical evidence from a multiple case study methodology involving in-depth interviews with 25 senior managers and directors from food and drink manufacturing companies, retailers, and some of their stakeholders.

A framework for symmetrical corporate communications is presented, depicting the role of branded sustainability programmes as a platform for stimulating interest, initiatives and innovation from stakeholders, whilst ensuring a consistent corporate image.

Previous research on corporate communications strategies on CSR and Sustainability, has seen limited empirical validation, is primarily focused on consumers, and more importantly is lacking in advice regarding how to craft communications that not only appeal to a multitude of stakeholders, but that also encourage collaboration and co-creation. Thus, this corporate
communications framework adds confirmation and extension to previous research and, importantly, it introduces the notion of branded sustainability programmes as platforms for corporate communications.
Business ethics revisited: the effects of business ethics on consumer perceptions, the mediating effect of brand equity and the relationship with the willingness to buy

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This research examines the influence of business ethics on customers’ perceptions and willingness to buy using brand equity as a mediating variable. Adapting a proposal of a model involving the variables under consideration, several hypotheses were developed and tested, based on the existing literature. The study focuses on Dutch University Students who have the purchase experience of both fast moving products and services. The most appropriate methodological approach (web survey design), the necessary research instruments and the corresponding scales of measurement were adopted. The results indicate that business ethics affect consumer perceptions and brand equity. In addition, results indicated an equally strong positive relationship between consumer perceptions and actual willingness to buy and a negative one between brand equity and consumer perceptions. The theoretical and managerial implications of these findings are discussed and further research directions are offered.

Keywords: business ethics, brand equity, consumer perceptions, willingness to buy.

References


While consumers have been concerned for some time about their personal privacy on the Internet, other practices which they may not be aware of may be as dangerous or more dangerous to their well-being. This research examines awareness and perceptions of a number of common and significant Internet practices that may be deceptive and harmful to consumers. Surveys were conducted in the U.S. and Greece in an attempt to garner an international perspective of this issue. The research concludes that even knowledgeable and frequent users of the Internet are unaware of practices that may be harmful to them, even though these practices are also shown to be perceived as unethical.

Keywords: e-Advertising, Unethical practices, Internet

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Communication across cultures (part 1) track
Combining Personal Relationships and Relationship Marketing to Attract and Retain New Customers

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This empirical paper is based on a conceptual framework linking personal relationships (guanxi) and relationship marketing and their impact on customer retention. The aim of this paper is to examine the direct effect of personal relationships through their various constructs (bonding, personal trust, reciprocity, empathy, face, and affection) and relationship marketing (RM) through its constructs (organizational trust, commitment, reciprocity, communication, conflict handling and equity) on customer retention. There is a lack of research demonstrating how these concepts work together to help companies attract new customers and retain them.

A questionnaire derived from extant literature was completed by 305 customers of Egyptian small and medium-sized enterprises (SMEs). The initial findings, obtained using multiple regression analysis, indicate that personal relationships have a significant positive direct impact on customer retention. RM constructs have a significant positive direct effect and predict a substantial proportion of the variance in customer retention. The findings of this study provide useful and valuable insights for Egyptian SMEs intending to use the personal networks of their employees and apply RM, as using both of these concepts will improve the quality of the relationships with customers as well as customer recruitment and retention. The paper is of relevance to academics studying personal relationships/networks and relationship marketing, and to marketing practitioners developing marketing and retention strategies.

**Keywords:** personal relationships, relationship marketing, organizational relationships, customer retention
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Discovering India’s Three Levels of Luxury Consumption

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Luxury marketing research has moved from functional product attributes to a democratization of luxury view and from the established to the emerging economies based on consumer demand. Research studies have historically focused on the brand’s and marketer’s perspectives, thus there has been little attention to the consumer’s view of “self” and its impact on luxury consumption. This paper presents a framework of luxury and self-using concepts such as interdependent or outer, independent or inner and digital self. These involve three levels of luxury consumption, i.e., conspicuous, individual and interactive. This paper is developed from a series of studies conducted among Indian young luxury consumers from 2011 onward.

Key Words: Levels of luxury consumption, Self Concept of Consumers, purchase motives, Qualitative study, India

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Does integrated corporate communication improve market performance? Insights from the Spanish tourism sector

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Integrated Marketing Communication (IMC) has been considered “the major communication development in the last century” (Kitchen and Schultz, 2001) and is increasingly attracting academic and practitioner interest (Kim, Han and Schultz, 2004) ever since its origins in the early 1990s (Caywood, Schultz and Wang, 1991). Despite the great corpus of publications on IMC developed over the last two decades, theoretical debate on the concept continues apace. Moreover, this debate involved not only academic scholars, but also takes place in the professional context. For example, the Association of National Advertisers regularly conducts research on IMC with marketing and corporate communication managers and practitioners and the last IMC research report (ANA, 2011) evidences an optimistic view on how via integrating communication businesses can achieve a sustainable competitive advantage. In addition, Laurie and Mortimer (2011) highlighted the existing gap between the academics’ and the practitioners’ views in their provocative paper “IMC is Dead, Long Live IMC”.

The most recurrent themes of debate relate to definitional and measurement issues and to the ongoing paucity of in-company empirical research. For example, many authors have dropped the term marketing from ‘IMC’ and referred to the concept as Integrated Communication (IC) (Smith, 2012a; Smith 2012b; Christensen, Firat and Torp, 2008), or to Integrated Communication Management (ICM) (Einwiller and Boenigk, 2012), and Integrated Corporate Communication (ICC) (Christensen and Cornelissen, 2011; Pickton, 2004). Christensen and Cornelissen (2011) suggested that “corporate communication conceives of itself as the integrated communication discipline par excellence, claiming to supply an all-encompassing framework for their integration” (Christensen and
Cornelissen, 2011, p. 388). Based on this and our review of the literature, our definition of ICC is:

“the stakeholder-centered interactive process of cross-functional planning and alignment of organisational, analytical and communication processes, that allows for the possibility of continuous dialogue by conveying consistent and transparent messages via all media in order to foster long-term profitable relationships that create value” (Porcu et al., 2013).

According to this conceptualisation, ICC is a multidimensional construct composed of four dimensions: tactical consistency, interactivity, stakeholder-centred strategic focus and organisational alignment.

Moreover, recent literature called for more efforts to measure integrated communication (Ewing, 2009 and Taylor, 2010) and for robust empirical research to assess the performance outcomes deriving from integrating communication (Schultz, Patti and Kitchen, 2011; Kitchen and Schultz, 2009; Kliatchko, 2008 and 2009).

Based on these premises, we are modelling the influence of ICC on market performance of organisations operating in the Spanish tourism industry. The selection of this economic sector is due to its national and international relevance. On the one hand, tourism is currently the industry that registers the highest impact on domestic GDP and employment (INE, 2013). On the other hand, according to the United Nations World Tourism Organisation (UNWTO, 2013), Spain as a tourist destination ranks 2nd in the world, by income (US$ 56 billion), and 4th, by number of arrivals (58 million).

To achieve the research scope, an online survey study was conducted between April and July 2013 to Spanish businesses providing accommodation services with 40 or more employees. As a sample frame, a commercial listing of 969 businesses was drawn from SABI (from the initials of its name in Spanish, ‘Sistema de Análisis de Balances Ibéricos, Iberian Balance Sheet Analysis System), the most comprehensive businesses database which includes relevant information of over 1.2 million Spanish companies. Top management were targeted as key respondents and a multi-item questionnaire was developed and hosted in the Qualtrics web platform (www.qualtrics.com).

In order to measure ICC, a new measurement instrument was developed following an extensive literature review and a Delphic study (Porcu, Del Barrio-García, Kitchen, 2013). Moreover, a pilot study was conducted to purify the scale.
In addition, market performance was assessed by using the scale previously proposed by Gray et al. (1998) and adapted by Reid (2005). Finally, the questionnaire included a set of questions related to managers’ socio-demographic information (e.g. experience in the current position or similar) and the characteristics of the organisation (e.g. number of employees).

The *modus operandi* of the study consisted of two steps. First, managers were contacted by telephone to ask for their e-mail address (not included in the database for privacy issues) and for their availability to participate in this study. Second, a customised link to the online questionnaire was emailed to the 524 managers who agreed to participate. A total of 180 valid responses were obtained resulting in an 18.6% response rate (of the total population of 969 managers) and a 34.4% of the 524 managers who agreed to participate.

A second order Confirmatory Factor Analysis (CFA) was applied using the LISREL 8.8. software to validate the scales and assess the proposed model. The results of the CFA indicated that the scales were valid and reliable, thus showing adequate psychometric properties (dimensionality, reliability and validity). Moreover, the proposed ICC-Market Performance model was assessed, resulting in an adequate goodness of fit. The findings show that the implementation of ICC is strongly and positively related to overall market performance, thus we can conclude that ICC is crucial for organisation to achieve better economic-financial results, brand-related outcomes and higher customer satisfaction.

As a limitation, the generalisability of the results could be limited, due to the fact that this study was carried out in a specific industry and within a national context. However, we encourage future research to replicate this study across other sectors and countries, with the aim of improving the external validity of these results, reinforcing the ICC theoretical background.

Finally, as managerial implications, we conclude that the assessment of this ICC-Market Performance model is likely to help top management and corporate and marketing communication practitioners in their decision-making processes.

**Keywords:** Integrated Corporate Communication, Market Performance, Spanish Tourism, Structural Equation Modeling
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The word “Quintessential” means the most perfect, class, archetypal, classic, conventional, exemplary, absolute. No other word fits the description of Royal Enfield and its brand Bullet than the word Quintessential. The brand has generated unbelievable passion in the hearts of the biking community over the last one hundred years. Royal Enfield has survived as the products they make add value into the lives of its bikers. This has translated into strong consumer loyalty for the brand which has helped Royal Enfield and its brand Bullet to survive through the last century. This lineage brand has always commanded the stature of authority among bike enthusiasts, being seen as a strong man’s brand. The brand appeals to a cross section of the audience looking for a unique brand personality and off-roader biking experience along with its compelling emotional appeal and commanding presence in the street. In India, the Royal Enfield bikes are seen by the consumer as a time-tested British vintage brand, with a characteristic “Thump Thump” sound from the exhaust and bold chrome styling. In Europe, the brand is seen as an original and authentic British bike.

This research paper analyzes the brand rejuvenation strategies adopted by Royal Enfield, the role of brand positioning, brand mantra, brand communities, brand folklore and other unconventional below the line communication strategies adopted by the company to communicate the brand personality and take forward its brand values to enthusiastic bikers, ensuring brand survival in the face of stiff competition from German, Japanese, Italian, American and Indian bikes.

**Keywords**: Heritage Brand, Brand Personality, Brand Mantra, Brand Community, Brand Folklore, Unconventional BTL Communication Strategies, Brand Rejuvenation
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4

Crisis and internal communication track
Consumer advertising is one of the most visible marketing tools of a company. This means that it will reach many different stakeholders. Academic marketing research, however, tends to focus only on one of them, namely the consumer. Given that consumers are, in fact, the main target audience for advertising, this focus is sound. Still, there is a growing literature documenting the effects of consumer advertising on other stakeholders, such as employees (e.g., Wolfinbarger-Celsi and Gilly 2010) and investors (e.g., Osinaga et al. 2011). This research clearly shows that consumer advertising influences perceptions above and beyond the consumer perceptions it is primarily intended to promote. In the current paper we investigate how consumer advertising influences one such audience namely employees. More specifically we explore if and how employee perceptions of consumer advertising might influence organizational identification among employees. Organizational identification (OI), or “the degree to which people come to see the organization as part of themselves” (Dutton et al. 1994, p.242), is important for companies. High levels of OI have been found to foster beneficial employee behaviors, such as cooperation inside and competitiveness outside the organization, as it leads employees to focus on actions that benefit the organization a whole rather than only their self-interest (e.g., Dutton et al. 1994). Companies are, however, facing great challenges when it comes to OI or “getting people on board” (Getting People on Board, Harvard Business School Press, 2004). A recent Gallup study (2013) conducted in 142 countries worldwide shows that only 13 percent of employees are engaged in their work and likely to make positive contributions to the organizational goals. We believe that the marketing department in general, and consumer advertising in particular, can have an important role to play in addressing this challenge.

There is indeed a large body of literature within the marketing field that
addresses how organizations can get their employees “on board”. Some related concepts are internal marketing (Rafiq and Ahmed, 2000), internal branding (Punjaisri and Wilson, 2007), and employee branding (Miles and Mangold, 2004). A common theme in these literatures is alignment, that is, making sure employees share the same perceptions of the organization internally and that there is a fit between internal and external perceptions. Still, the role played by consumer advertising is rarely explicitly addressed in empirically in this work.

To our knowledge, only a handful studies have investigated the role played by consumer advertising for employees. These studies show that employees indeed react to its company’s consumer advertising (c.f. Acito, 1980; Hughes 2013; Wolfinbarger and Gilly 2005; Wolfinbarger-Celsi and Gilly, 2010). OI has emerged as a relevant construct within this field, and it has been proposed, based on qualitative studies (Gilly and Wolfinbarger, 1998), that consumer advertising can build OI. If true, this would mean that advertising contributes to the organization beyond influencing consumers. However, this relationship has not been empirically verified. We therefore aim to build on emerging work by empirically testing the proposed effects of advertising on organizational identification, using an experimental design that allows for causality to be established.

Our study was conducted in cooperation with a large food retailer, which allows us to study real employees and real consumer advertising. A total of 314 employees participated in the study and they were asked to express their views on six different examples of advertising created by the company. Each participant only saw one ad and answered questions about organizational identification only once (either before or after seeing the ad). The allocation to conditions was random. By varying the order of measurement of OI and ad exposure we can a) compare the level of organizational identification between those exposed and those not exposed to advertising and b) explore the causal direction of ad perceptions and organizational identification.

The findings show a significant positive influence of consumer advertising on organizational identification. Further correlational analysis, based on Kenny’s (1975) approach, confirms the causal direction of this relationship. Thus, our results suggest that advertising exposure leads to increased OI, and not the other way around. The findings also show that this effect is not true for all ads, and that employees’ perceptions of advertising effectiveness is a key driver of the OI effect.
The originality of the study is, first, that it contributes a better understanding of employee reactions to consumer advertising, by providing empirical support for a previously suggested (Wolfinbarger and Celsi, 1998) relationship between advertising and OI. Second, our research complements previous qualitative (Wolfinbarger and Celsi, 1998) and correlational (Hughes 2013; Wolfinbarger-Celsi and Gilly, 2010) studies of the internal effects of consumer advertising by using an experimental approach. This allows us to establish the causal relationship between advertising and OI. Finally, on a more general level, the present paper contributes to the growing literature on different stakeholder reactions to consumer advertising and adds a broader picture of how advertising contributes to organizations, beyond influencing consumers.

Managerially, the findings suggest that advertising is an important tool in aligning and getting employees “on board”. Thus, advertisers should take employees into account when designing and evaluating consumer advertising. Employees could be invited prior to a campaign, to influence the planning in terms of, for example, key messages. Advertisers could also pay greater attention to employee reaction after the campaign, by conducting campaign evaluation internally – in the same way that consumer reactions typically are measured. The latter action could also serve as a tool for advertisers to further strengthen their accountability and influence within the company.

Further research is called for in order to better understand the reasons for the effects of advertising on OI. A particularly relevant question is what type of advertising that has greater or lesser effect on OI. It would be fruitful to include traditional measures of consumer reactions to advertising (ad attitude, message clarity, etc.) to further understand effects on employees.

**Keywords:** advertising, organizational identification, internal marketing, employees

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Employee communication behaviours are gaining growing attention because of their contribution to company's competitive advantage. Employee communication dialogue with managers to interpret events, with colleagues to cooperate in formal and informal networks, and with the employer as brand ambassadors is a key element of the co-creation of organizational context. Most important antecedents of employee communication behaviours encompass quality of relationships, material and non-material benefits, coercive power and termination costs, equity of exchange, and communication. This study shed light in particular on internal communication strategies adopted in order to enable employees to be strategic communicators.

It presents findings from interviews with 32 internal communication managers. According to interviewees, some strategies to enhance employee communication behaviours are communication-based: creation of communication path, development of new languages, adoption of full disclosure style, and effective managerial communication. A relevant part of internal communication strategies aim to affect employee attitudes and behavioural intentions to indirectly stimulate strategic communication behaviours. On the overall, internal communication strategies are enablement-oriented: they rely on integration of communication with other managerial practices, specifically human resource management, in order to create proper organizational conditions to sustain employee communication role for the co-creation of organizational context.

**Keywords**: employee communication behaviours; internal communication; employee enablement; internal communication strategies

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The effects of social media on brand attitude and WOM during a brand crisis: the case of Barilla

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Brand crises endanger companies. Social media are a key platform where stakeholders elaborate and react to crises. This research explores whether social media audience and traditional mass media audience react differently to a brand crisis in terms of their 1) attitude toward the brand/company and 2) word-of-mouth (WOM). As to the brand/company attitude, we argue that stakeholders exposed to the brand crisis via social media have a more negative reaction towards the brand/company compared to those who are exposed via mass media. As to the behaviour, we posit that social media exposure intensifies WOM. By analysing the Barilla crisis, the findings suggest that the social media act as ‘multipliers’ of the reaction of stakeholders to a brand crisis.

Keywords: social media; crisis management; brand attitude, word-of-mouth, mass media

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When the online firestorm goes mainstream – A content analysis of print and online news media

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With the emergence of Web 2.0 applications, internet users have gained more power to express themselves and to proclaim their opinions. When these opinions are negative, they can potentially hurt the reputation of the attacked entity if the criticism catches the attention of many and is distributed by a large number of people. When the negative word-of-mouth (WOM) communication is also seized by professional journalists who report about it in the mainstream media, the reputational threat is particularly prevalent. In this case, the attacked entity, that may be a company, political party or a person, faces a paracrisis. A paracrisis is a publicly visible crisis threat, i.e. a situation that could escalate into a crisis, accusing an entity of irresponsible or unethical behavior (Coombs and Holladay 2012).

A particular threat is the occurrence of an online firestorm, which Pfeffer, Zorbach and Carley (2013) define as “the sudden discharge of large quantities of messages containing negative WOM and complaint behavior against a person, company, or group in social media networks” (p. 2). Because journalists increasingly use internet sources for their research (Neuberger, Nuernbergk, and Rischke 2009), the online firestorm can spill over into the mainstream media, as has happened to Guido Barilla, CEO of the same-named pasta company who sparked a social media firestorm after alleged anti-gay comments (Stebner 2013), or the bank ING Diba whose TV spot featuring basketball star Dirk Nowitzki eating a piece of boloney incurred severe online criticism by vegetarians (Dohms and Kirchner 2012).

Our research addresses the question how journalists seize the firestorm phenomenon and cover it in online and print mainstream media. Specifically, the research asks which news factors lead to the coverage, which topics are covered, which entities represent the firestorm-objects and whether their response to the criticism is covered as well. To answer these questions we conducted a quantitative content analysis of 11 German print
media and 10 corresponding online media (mixed media sample of national quality newspapers, weekly papers and news magazines). The units of analysis were identified by means of a keyword search in digital databases. Search criterion was the technical term for online firestorm used in Germany, which is “Shitstorm”. All articles containing this term within the sample period ranging from April 2010 to October 2012 were included in the analysis. News factors were coded drawing on the classification by Eilders (2006). Coding of response strategies by the criticized entities was guided by Coombs (2007).

There were a total of 564 articles containing the term “Shitstorm” published within the sample period. About 60 per cent can be allotted to the analyzed online media. The number of articles on the phenomenon of online firestorms increased significantly within the sample period. While in 2010 only 8 articles could be identified, there were already 36 in 2011, and a total of 520 articles containing the term “Shitstorm” were published between January and October of 2012. Of all articles, 223 reported on a specific online firestorm. Most of these 223 articles dealt with politics (38 per cent), business (23 per cent) and culture (16 per cent). An organization (company or political party) was in the center of 121 articles, while 102 dealt with a person as the firestorm-object. Most of the articles were about the Pirates Party (13), the bank ING Diba (9), and Vodafone (7). In nearly half of the 223 cases, the firestorm-object was portrayed negatively; in 42 per cent the tone was ambivalent. In 75 of the 223 articles (34 per cent), a response strategy by the criticized entity could be identified. This was in about equal shares an apology or a justification. Response strategies from organizations were covered in 37 per cent of the cases (45 of 121), while accounts from persons experiencing an online firestorm were seized less often (30 of 102, 29 per cent). The news factors that played a role for a firestorm to be covered by a journalist were reach, facticity, prominence and influence.

The results show that online firestorms are turning into an established topic in German mainstream media, and that German journalists use the term “Shitstorm” with increasing frequency. While this may also be due to an increase in online firestorms per se, the jump from 2010 to 2012 is too drastic to only originate from that. Interestingly, in a considerable number of cases organizations were able to generate coverage of their responses to the criticism. Persons that were the object of an online firestorm were somewhat less able to do so. This may be due to the fact that organizations have a
more professional communications function at their disposal than the attacked individuals.

Although the phenomenon of people vocalizing criticism and complaints through interactive online channels is not new, the speed at which negative WOM diffuses through social media has been reaching new levels; this creates new challenges for corporate and marketing communications (Pfeffer, Zorbach, and Carley 2013). Results show that account giving can be effective when it comes to coverage on online firestorms in mainstream media. Which strategies are particularly effective and how this affects media audiences still remain to be tested.

**Key words:** content analysis, online firestorm, paracrisis, negative word-of-mouth

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5

Communication and intangible assets (part 1) track
Conceptualising the corporate brand as a socially owned asset: A critical contemplation

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Over the past few years, brand preference appears to have declined, dramatically (Schultz and Block 2012; Schultz et al. 2013). Attempts have been made to offset that decline by developing company efforts to build and sustain a trustworthy corporate brand capable of supporting the entire product brand portfolio.

In this paper we posit that managing the organization as a corporate brand may help companies differentiate their offerings and therefore regain some of their lost brand preference through enhancing and seeking to expand their social roles. In times of a severe decline in organizational social trust (2013 Edelman Barometer), companies which have traditionally carried out hard-selling product strategies are now switching to a corporate branding business philosophy (Biraghi and Gambetti, 2013). This enables them to face social scrutiny and also endorse their product brands through the development of a comprehensive and unique value proposition. Far beyond that, the argument is made that to sustain the credibility of the corporate brand’s bilateral promise, a societal view of the corporate brand as a socially constructed and managed asset could and should be developed. This should facilitate and underpin company differentiation which could restore brand preference.

Here, we critically review the extant literature on corporate branding via the conceptual turning points taking place in the field (i.e. corporate marketing logic, corporate branding as a governance model and the ultimate view of corporate branding as a societal philosophy). In doing so, we highlight the progressive broadening of the corporate brand philosophy,
which has moved from a marketing focus (Laforet and Saunders 1994; Brown and Dacin 1997; Keller and Aaker 1998; Aaker and Joachimsthaler 2000, Balmer 2001, 2009, 2011) to a pan-organizational (de Chernatony 2001; Hatch and Schultz 2001; Urde, 2003; Gotsi and Andriopoulos 2008; Balmer and Thomson 2009; Balmer et al. 2009; Balmer, 2012) and societal one (Gregory 2007; Hatch and Schultz, 2009, 2010; Järventie-Thesleff et al. 2011; Cornelissen et al. 2012; Melewar et al. 2012; Biraghi and Gambetti, 2013) which stretch beyond organizational boundaries. We illustrate the challenges brought about by each conceptual milestone in corporate branding that organizations currently face (Kitchen and Schultz, 2001; Schultz and Kitchen, 2004). Many challenges have resulted from the progressive managerial movement to develop corporate brands as socially owned assets. We support our polemic by providing evidence that accounts for how companies, in framing communications, open their corporate brand proposition to stakeholders and to society generally.

This study, while conceptual, offers a valuable contribution by reshaping the agenda in the corporate branding field. This is done by refocusing current corporate brand management developments into the lively conceptual debate that has informed the corporate branding philosophy over time. We conceive the paper as a sense-making incubator that raises pertinent questions, rather than providing answers. It is designed to provoke reflection about changes in corporate activities toward the society and its constituencies which inform the evolution of corporate brand philosophy. Specifically, it opens a conceptual reflection on the “traces” detected in corporate branding practices that point to the emergence of a new societal view of the corporate brand. This reflective process, we argue, is a first step toward diagnosing the corporate branding practices on their route toward the development of the corporate brand as a societal asset. We believe the paper will stimulate lively and needed debate in both an academic and managerial context as to whether corporate brands should take up a more societal stance in today’s world.

**Keywords:** corporate brand, societal corporate branding, intangible assets, brand preference

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How does reputation win trust?
A customer-based mediation analysis

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This paper explores the process of developing customer trust through customer-based corporate reputation (CBR). Corporate reputation is the perceptual evaluation of an organization by its stakeholders (Fombrun, Gardberg, and Sever 2000). It may therefore vary for different stakeholder groups, and, researchers should study it separately for each group (Fombrun and Shanley 1990). This study focuses on customers due to their importance as a major source of revenues (Walsh et al. 2009) and their influence on marketing practices (Kotler 2011).

The study of customer trust has received considerable attention (e.g., Morgan and Hunt 1994; Johnson and Grayson 2005) in the extant literature, since trust is a central construct in relationship marketing and serves as a key benefit of CBR (Eastlick, Lotz, and Warrington 2006; Jeng 2011).

Drawing on attitude theory and the theory of customer perceived risk; this paper aims to address two objectives. First is to compare the contribution of the affective aspects of the CBR to consumer trust against the cognitive component. Second is to test the mediating role of customer perceived risk in the CBR-Trust relationship.

Researchers have conceptualised reputation as an attitude-related construct consisting of both the cognitive and affective components (e.g., Schwaiger 2004; Einwiller, Carroll, and Korn 2010). While paying much attention to the study of the cognitive component of reputation (e.g., Eastlick, Lotz, and Warrington 2006; Keh and Xie 2009), they have somehow neglected the contribution of its affective aspect towards customer trust. We should study the affective reputation, as evidence suggests that this component works differently from the cognitive reputation (Raithel et al. 2010).

Reputation helps customers reduce perceived risk in B-to-C relationships (Van den Poel and Leunis 1999). Given the role of positive reputation in mitigating the perceived risk (Lacey, Bruwer, and Li 2009) and the
influence of perceived risk management on developing customer trust (Morgan and Hunt 1994), it is important to conceptualize and investigate the mediating effects of customer perceived risk in CBR-Trust relationship. We propose and test the following conceptual model (Fig. 1), which represents the direct and indirect (mediated) effects of CBR on the customer trust. Attitude theory and the research findings from the extant literature explain the direct effects, whereas, theory of customer perceived risk explains the mediating role of customer perceived risk in the CBR-Trust relationship.

Keywords:
Customer-based corporate reputation; Customer trust; Customer perceived risk; Cognitive reputation; Affective reputation

References:


The role of multi-stakeholder identities in individuals’ perceptions of corporate reputation: Evidence from Russia, Bulgaria, Italy and Australia

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Corporate reputation is a valuable intangible asset of organisations. It has often been associated with a range of competitive advantages which include enhancing a firm’s ability to attract consumers, investors and good employees particularly during periods of economic and financial instability (Roberts and Dowling, 2002; Gardberg and Fombrun, 2006; Rindova and Fombrun, 1999). Corporate reputation has traditionally been conceptualised as a collective representation of stakeholders’ impressions. These impressions are developed over time and are associated with the firm’s ability to deliver valued outcomes to various stakeholder groups (Helm, 2007; Walsh and Beatty, 2007). Companies with good reputations are very often assumed to provide good jobs, services and products to employees and customers (Turban and Greening, 1996; Michaelis, Woiwetschläger, Backhaus and Ahlert, 2008).

There is a well-established body of research work which has identified the multidimensional nature of corporate reputation also speculating that there are common organisational characteristics influencing the stakeholders’ impressions of a firm (Davies and Chun, 2002; Fombrun and Gardberg, 2000). While these impressions are collectively shared, they contribute to stakeholder-specific evaluations of the attractiveness of a company (Walsh and Beatty, 2007). As a result, scholars, in the marketing and management fields, have begun to investigate the management of corporate reputation according to a particular stakeholder group in order to develop stakeholder-specific communication strategies (Walsh and Beatty, 2007; Helm, 2007; Van Hoye, Bas, Cromheecke and Lievens, 2012). Within this stream of research there is a general consensus that stakeholder groups differ in their expectations, values and norms and rely on corporate reputation to serve different needs.
While this line of inquiry focuses on the perception of groups, social identity theory also suggests that individuals can hold multiple identities (Brewer and Pierce, 2005; Roccas and Brewer, 2002). This is extremely important because individuals are also very often required to balance different mix of identities (i.e. the identity of a consumer and that of an employee) with this mix influencing the final perception of both tangible and intangible assets. However, while corporate reputation has been studied in light of the interests of specific stakeholder groups, its salience for individuals holding multiple stakeholder identities has been almost completely ignored.

Against this background, the primary aim of this paper is to analyse how, and the extent to which different identities have the potential to influence individuals’ perception of corporate reputation. We are also interested to explore the extent to which one specific identity (i.e. the consumer identity) may influence other identities (i.e. the employee or investor identities) in shaping the individual’s perception of corporate reputation. We do so by considering two commonly assumed identities - that of a consumer and job seeker within both established (Australia and Italy) and transition economies (Russia and Bulgaria). This is relevant because in the latter countries the transition to market based principles has often been associated with changes in individuals’ identities (Patico and Caldwell, 2002; Hörschelmann, 2008).

We use a within-subject experimental design build upon research on stakeholder identity (Kleine, 1997) and identity complexity (Roccas, 2002; Brewer and Pierce, 2005) to test our main hypotheses. Consistent with this work we define stakeholder identity as task-specific identity which drives individuals’ intentions and behaviours towards firms. In the context of corporate reputation this identity determines individuals’ expectations of companies as prospective providers of products and employment opportunities (Walsh and Beatty, 2007). The final instrument included the 20 item RQ scale (Fombrun et al; 2000) where individuals were asked to rate the importance of these items for their intentions to purchase and take employment opportunities with a company. The data was collected from Russia, Bulgaria, Italy and Australia (N=1083). The initial data analysis suggests that there are significant differences in the importance of the reputation dimensions according to individual identities, with these differences being less pronounced in transition countries. Specifically, consumer identities seem to influence employee identities to a much larger
extent in Russia and Bulgaria than what is the case in Italy and Australia. Russian and Bulgarian individuals seem to hold more blurred stakeholder identities, in relation to corporate reputation, than their Italian and Australian counterparts. The results have important implications for the management of corporate communication strategies. Our findings indicate that companies should differentiate their corporate communication strategies according to the country they are operating in as well as the individual identity they are targeting.

**Keywords:** stakeholder identity, corporate reputation, corporate communication, social identity

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Corporate identity is a construct that is notoriously surrounded by a myriad of definitions and terms. This hard to define nature is subsequently proving to be a hindrance to the construct’s development. This is especially so when corporate identity is perhaps heading into increasingly exciting and fractured times. With more platforms open for identity dissemination and evolving needs of stakeholders (both internal and external) wishing to become co-creators of identities, the very notion of identity is being pulled in a multitude of directions.

Technology has had a massive impact on this. The arrival of digital technologies has created many new opportunities for identity creation and dissemination along with instigating behaviours in stakeholders. Behaviours that cause them to crave more transparency, more content and more opportunities to contribute to the identities they are being presented with.

These changing stakeholder behaviours have caused corporations to react in different ways, and show more of their identities. In some cases though, being reactive rather than proactive. Thus resulting in corporations adopting new behaviours that have become large parts of their corporate identity. This is perhaps particularly evident in CSR related behaviours. This is also potentially a subtle way of stakeholders influencing identity. A subtle dialogue, as opposed to an overt one.

These digital technologies are also increasing the number of platforms to disseminate this identity from. And not only platforms, but forms themselves. Be it an image on Instagram, a video on Vine, an interactive app. The corporate identity now can exist amongst all of these platforms offering a more immersive experience for stakeholders.

The non-digital world has also gone through changes as a result of online taking precedent in many stakeholders lives. It has given rise to a love of tangible experiences for stakeholders via experiential marketing, and thus a focus on atmospherics and more sensory identity perspectives being
employed to convey identity. The corporate identity is increasingly being enjoyed by all the senses.

The dialogues taking place are also not simply between corporation and stakeholder, but then amongst external stakeholders themselves. Identities are being shared around with the click of a mouse or the tap of screen. This idea of co-creation has led to more power of the identity leaning in favour of the external stakeholders, especially evident in the form of user-generated content.

The internal dialogue of corporations has also started going through changes, especially with increasing use of social media as an internal communication tool. This has also given stronger identities to the subcultures within an organization.

Therefore, in light of these increasingly complex times it is proposed the identity of corporate identity re-examined, stripped back to its purest form to create a new foundation to build further research. Melewar’s 2003 taxonomy (Melewar, 2003) and Kitchen et al. (2013) will be taken as the basis and thus used to see what new factors are major parts of the corporate identity, resulting in a new model for the corporate identity construct.

There have been massive changes to the idea of identity, and it is time to readdress these, reflect such changes. Hold a mirror up to the current state of corporate identity, so that a clear progression forward be made. One that revels in the excitingly complex times that surround corporate identity.

The research objectives would be as follows: to find from the literature the purest definition of corporate identity, to conduct qualitative research into what practitioners believe to be the main factors of the corporate identity construct and to create an updated taxonomy of corporate identity that reflects the current state of corporate identity, and pave the way for future research.

The original value of the paper would be to update Melewar’s taxonomy (Melewar, 2003) to see what is seen to be integral elements of corporate identity. A model will be created to reflect the changes that have taken place since this original taxonomy was created. It is also an in depth look at how corporate identity has evolved over time.

The theoretical relevance is that a stripped back version of corporate identity shall be presented along with an updated model to show what changes have happened to the corporate identity construct, and thus how the construct has evolved.
The benefit practitioners could take from this is that it could help create their corporate identity, and highlight what elements are impacting on it. Therefore giving them greater control over their identity. Offering up a fully in depth, and up to date vision of what constitutes corporate identity, supplying a good foundation to work from.

**Keywords:** Corporate Identity, Brand Identity, Corporate Image, Corporate Reputation, Organizational Identity

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6

Social media communication track
Dialogic communication, which stems from two-way symmetrical communication, is considered as an approach that can allow organizations to generate sustainable relationships through the facilitation of dynamic and interactive communication. This form of communication between organizations and their publics is built upon two-way interaction, which includes informing, listening and responding, thus resulting in an ongoing connection among parties. In mid 1980s, Grunig first suggested the concept of a two-way symmetrical communication, which encourages feedback, response, and relationship building between an organization and its stakeholders (Kent and Taylor 1998). However, dialogic communication and two-way symmetrical communication are not necessarily synonymous. Kent, Taylor and Mcallister-Spooner (2008) claimed that two-way symmetrical communication does not actually involve responding to stakeholders as equals, and differentiated the symmetrical model from dialogic communication, emphasizing the latter’s focus on relationships rather than feedback. Symmetrical communication depends on listening and soliciting feedback, whereas dialogic communication relies solely on building relationships.

The current evolving media landscape necessitates using both on-line and off-line communication tools to achieve diverse relational exchange between organizations and their stakeholders. By its very nature, social media encourages users to contact, participate, engage and become involved with others. Therefore, individuals use this platform not only to exchange information but also to participate in a conversation which, in this study, we refer to as dialogue. Social media have also received significant attention in the communication practices of organizations. This platform enables a level of participation in the on-going dialogue which would be much more difficult to achieve through conventional off-line media alone. Social media can provide various benefits for organizations; this method of
communication is inexpensive when compared with traditional media, and can build stronger and more sincere relationships based on trust and mutual understanding. As Men and Tsai (2012) stated, social media can humanize organizations through the personal touch (Kent & Taylor 1998), using functions such as “friends”, “like”, “follow”, “share” options. In addition, social networks allow organizations to become more transparent among their on-line publics by offering open and dialogic communication channels. Building and maintaining relationships with stakeholder groups is crucial for non-profit organizations (NPOs), which conduct most activity on a voluntary basis. NPOs are organizations which highlight particular social and environmental issues, promote alternative solutions, and act as the “lawyers” or “spokespersons” of society (Scherer and Palazzo 2007, 1101). Social media allows these organizations to generate attention and recruit the public in order to achieve their aims. Emerging social media that facilitate dialogic communication thus provide NPOs with interactive dimensions for direct communication with their publics. As it has all the characteristics of interaction, social media is considered by many scholars as an effective channel for developing relationships. Kent (2010) identifies the main features of social media as interactivity, interchangeability, responsiveness, and dialogue; characteristics, which are considered to provide a range of opportunities for nonprofits, such as supporting fundraising, maintaining contact with donors and volunteers, disseminating updated news, and encouraging public interest in the organization.

Studies focusing on the usage of social media by NPOs have mainly concentrated on how non-profit organizations use social networks to foster two-way dialogues (Waters et al. 2009; Briones, Kuch, Liu and Jin 2011; Baumgarten 2011; Inauen, Schoeneborn and Scherer 2011; Lovejoy, Waters and Saxton 2012). Others have focused specifically on Turkish NPOs’ social media accounts (Onat 2010; Waters and Lo 2012; Özdemir 2012; Solmaz and Görkemli 2012). However, these studies did not directly emphasize the dialogic potential of these platforms. Addressing this gap, our study investigates how nonprofit organizations exploit social media to foster a dialogue with their publics. The Facebook accounts of Turkish environmental NPOs were selected as the unit of analysis since Facebook has the greatest number of users (32,131,260) of all social networks in Turkey (Internet World Stats 2012). The parameters of dialogic communication through Facebook will be derived from the studies of related articles identified from literature review (Taylor, Kent and White...
2001; Waters, Burnett, Lamm and Lucas 2009; Baumgarten 2011; Lovejoy, Waters and Saxton 2012). Our research based on a content analysis of 50 NPO accounts on Facebook, aims to explore following research questions:

RQ 1: How far do Turkish environmental NPOs’ Facebook accounts incorporate dialogic principles?

RQ 2: Which types of Facebook practices are used by NPOs in terms of dialogic communication principles?

References


Implementing and managing social media marketing within SMEs

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In recent years, authors have pointed to the relevance of social media technologies as a new panacea for the marketing of Small and Medium Enterprises (SMEs) (e.g. Harris and Rae, 2010; Barnes et al. 2012; Michaelidou et al. 2012; Stockdale et al. 2012). Putting the emphasis on the cost advantage and the apparent simplicity of these technologies, authors consider that social media represents a huge opportunity for SMEs. According to Barnes et al. (2012, 688) “many of the tools of Web 2.0 are cheap to acquire and operate, and require little technical expertise”, what makes them particularly suitable for smaller businesses. Harris and Rae (2010) stated that social media will have a critical role in the survival of small firms and change the dimension of their competition with larger businesses.

As a matter of fact, a growing number of SMEs are currently experiencing with social media. A study of Michaelidou et al. (2011) shows that most of them have the intention to increase their spending on social media. As a result, for many small businesses, social media has become their largest web presence, overtaking their corporate websites programmes (Neff, 2010).

Research on the use of social media in a SME context has been growing since a couple of years. From this stream of literature, authors have investigated the uses small businesses are making of social media technologies and the benefits they could derive from such uses (Chua et al., 2009; Rae and Harris, 2010; Michaelidou et al., 2011; Barnes et al., 2012; Nakara et al., 2012; Persaud et al., 2012). As far as marketing objectives are concerned, authors’ suggestions and empirical findings generally converge towards the same set of opportunities offered by social media in a SME context, ranging from attracting new customers to brand building, and community management.

Nakara et al. (2012) highlight that SMEs actually use social media tools mainly for networking, reputation building and advertising. Nevertheless, authors point out that small firms still underuse these technologies.
Michaelidou et al. (2011) found that the main barrier to using social media in SMEs derives from a lack of perceived relevance of these tools. As interest for SMEs approaches on social media grows, researchers are calling for further investigation into the potential of Web 2.0 and social media technologies within small firms (Barnes et al., 2012; Persaud et al., 2012). In particular, no research has yet investigated how smaller companies actually implement and manage social media tools and derive the benefits promised by researchers and practitioners alike. The literature, mostly hogged by consultants and practitioners, is replete with recommendations on how to implement and benefit from social media technologies (e.g. Weber, 2009; Weinberg, 2009; Safko, 2012). Nevertheless, most of the literature available on social media focuses on large businesses, with little academic research studying how social media can be adopted by SMEs (Chua et al., 2009).

In this context, it is now useful that researchers and practitioners question the peculiarities of the implementation and uses of social media technologies in a SME context. Indeed, the specific context in which SMEs are operating makes the propositions found in the literature less relevant to their peculiarities in terms of planning, resource availability (e.g. time, money and expertise) and modus operandi. This lack of research into the actual practices of SMEs regarding social media technologies and the pertaining strategies provides the impetus for our study.

The objective of this paper is to analyse how SMEs are actually implementing and managing their social media presence in the framework of their marketing efforts. In this perspective, the research should answer the following questions: how are social media tools implemented and managed in SMEs? What are the different stages of their implementation? Who are the players involved in this process? How are the decisions pertaining to the strategy and the day-to-day management organised?

In line with the objectives of our research, Cova, Mazet and Salle (1994) show that an exploratory approach can be valuable in bringing a better knowledge of an underexplored subject. A multiple case study (Yin, 1991) using the Decision Systems Analysis (Capon and Hulbert, 1975) has been realized with a sample of 6 SMEs (in UK and in Belgium) having implemented an active social media presence. Following the recommendations of Capon and Hulbert (1975), our data collection is based on a hypothetical model, built from our literature review and from managerial recommendations. Face-to-face, semi-structured interviews have
been conducted with the players involved in the social media implementation and management processes within these SMEs (owner-manager, marketing manager or employees, etc.). Data have been complemented with managerial documents, when they were available (copy-strategy, strategic guidelines, action plan, etc.) The data collected are being analysed in the light of a literature review of SMEs specificities in terms of marketing (e.g. Carson, 1990; Gilmore et al., 2001; O’Donnell, 2011), and have allowed us to adapt the model and to identify the different stages of the implementation and management processes of social media strategies in the context of SMEs.

First results show that the development of social media efforts in SMEs is rather reactive and impulsive, and their implementation does not follow a structured and standardised process. Nevertheless, as experience with social media increases, management becomes more organised and introduces action plans and a distribution of specialised tasks among players. The day-to-day management of social media varies according to the size and expertise of the SME and, in all cases, has implied an increased workload for the owner-manager. Interestingly, whereas marketing communication in small firms usually relies on mere oral communication and word-of-mouth and is rather spontaneous (Hogarth-Scott et al., 1996; Pacitto et al., 2007), the use of social media tools by SMEs seems to make owner-managers more aware of the notion of branding and leads them to improve their overall marketing and communication approaches.

**Keywords**: social media, SME, implementation process, decision system analysis, case study

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Industry and agency views of social media: issues implementing dialogic communication for organisations of the digital age

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An organisation’s long term success depends on its ability to gain the support of stakeholders. The ubiquity of social media and the interactive nature of communications in the digital age are raising awareness of the necessity of an integrated, total stakeholder view to dialogic communications. Even though dialogic communications represent communication par excellence, this research finds that implementing a dialogue based approach to social media is proving to be extremely elusive for many organisations. The empirical findings of this research explore how marketing and communications professionals from a diverse range of industry and agency role contexts view social media, and finds that there is a division between how industry and agency professionals view how organisations approach, manage, and apply social media for corporate communication. These differences are inhibiting the ability to move beyond control and implement dialogic communications that engage with an organisation’s stakeholders to gain their support in the digital age.

Keywords: social media; stakeholder engagement; corporate communication; dialogic communications; total communications; IMC; integrated marketing communications

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Social Media in the CSR Communication: a theoretical framework

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The aim of the paper is to develop a theoretical framework in order to understand which are the predictors and the outcomes related to the adoption of the Social Media in the CSR Communication. This question is worthy of investigation because, thanks to the literature review about the CSR Communication, we have observed an increasing attention towards the topic of Social Media in the CSR field. Social Media are indeed becoming even more important in the firms’ communication strategies.

Relying on the literature, internal and external predictors of CSR Communication are developed. After having analyzed the relationship between strategic/tactical CSR Communication and the adoption of Social Media, we will gain insights about the outcomes related to the institutional, organizational and individual level of analysis. In this paper, in particular, we will analyze the institutional level of analysis by comparing the outcomes of the CSR practices highlighted by the literature and the ones mentioned by the Social Media literature. Then we will present the research propositions, which, in a second step of the research, will be tested thanks to an empirical investigation. Finally some managerial implications and streams of future research are developed.

Keywords: Corporate Social Responsibility Communication; Social Media Marketing; Marketing Communication; Virtual CSR Dialogs

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Product placement, celebrity endorsement, and content marketing track
Examining the significance of content marketing.
New approach in digital marketing or management fashion?

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Purpose – Over the past five years, “content marketing” has been subject to research being redefined and given different perspectives by several practitioners. Despite its pervasive penetration in the marketing and communication management world, very little has been said, however, about “content marketing” theoretical robustness as well as its actual significance for marketing and advertising research. This makes defining this topic a challenging one, as there are several areas of focus depending on which dimension it is looked (branded content, advertorial/informational marketing, custom media, consumer engagement, etc.). However, the different perspectives on this topic agreed on the fact that content marketing have varied impacts on the lives of companies and customers. Actually, “Content marketing” has been described as a new approach in digital marketing practice able to reach a variety of marketing goals (audience engagement, lead generation, brand awareness, customer loyalty, etc.). Thus, the paper aims at reducing the gap between the perceptions of practitioners and academics about “content marketing”, discussing then main definitions, issues, benefits and barriers surrounding the concept.

Design/methodology/approach – Firstly, the paper deepens some theoretical considerations on “content marketing”, and then the study breaks down the key elements to critically assess the construct. At the same time, the study presents a Delphi-type predictive survey of several experts, with the aim of producing one view of content marketing.

Expected findings – The results will try to summarise the unique characteristics of digital content, and associated consequences for content marketing. Taking the discrepancy between the different meanings of “content marketing” into consideration, the study will confirm the potential contribution of the role played by content marketing in reshaping some digital marketing research trends such as reproducibility and multiplicability.
of digital content; contextual value/linking value; interactivity; customer empowerment and engagement, etc.

**Theoretical/practical implications** – While academic research is moving slowly on this topics, practitioners in the field insist they have been implementing “content marketing” widely and successfully. The paper details some managerial implications of the concepts based on several selected key points and develops a research agenda of “content marketing” issues.

**Originality/value** – The paper tries to give some indications on the future development of content marketing and illustrates a virtuous circle showing how such activities can be integrated in the overall marketing communications strategy. Moreover, the study would like not to leave the topic of content marketing only into practitioners and communication experts’ hands, but to reach an integrated definition in order to allow companies that are implementing content marketing in a systematic way to achieve business goals and to measure their communication efforts in a clear and effective way.

**Keywords:** content marketing, branded content, digital marketing, Delphi Approach

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Product placement and celebrity endorsement impact on consumer’s behavior: An empirical investigation

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The purpose of this study is to analyze the impact on consumer’s behavior through the interaction of celebrity endorsement and product placement in electronic and entertaining media. Product placement, as well as celebrity endorsement, is considered as very effective communication method/tool for businesses, separately. The proposed research construct and the relative formulated hypothesis investigate the impact of celebrity endorsement in conjunction with product placement on consumer’s brand attitude and purchase intention.

Keywords: product placement, endorsement, purchase intention

References


Storytelling or story-managing?
Museum marketing and content creation in FIBAC’s conception

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Stories and the telling of stories have been with humankind since the beginning of human existence (James, Minnis 2004). In every age man has told stories; the need to tell stories, as well as the need to listen to them, have always permeated our existence. In this sense, stories, including myths, legends, and folktales (Reamy 2002), have been used to pass on wisdom, knowledge, and culture for thousands of years (Sole, Wilson 2002: 1). Even nowadays, we all continuously create and share stories of what happened, why, and what might happen next, replete with a cast of characters, multiple plots and drama (Bruner 1992).

The opportunity of content sharing and knowledge diffusion through storytelling has also been considered by museums, which have started taking into account stories as an useful asset to perform their educational programs (Pellowski 1990). Indeed, museum storytelling is regarded as a vehicle to recreate the intellectual and emotional framework of ancient cultures (Di Blasio, Di Blasio 1983).

Despite the introduction in museum context, storytelling is far from being adequately framed as a managerial asset for museum marketing and museums may be missing the managerial implications related to the productive use of this precious tool. The possibility to identify management assets and tools helpful to museum practitioners has long aroused the interest of museum managers and academic Scholars, favouring the production of several contributions in the field of museum marketing (Moore 2013; Lord, Lord 2009; Sandell, Janes 2007). Reduction in public funding available to support the upkeep of museums and to fund their acquisitions, together with the increased need for accountability, have led to a sharper focus on the active marketing of museums, with the potential to
contributing to their viability (Rentschler 1998, 2002). Contributions translate to museum field approaches previously consolidated in management sciences, and highlight the necessary evolution in museum management, assuming a predominantly focus on attracting visitors and developing ongoing relationships with them and with other stakeholders. Despite the consideration of a number of principles and tools contextualized to museum field, storytelling has been regarded for educational purposes, and surprisingly little is known about its managerial relevance to museums. This seems such a lacuna, considering the managerial relevance of this asset, which is still undiscovered.

In the opportunity of finding new ways of cultural fruition, FIBAC’s (Innovative Fruition of Artistic and Cultural Assets) project, carried on by a number of parties including Poste Italiane Spa, the Department of Information Engineering, Electric Engineering and Applied Mathematics (DIEM) and the Research Centre in Pure and Applied Mathematics (CRMPA), both based in the University of Salerno, has defined a model for cultural re-mediation to rethink the traditional concept of fruition typical of museums, from the monologue to a “metalogue”, where solutions for an innovative fruition of cultural heritage are provided.

Research objectives

Based on these assumptions, the purpose of the paper consists in supporting FIBAC’s project in depicting the role of storytelling in museum marketing. The process of marketing management is represented through a contextualization of marketing models to museum peculiarities. Within this framework, the managerial relevance of storytelling is investigated, with the intention to study the opportunities of content creation as a museum marketing tools. The idea is to investigate the impact of storytelling in museum marketing activities (research, segmentation, positioning etc.) and analyse the opportunities and the managerial implications deriving from its application in each marketing activity.

Research method

The role of content creation in marketing activities is identified with the support of a conceptual framework that represents marketing process in museum context. The framework is delineated through a review of the existing literature on the models of museum marketing (Colbert et al. 2001;
Bradford 1991). Authors have identified a number of differences between industrial/commercial marketing and museum marketing, and produced frameworks describing those differences. The frameworks provided are enriched with a clear sequence of the circular process of museum marketing.

The narrative model identified in FIBAC’s project, based on the difference among fibula, story and narrative, constitutes an useful reference point to link storytelling concepts to museum marketing.

Research findings and limits

Storytelling opportunities can be seen as a valuable means to support the process of museum marketing in different stages, both at strategic and operative level.

Managerial implications of museum storytelling may regard namely: 1) the definition of museum mission; 2) the characterization of museum positioning; 3) the improvement of information diffusion about museum and its collections; 4) the research of content about museum and its collections provided by visitors.

Opportunities deriving from storytelling applied to museum marketing activities are identified and described, and the role of narration is framed ultimately within museum marketing process.

Original value of the paper

Although contributions have provided preliminary considerations on the link between and industrial/commercial marketing (Fontana et al. 2011), this paper represents a first attempt to contextualize the managerial implications of storytelling to museum field. This seems particularly appropriate as museums are seeking for tools which may improve the sharing of content.

Furthermore, the paper provides a clear assessment of storytelling role in museum marketing, by means of linking it to a comprehensive framework, which depicts museum marketing process.

Theoretical relevance and managerial relevance

The theoretical relevance of the paper may be traced in the comprehensive view of the role of storytelling in the process of museum marketing. The clear visualization and the description of the links between marketing activities and storytelling opportunities consent to go beyond a
traditional view towards a more modern and adequate conception, based on
the concept of “story-managing”. The later does not have to be considered
only a label, but a new approach in the management of content for
museums, supporting the scope of museum marketing and FIBAC’s project.

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Celebrity endorsements as a marketing practice is older by a century, but still the academia and industry are investigating issues related to selection, use and effectiveness of celebrity endorsers. Out of the three major streams of research in celebrity endorsements, the ‘Meaning Transfer Model (MTM)’ has received the least attention from researchers. The present study aims to investigate the basic components of the “Meaning Transfer Model” proposed by McCracken (1986, 1989). A qualitative exploration of the MTM based on four research questions formulated from a comprehensive literature review was conducted to this end. Eight focused groups were conducted with the audience from across India. Content and thematic analysis was carried out on the FGD transcripts and the word association test results. The results indicated seven themes of celebrity meaning namely Personality, Credibility, Physical Appearance, Feelings, Performance, Values, and Cogent Power. Most of the meanings were found to be transferred to a brand via the endorsement. The possibility of reverse meaning transfer and celebrity meanings changing over time were also observed. With detailed probing, it was evident that a considerable number of participants were consuming more than just the basic functions of the product. The major contribution of the present study is to develop a measurable and more applicable model of meaning transfer in celebrity endorsements.

**Keywords:** Celebrity Endorsements, Meaning Transfer, Qualitative Research, Conceptual Model, India.
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Designing consumer experience track
Augmented in-Store Experience: a preliminary study

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Crucial for the competitiveness of retail systems is the multi-channel strategy based on open trustworthy relationships, on the support of new communication tools (e.g. social media), and on innovative devices (24/7 connections), whereby potential, processes and consumption are enhanced. Innovative information technologies render the store a privileged area of integration between real and digital, where brand management strategies confront new social spaces. Furthermore, augmented reality adds ulterior levels of information to consumer knowledge. As augmented reality reshapes the commercial area, providing information in situ available to potential customers when needed, so integration with mobility reshapes mode of use and new links with users. In addition, the generation of bottom-up and top-down content changes through social networking, the individual from tryer to buyer to advertiser, thus generating greater value experiences and, therefore, additional sales.

Keywords: augmented reality, in-store experience, diminished reality.

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For long considered as incompatible, luxury (praising extreme selectivity, elitism and rarity) and Internet (rather associated with mass communication) (Betchtold, 1991; Roux 1994; Nueno et Quelch, 1998), now seem to have reached a compromise enabling the most prestigious brands to integrate Internet tools in their communication approaches. According to Okonkwo (2009), the coexistence of these two universes can be considered and could be profitable for luxury brands, only if the consumer experience is guaranteed on the website. Indeed, experience is a core dimension of the luxury brand management (Kapferer and Bastien, 2008), and Okonkwo (2009) highlights five key elements of the website design that brands should take care of: visuals, music, animations, usability and customization options. The combination of these components contributes to the improvement of the website design and atmosphere (or “luxemosphere”, in the author's words) and, in turn, to the creation of the user’s digital experience.

Surprisingly, once freed from their reluctance to on-line strategies, luxury brands have quickly developed their presence on social media. Nowadays, a vast majority of the brands accepted in the Comité Colbert have their own “fan page” on the most famous social networking sites: Facebook. In this framework, the idea of the user digital experience, essential to the cohabitation between luxury and Internet, becomes a tricky issue. Indeed, social networking platforms are usually characterized by a standardized design which makes it difficult for luxury brands to comply with the recommendations of the literature pertaining to the creation of the “luxemosphere” (Okonkwo, 2009). Therefore one can question how luxury brands manage to transfer their essence in these confined virtual environments and ensure the consumer experience.

The literature pertaining to luxury brands strategies on social media is still
in its infancy and, up to now, existing research has mainly questioned the consequences of the use of such tools. Seung-A (2012), for instance, has studied users’ satisfaction with luxury brands' fan pages, its impact on attitude toward brand and on purchase intentions. Kim and Ko (2012) study the use of social media marketing among luxury fashion brands, and show that social media activities can positively influence relationship equity as well as brand equity and, in turn, foster purchase intentions. The user experience, although key to the on-line strategy, has not been covered in previous research.

The web is the domain of brand-customer interaction. A growing literature shows how users of the Internet – and social media in particular – interact with brands to shape and co-create them (Hatch and Schultz, 2010; Merz, He, and Vargo, 2009; Muñiz and Schau, 2011). Brand co-creation is an essential part of the customer experience online, because through the Internet, “organizations have recognized that they can become part of the customer experience” (Ind, Iglesias, and Schultz, 2013, 7). However, the basic assumption of these studies on online interaction between brand and customers is that the brand is a mass-produced entity that is accessible enough to let this co-creation occur. A luxury brand is instead characterized by its uniqueness (Wiedmann, Hennigs, and Siebels, 2007) that might make it partly “unaccessible” to customers’ interaction and therefore closed the usual mechanism of customer-brand interaction. For instance, Fuchs and colleagues (2013) show that – differently from mass-produced brands – users do not perceive benefits from co-creating luxury brands, because they do not perceive a higher quality and an agentic feeling stemming from their interaction with the luxury brand. In fact, “being "close" to users does not help but rather harms luxury fashion brands, because user design hinders consumers from signaling high status” (Fuchs et al, 2013, 76). While that study refers to the generation of ideas for new products, it indicates a more general effect, which is a different online customer experience when luxury brands are considered.

In line with these considerations, our research aims at identifying the dimensions of the user experience on the fan pages of luxury brands that have developed their presence on the social networking site, Facebook.

If characteristics of the user digital experience have been studied in previous research (e.g., Novak et al., 2000; Ben Nasr and Bonnefont, 2006; Djamasbi et al., 2011; Nambisan et Watt, 2011), the peculiarities of this experience on
social networking sites have not been analysed yet (Kietzmann et al., 2011). However, this is an important dimension of the way these tools can contribute to branding, and is even more essential in the case of luxury brands.

The exploratory nature of this research have led us to consider a qualitative approach consisting of semi-structured interviews with users of social networks (Poncin and Garnier, 2011), including buyers and non buyers of luxury goods. These interviews are systematically realised after the user has visited several “fan pages”. The data collected will allow us to answer the main questions at the basis of this research: What are the dimensions of the digital experience users have on luxury brands’ Facebook pages? What are the factors influencing the nature of this experience? What distinguishes this experience from the one users have with the brand website? How this virtual experience influences the perception consumers have of the luxury brand?

Beyond their academic interest, the findings of our research should also bring about valuable insights for luxury brand managers and should allow them to better understand how fan pages can contribute to the development of a strong brand experience and how these tools can be used in complement to luxury brands’ traditional websites.

**Keywords**: social media, luxury, digital experience, social networks

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Should it be Green or Not? Investigating what Constitutes Prototypical Packaging Design for Organic Food

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The market for organic food products showed impressive growth rates in 2010, accounting for 59 billion US dollars (Sahota, 2012). This high growth is underpinned by an increased availability of organic food products through big retail chains and by following similar marketing strategies to conventional brands. Hence, communication at the point of sale that the product is organic is of increased importance in order to be distinguished from conventional ones. Packaging is among those marketing tools that contribute in brand differentiation and establish brand identity and, since most of the food choices are made in store, it represents the only source of information available for consumers to make their purchase decisions (Underwood & Klein, 2002). Similarly, together with labelling, packaging provides the means to communicate that a product is organic. Existing literature focuses on the impact of organic packaging design attributes on either consumers’ preferences and buying behaviour or willingness to pay (Baik, Suk, Suh, & Kim, 2011; Gifford & Bernard, 2004). However, information is scarce when it comes to what represents an organic food package and which are the elements that build it up.

Toward this direction, we investigate which are the most prototypical elements for organic food packaging. More specifically, we conduct a content analysis of packages launched between 2008 and 2012 in four countries (Austria, Denmark, Sweden and Switzerland) across four product categories (butter, cereals, fruit juice and milk). We extracted the data from the Mintel GNPD database (www.gnpd.com) and in total we analyze packaging design of 866 products that were registered in the database during this period. We account for a number of packaging design elements (i.e. pack material, pack type, color and imagery) and compare their frequency of appearance between conventional and organic food packages.
Results show that plastic is less likely to be used for packaging of organic food and more likely to be used for conventional food products. Furthermore, carton also seems to be less typical for organic food packages than for conventional. In relation to colour, white and green are more typical colours for organic products than for conventional. Additionally, an image of nature is also more likely to be used for organic food packages than for conventional ones. However, these characteristics vary across product categories and countries.

This research provides a starting point for a better understanding of what constitutes a prototypical organic food packaging design. Furthermore, it provides guidelines to food brand managers on how to better choose food packaging elements that successfully convey the ‘organic’ message. In fact, successful communication should not only rely on verbal packaging elements (e.g. product claims), since non-verbal elements (e.g. visual imagery, colour) have also the power to convey the desired message (Chrysochou and Grunert, in press).

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Speaking of brands: post-modernising the narrative approach to brand management

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According to Salzer-Mörling and Strannegård (2004, 224), the use of narratives in brand management, as “the process of expressing core values through the use of persuasive stories”, is inadequate and obsolete in postmodern contexts. Arguing that postmodern consumers are active co-producers of meaning who are driven by, and oriented towards, aesthetic and visual aspects of consumption rather than narrative ones, Salzer-Mörling and Strannegård (2004) search for new branding processes, which accentuate the aesthetic dimensions of brands. However, the question is if their critique of the use of narratives in brand management is well-founded. We argue, that it is not narrative per se, which conflicts with the values of postmodern consumer culture, but rather the approach, use and understanding of narrative in current brand management that create the contradistinction. Thus, the argument is more complex.

Rather than viewing narrative and aesthetic approaches to branding processes as modern and postmodern respectively and hence as mutually exclusive and contradictory, we propose that:

1) modern and postmodern approaches to brand management reflect fundamental differences and entail different conceptualisations of consumers and communication processes as well as relations between senders and receivers;

2) postmodern brand management can be conceptualised and approached from both narrative and aesthetic perspectives; and that

3) postmodern narrative and aesthetic approaches to brand management do not mutually exclude each other but are premised upon different assumptions of consumers as well as of what drives consumption.

Following this, our purpose is to theoretically explore the implications of ontologically rethinking brands from a modern narrative approach to a postmodern narrative approach in order to discuss how it differs from and supplements a postmodern aesthetic approach to brand management. The
paper thus contributes to branding literature by post-modernising the narrative approach to brand management.

**Design**

This paper is designed as a conceptual response to Salzer-Mörling and Strannegård’s (2004) discussion and rejection of narratives within brand management. We argue that they build their argument on a modern approach to narrative, which they subsequently reject from a postmodern stance. As an alternative to rejecting the narrative frame, we propose a re-conceptualisation of narrative.

In order to explicate the notion of narrative use as articulated by Salzer-Mörling and Strannegård (2004), we initially outline the predominant approach to narratives within branding literature, drawing additional insights from classic brand management (e.g. Aaker 1996; Kapferer 1997). We identify three dominant uses of narratives within the literature; 1) brand characters and archetypes (e.g. Mark and Pearson 2001; Fog, Budtz, and Yakaboylu 2005; Herskovitz and Crystal 2010) 2); brand rhetoric and persuasion (e.g. Deighton, Romer and McQueen 1989; Padgett and Allen 1997; Chiu, Hsieh, and Kuo 2012); and 3) brand story and heritage (e.g. Hakala, Lätti and Sandberg 2011). We demonstrate how these narrative characteristics build on classic structuralist narratology (cf. the morphology of Propp and the actant model of Greimas) and thus are based on underlying premises, assumptions and ideals of modernity (cf. Brown 2006), including the notion of narrative truth and the omniscient author. On that basis, we challenge the idea that the discussion centres on the modality or mode of communication, i.e. narratives versus aesthetics. Instead, we relocate the discussion within a philosophical stance, i.e. modern versus postmodern.

The next step is therefore to explore the nature of postmodern narratives, arguing that postmodern philosophies (Cova 1996; Brown 2006) change the status, meanings and roles of narratives (Cohn 1999; Richardson 2002). Consequently, new models, concepts and conventions come into play, including new narratologies, which accentuate the contextuality, anti-essentialism and non-referentiality of the narrative (Rimmon-Kenan 2002). Subsequently, we relate these models, concepts and conventions to branding focusing on how to conceptualise the postmodern brand from a narrative approach and discuss what it has to offer in comparison with a postmodern aesthetics approach. In line with Oestergaard and Jantzen (2001) who propose that consumers are driven by different needs, wants and desires, we
further argue, that postmodern brand narratives subscribe to a notion of consumers as ‘tourists’ who desire emotional and narcissistic dimensions of brand meaning in order to perform individual identity projects (cf. Elliott 1997), whereas the aestheticized brand assumes tribal consumption practices where consumers perform communal brand rituals in order to perform social linkage (cf. Cova and Cova 2002). Through examples of brand and marketing communication we highlight the value of viewing the approaches as complementary, rather than contradictory.

Conclusively, we address the implications of the postmodern brand narrative for brand management practice as well as branding research.

Findings and implications

This paper contributes to branding literature by exploring the philosophical assumptions guiding the narrative approach to brands in order to revitalise and post-modernise the use of narratives in current brand management. The paper presents two overall conclusions:

First, a postmodern narrative approach to brand management suggests brands to be polyphonic, polytheistic, fragmented, non-linear, incoherent and contextual. It may therefore be argued, that a narrative approach to brands includes more than seductive storytelling and persuasive narrative strategies; rather, it embraces a fundamental way of making sense. Consequently, the brand is not a container of stories to be transferred to consumers, but part of a network of narratives within which brand meaning is negotiated and anchored in consumer narratives. This challenges the predominant use of narratives in brand management and propose the ideal of corporate authored and managed stories to be replaced by notions of flexibility, dynamic interactions and consumer co-authored stories.

Second, postmodern narrative and aesthetic approaches to brand management are not mutually exclusive. They build upon shared assumptions of consumers as active co-producers and hence of converging roles of producers and consumers. However, the two approaches suggest consumers to be driven by different motives in consumer choices; whereas an aesthetic approach suggests consumers to be driven by visual and expressive consumption symbols and manifests as fundamentally social or tribal in consumer practices; the narrative approach constitutes consumers as identity-seeking individuals emotionally driven by interpretations of narrative fragments.

We suggest the two approaches to converge in brand management in order for corporations to enter into dialogue with and embrace the multifaceted
stories and symbols, voices and images in consumer culture. The two approaches thus offer different tools and vocabularies for understanding different dimensions of a postmodern, complex consumer.

**Keywords:** brand management, narrative, aesthetics, modern vs. postmodern

**References**


The influence of website design, culture and language on perceived web usability, satisfaction and perceived risk online

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The current markets globalization as a result of ICT development in general and the Internet in particular, have enhanced the importance of the websites design, which is a powerful communications medium for companies operating in international markets (Turban and Gehrek, 2000). The website of the company represents its image in the Internet as an intermediary with potential clients (Roy, Dewit and Aubert, 2001). Some researchers have found that much of the success of an e-service depends on website usability (Flavián, Guinalíu and Gurrea, 2006). Usability and appearance are two indicators that represent the utilitarian aspects of a website, together with its appeal. Those websites with a high level of usability in their design enable users to carry out their tasks coherently and achieve the results they expect (Palmer, 2000). In fact, this perception of control during the browsing process is positively related to the sensation of security and satisfaction (Diamantopoulos and Winklhofer, 2001; Casaló, Flavián and Guinalíu, 2008).

In this international context, culture plays an increasingly relevant role in the use of information and communication technology. This is likely to affect how usability is understood, thus adding an additional factor to our understanding of culture’s effect on usability (Wallace, Reid, Clinciu and Kang, 2013).

The importance of cultural factors in communications has been reinforced since the web can now link diverse regions and communities across the globe that were relatively isolated by time and space. The growth of global communications has increased and intensified the need for leaning to communicate successfully with a multitude of cultures. Regarding to these international situation, the crucial role of language in intercultural relations is widely acknowledged, with the words of a language being ‘symbols’ that acts as the vehicles for cultural transfer (Hofstede, 2001). The literature shows that the way in which a person processes information is conditioned
by cultural values (Tavassoli, 2002). Furthermore, recent research has demonstrated that language is associated with cultural frameworks, such that communication in a given language can increase access to the cultural values associated with that language (Wong and Hong, 2005) and how users from the same culture, when processing information in different languages, obtain significantly different results in terms of perceived risk online (Alcántara-Pilar, Del Barrio-García and Porcu, 2013).

Based on these premises, we aim to demonstrate how cultural values, language as a cultural framework and website design can moderate the perceived usability, the perceived risk online and the satisfaction online in tourism sector. The reasoning behind choosing this sector as the focus for the research was that the World Tourism Organization (WTO) has declared that the key to success in this medium as a source of tourism information is to swiftly identify consumers’ needs and establish direct contact with tourists. Furthermore, the WTO has asserted that websites should offer tourists information that is comprehensive, personalized and up-to-date (Vich-I-Martorell 2004). The Internet is one of the main sources of information used by tourists when making travel plans (Buhalis and Law 2008; Wu, Wei and Chen 2008). This behavior can be considered habitual and common throughout the great majority of countries and cultures, hence the decision to use this sector for the purposes of the present study.

To achieve the research scope, an experiment was designed with three independent variables, each with two levels: culture (Spanish vs. British), website design type (V1: high usability vs. V2: low usability) and processing language (Spanish vs. English). Hence the experiment used a 2 x 2 x 2 between-subjects design. The Spanish and British cultures in particular were chosen due to the cultural differences between them as measured by means of the Hofstede indices (2001). To control the factor relating to individuals’ processing language, subjects were randomly assigned a website on a tourist destination written either in their mother tongue (L1) or in their second language (L2). With regard to the site design, we followed the recommendations and works of Moss (2004) and Nielsen (1993, 1999, 2004, 2009), with two treatments being established: (1) website design with high usability (V1) and (2) website design with low usability (V2).

The experiment required a professional website to be purpose-built, providing information on a fictitious tourist destination called “Buyuada” (www.buyuada.org). Six versions of the site were created; two for each factor. The subjects were selected by an external company which was
commissioned to establish an Internet data panel for the experiment. Internet users from the UK and Spain were invited to participate, on the understanding that they had a suitable level of Spanish or English, respectively. The users were asked to browse through the website and put together their own tourism package based on an outward flight, return flight, hotel accommodation and a restaurant, from the multiple options on offer. Once browsing was completed, subjects were redirected to a questionnaire. The final sample comprised 491 Internet users, of which 47% were Spanish and 53% British. To ensure that users came from Spain and the UK, Google Analytics was used during the data collection. The results indicated that the website design and the language used for browsing moderate the perceived risk online. Moreover, the website design moderates the perceived usability, regardless of the language used for navigation. As a limitation, the use of two national cultures and an utilitarian website design could be limiting the obtained results. In terms of future research, it would be interesting to replicate this study in other countries and compare the results across cultures, taking into account two factors in website design (the utilitarian and the aesthetic).

**Keywords:** cross-cultural study, language, website design, online satisfaction, perceived risk online

**References**
9

Communication and performance track
Defining and measuring corporate orientation to dialogue: the development of an index for digital media

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One of the most prominent streams of research in corporate communication domain assumes that organizational orientation to dialogue is an antecedent of positive organization public relationships (OPR) and finally of good corporate reputation (Aula, 2011; Bronn, 2007; Carvalho, 2004). A first step in testing this hypothesis is to define and operationalize the concept of dialogue. Despite the interest in the concept, there is still no widely agreed-upon definition. Most of the literature on dialogue can be neatly classified into two groups: researches by management scholars who assume a functional perspective and researches by communication theorists who adopt an ethical perspective.

Management scholars indicate a huge variety of organizational purposes that dialogue may serve (Gergen, et al., 2004). Studies rely largely on the analysis of contextual conditions where dialogue occurs (i.e. corporate aims, organizational settings, expected outcomes for organizations) (Isaacs, 2001; Cunliffe, 2002). Furthermore, Beech et al. (2010) point out that several dimensions characterize the dialogue process (i.e. position of involved actor, intention of dialogue; trajectory of dialogue; results to achieve). Mengis and Eppler (2008) identify six pivotal elements of dialogue (i.e. the form and the content of messages; the conversational process; the dialogue intents; the mental models of participants; the groups’ dynamics; the communicational background). As such, management studies on dialogue tend to concentrate on the point of view of organization (organisation centered approach). This indicates an important gap in the understanding of expectations of as well as value received by others’ involved actors. These studies capture only part of the picture of dialogue among organizations and their stakeholders.

Differently, communication scholars argue that dialogue is an ethical orientation (Kent, Taylor, 1998; Theunissen, Wan Noordin, 2012), a rhetorical tool to drive organizational decision-making processes (Kent, 2011), a mechanism useful to encourage participation and collaboration with
internal and external stakeholders (de Bussy, 2010; Heath et al., 2006; Johansen, Nielsen, 2011; Roper et al., 2004; Weaver, 2007). Authentic dialogue occurs when symmetry exists among organizations and involved stakeholders, as well as when value which is created can be shared among all the actors during the conversation (Kent, Taylor, 1998; 2002). Following communication scholars, effectiveness of dialogue depends on the existence of the right balance of points of view, expectations and benefits received from each subject, both organizations and their stakeholders (stakeholder-centered approach). In summary, dialogue is a complex, multi-faced, polysomic phenomenon which has attracted a lot of attention in the academic field.

With the huge widespread of social networks within organizations, it seems that dialogue has become a must to overcome critics raising from digital publics or to create online buzz around new products and corporate activities. Shifting attention away from intrinsic characteristics of online dialogue processes, most empirical studies focus on the frequency of usage of social media by organizations, the amount of messages exchanged with publics (Avery et al., 2010; Cho, Huh, 2010; Kitchen, Panopoulos, 2010).

According to these remarks, this research has two main objectives. First of all, it aims to develop a measure of organizational orientation to an organizational-centered rather than a stakeholder-centered online dialogue. The measure will be conceptually developed and operationalized on the basis of 40 dimensions emerging from organizational, management and communication studies concerning the concept of dialogue. Dimensions have been clustered numerically within the groups corresponding to the two different approaches to dialogue. The dominant approach used by an organization has been identified by assigning a unitary weight and applying the following equation:

$$a^{*}OC + b^{*}SC = 1$$

Second, the measure will be applied on the first ten dialogic threads carried out in the last fiscal quarter of 2011 (from October to December) both on Facebook and Twitter by the first 50 organizations selected from the Global RepTrak™ Pulse 100. Cases were screened on following criteria: a) they are the organizations with the highest reputation scores (N: 50); b) they provide official English language pages, both on Facebook and Twitter.
The data consist of 1620 Facebook statements (both posts and replies) and 993 tweets (both replies and re-tweets) collected in three four-month periods. In order to investigate the organizations’ online dialogic profiles, single cases were examined attentively and they were coded on the items identifying the above mentioned dimensions, by verifying the presence (1) or the absence (0) of each indicator of the model in the analysed dialogic threads.

References
The applications of Video analytics in marketing: from data to value based information

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Since 2008 we have adopted video analytics, audience measurement and face detection system to make analysis in marketing applications. We have used the system in several fields:
A) Digital out of home
B) Super and Hyper markets
C) Luxury goods
D) Store outlets
E) Brand
F) Events
G) Automotive
H) Telco

We have collected a huge experience in the usage the data from audience measurement tools. The data were used to develop an analytical platform that generates analytics and insight:
A) Attraction Index
B) Attention Index
C) Relevance Index
D) Engagement
E) Net impressions
F) Frequency
G) GRP
H) Sale index
I) Conversion (Out/In) ratio (for store outlets)

Please, refer to the glossary attached for explanations.

From data to value based informations

Intends to present the state of the art in the application of audience measurement to the marketing. In summary, it will cover the following topics:
A) The needs of marketers, advertisers, retailers: less data more insight.
B) How to use Audience measurement data (Traffic, Viewers, Dwell/Attention time) to generate insight and analytics.
C) Measurement and insight/analytics generation in different settings: Super/Hypermarkets retail outlets, Dooh.
D) The reliability of data from Audience measurement systems.
E) The merge of Audience measurement with traditional surveys.

**Brief description:**

A) The complexity of the markets, the hyper competition, the booming of sales channel, need new outcomes to be interpreted. This generated the booming of data. Data, itself, do not necessarily produce informations and help to understand facts. The professionals in marketing and advertising need more focused insight, in real time, affordable and reliable. New media, like DOOH, have suffered because of a lack of measures and analytics (like GRP, Net Impressions, Frequency) currently used by broadcast media. In this section will be exposed, briefly, the necessity of informations and how the audience measurement technology can help.

B) Will expose how row data from Audience measurement technology can generate insight and analytics i.e. how data may become information, then, value.

C) Different analytics and insight for different locations: every context will be explored, with examples from real cases (generally blind, but, where possible, branded) to understand the usage of outcomes and how they support the decision process in Brand and store management. The case of Grandi Stazioni network.

D) A brief overview, from our experience and cases, of the level of accuracy needed for Audience measurement data, to be acceptable in different settings.

E) Examples of how real time, continuous data (like the one of Audience measurement tools) can be merged with traditional marketing research techniques (interviews) and the additional value achievable.
All topics will be supported by examples taken from real applications (Digital Signage, Retail, Brands).
Corporate visual identity (CVI) has been recognised by many academics to be an important part of the corporate identity mix and to be crucial when conveying the identity of an organisation (Baker and Balmer 1997; Melewar and Saunders 1999; Van den Bosch et al. 2006). Alternative sensory communication referring to hearing, smelling, touching and tasting however has received less attention until now, even though some academics have argued that non-visual elements can play a vital role regarding the communication of corporate identity (CI) or corporate brands and the formation of corporate image. Drawing on a holistic sensory perspective, this paper focuses on the auditory dimension as one element of sensory identity (Bartholmé and Melewar 2009), following the definitions of corporate auditory identity (CAI) and corporate auditory identity management (CAIM) provided by Bartholmé and Melewar (2009, 62; 2011, 95-96).

In contrast to the academic area, corporate sound has been considerably applied in the business environment (e.g. background music, jingles, sonic logos) (Lindstrom 2005) and has received some attention in anecdotal literature (e.g. sonic logo of Intel©) (Jackson 2003; Treasure 2007). However, the auditory dimension so far has been widely neglected in academic research, resulting in a palpable gap in academic literature. Even though many academics advocate the integration of communication activities as broad as possible (Bernstein 1984; Bick et al. 2003; Gray and Balmer 1998; Simões et al. 2005), auditory cues have neither been linked to the corporate identity mix nor to corporate identity management or image formation (cf. Abratt 1989; Balmer 1998; Bick et al. 2003; Markwick and Fill 1997; Stuart 1998). Consequently, a lack of understanding of the auditory dimension as constituent of the communication mix and as a company-controlled communication factor of identity management is
evident (cf. Birkigt and Stadler 1986; Schmidt 1995). This is particularly the case when drawing on the integrated communication paradigm, which advocates consistent and congruent messages to all stakeholders through all corporate communication mix elements (Bick et al. 2003).

Based on quantitative data collected from UK companies in the media, information and communication as well as the banking and finance industry, this paper addresses the lack of academic research on CAI by investigating potential consequences of CAIM based on commonly accepted consequences of visual identity, which have derived from an extensive literature review. In detail, the study tested whether managers that put effort into the strategic management of sound expect to be rewarded by positive effects that are analogue to the well-established benefits of managing corporate visual identity.

A sample of 82 was analysed using PLS-SEM to test for the linkage between CAIM and ten consequences as perceived by managers, showing significant path relations between CAIM and all ten proposed consequences. In detail, organisations that employ a high degree of CAIM more likely perceive (1) gaining differentiation, (2) gaining competitive advantage as well as (3) improving the image of the organisation as a consequence of CAIM. Furthermore, such organisations expect to (4) support their communication activities and to achieve (5) communication consistency. In addition, results show that organisations with a higher degree of CAIM more likely perceive the management of corporate sound as a way of (6) strengthening the identification of employees with the organisation, (7) increasing recognisability and (8) familiarity as well as (9) generating trust and finally (10) influencing consumers’ buying behaviour.

Bearing in mind that the proposed consequences have derived based on visual identity management, the quantitative data supports a conceptual similarity between visual and auditory identity regarding the consequences that are expected to derive from managing the two disciplines.

The identified linkages result in a number of academic implications and recommendations. First, this study is one of the first attempts to investigate the under-researched field of CAI in relation to CI from a corporate perspective based on primary quantitative data from corporations, thus acting as a foundation for future research.

Second, the support for the conceptualisation of CAI as an additional element of CI management and corporate communication alongside visual identity helps to overcome the criticised visual predominance in identity and
related literature (Balmer 2001) and could act as catalyst for the broader multi-sensory concept, thereby opening a new research avenue.

Third, based on the indicated significance of CAIM the authors recommend academics to adopt a more holistic conceptualisation of corporate identity by integrating CAI as additional element into the corporate identity mix and into future CI models.

Fourth, by revealing managers’ expectations about the potential of CAIM in supporting the dissemination of consistent messages, this study expands the knowledge about orchestrating elements that convey corporate identity, which consequently advances the understanding of the integrated communication paradigm (Bick et al. 2003; Van Riel 1995).

Additionally, the following managerial implications can be drawn. First, the similarity of beneficial consequences through the management of both disciplines for an organisation eliminates some of the vagueness still associated with the auditory topic. Consequently, managers are encouraged to build on visual expertise and adapt established concepts when addressing auditory identity. Moreover, managers are facilitated to better integrate sound into the set of communication activities in the future, thus overcoming the traditional visually dominated approach.

Second, while ignoring the management of sound in some cases might only mean to miss out on the potential of sound, with regard to the consequence of consistent communication, ignoring CAIM might be harmful. That is, building on the integrated communication paradigm, failing to align auditory identity with visual identity leads to inconsistency in the various communication channels. Since many organisations are little aware of existing auditory applications and elements (i.e. sonic touch-points) (Jackson 2003), such misalignment often will occur unnoticed.

Third, increasing interest in the auditory topic in the future is likely. Consequently, demand for consultancy work on auditory identity might grow accordingly. Since this area so far has been neglected by companies and agencies alike, corporate sound could offer promising business opportunities for consultants. Agencies therefore are advised to include CAI into their service portfolio and to build up expertise to adequately react to clients’ future demands.

In conclusion, quantitative data indicate that managers expect CAIM to provide beneficial consequences similar if not identical to the consequences assigned to the management of CVI, thus showing that CAI is a potent communication element next to visual identity. Consequently, consultants
and managers are advised to include CAI by default into their communication strategies. Moreover, academics and scholars in the identity, branding and communication discipline are advised to include the auditory facet into their future thinking, concepts, frameworks and models.

**Keywords:** corporate auditory identity, corporate identity, corporate communication, corporate sensory identity, corporate visual identity, PLS

**References**


The effect of high arousal advertising design on brand recall and ad recall

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Professionals of advertising create emotional ads to get the attention of consumers and increase advertising effectiveness. This research explores the concept of arousal on video ads and analyzes its relationship with brand recall and ad recall. Specifically, our work in progress studies how different temporal sequences of high arousal and brand logo presentation may affect brand recall and ad recall. Skin conductivity and survey techniques are combined in the research methodology. Preliminary results of two experiments confirm that post-arousal brand logo presentation increases brand recall compared to pre-arousal and during arousal brand logo presentation conditions. Nevertheless, when brand logo is presented after the high arousal peak, the time length between both moments does not affect brand recall. In addition, the different sequences of brand logo presentation and high arousal do not influence ad recall. The conclusion section discusses the role of arousal on consumers’ attention and cognitive information processing. Results also suggest interesting implications for ad design and further research lines in consumer behavior to advance on the study of advertising arousal, attention and memory.

Keywords: arousal, advertising, brand recall, ad recall, skin conductivity

References


10

Communication and intangible assets (part 2) track
The purpose of culture and knowledge diffusion which features museums leads to consider communication as an essential activity to perform their educational role (Hooper-Greenhill 1999). Nevertheless, even in recent times museums are usually far from being considered as providers of a public and social service, but are rather featured with an elitist attitude (Hanson 2011; Witcomb 2003) that leads to huge gaps in communication with a wide range of users. With regard to Italian museums, the prevailing self-referentiality is often the result of a lack in management skills and in resources (technical, organizational, financial etc.), frequently destined to preserve the cultural heritage, and also to the limited recourse to fund raising from private investors (Bodo 2003). This leads to a failure in providing visitors with adequate tools that make it possible to understand properly the collections and, consequently, get into the visit and the activities of the museums.

In this context, FIBAC’s (Innovative Fruition of Artistic and Cultural Assets) project, carried on by a number of parties including Poste Italiane Spa, the Department of Information Engineering, Electric Engineering and Applied Mathematics (DIEM) and the Research Centre in Pure and Applied Mathematics (CRMPA), both based in the University of Salerno, has defined a model of cultural re-mediation to rethink the traditional concept of fruition typical of museums, from the monologue to a “metalogue”, where solutions for an innovative fruition of cultural heritage are provided.

The “metalogue” involves all of museum stakeholders; as any organization, museums have to communicate with a wide range of public. Nevertheless, contributions that have adopted a managerial perspective to analyse museum
have basically considered visitors as the unique addressee of museum communication (Colbert 2000; Solima 1998); this conception may be traced back to a concrete focus of museums on visitor attraction, in response to reductions in museum budgets and to the need to generate self-financed income (Hooper-Greenhill 1999).

Although valid to represent a starting point, communication models focused on visitors are short-sighted and inadequate to represent the variety of stakeholders which relate to museum, and the range of communication activities addressed to these specific publics. The peculiarities of museum communication and the need to enhance the value of collections move forward to elaborate a more recent and appropriate model of museum communication, which may reflect the advantages deriving from the development of museum reputation and support FIBAC’s scope of better knowledge sharing.

Research objectives

The paper aims to define an interdisciplinary approach to provide a model describing the virtuous circles which may potentially be generated through the development of a favourable museum reputation. The recognition of an innovative model of museum communication requires the neglect of a traditional myopic focus on visitors, towards the adoption of a long-term perspective; the latter favours consents to overcome the focus on visitor previously adopted reasonably by FIBAC’s project, to recognise the variety of museum stakeholders and, lastly, museum reputation building as the final purpose of museum communication. Indeed, a favourable reputation results in improved museum performance (Bennett, Kottasz 2000; Fombrun, van Riel 2004); in this sense, the paper intends to identify the benefits deriving from a good museum reputation.

The contextualization of key concepts of corporate communication (Fombrun, Rindova 1999; Siano 2001) enables to support the purpose of FIBAC’s project, by means of acknowledging museum reputation as the final purpose of museum communication, and aims to illustrate the process of museum reputation development and reflect possible peculiarities in museum reputation building.

Research method
Based on the previous assumptions, the paper benefits of the principles of Boehm’s spiral model (Boehm 1988), used for software development and later on successfully contextualized to other fields (including, for example, project management). The spiral model joins the advantages of further management models, through the use of an iterative approach that enables to provide an innovative communication model, refined gradually according to a series of incremental steps.

The physical metaphor of spiral in Boehm’s method is functional to improve each step identified by means of defining clearly objectives, constraints, stakeholder relationships and opportunities deriving from museum reputation. The various steps of the spherical process enable to take a broad view of the current concept of museum communication, and consider it as a starting point to refine the opportunities arising from museum reputation.

Research findings and limits

The paradigmatic nature of Boehm’s meta-model consents to move incrementally from the current conception of museum communication to an advanced view based on museum reputation building. The adoption of a descriptive-normative approach is serviceable to identify the range of museum stakeholders, and the peculiar communication activities destined to each of them to develop a favourable reputation. Opportunities arising from a good reputation (e.g. increasing assets, growing appeal for investors etc.) are identified; this enables to recognize virtuous circles arising from the development of relations with key stakeholders (e.g. peculiar communication activities to visitors lead to increase museum awareness; increased museum appeal may be spent to attract investors; involvement of investors may produce additional resources to draw other visitors and so on), which results in a better diffusion of culture and knowledge, innate in museum educational role.

The adoption of Boehm’s method presents advantages and limits; the focus on risks typical of the spiral model is adapted to the peculiarities of Italian museums, commonly featured with a number of constraints (e.g. low budget, limited competences in marketing and communication, inadequate integration with their territory etc.), which the prescriptions provided by the model aim to overcome.
Original value of the paper

By using a novel approach of this kind, we present a preliminary attempt to move from the current view of museum communication to a more innovative and adequate conception. Consequently, the value provided within this paper derives from challenging the current models of museum communication to develop a new one, which considers museum reputation as a meta-resource to attract a wide range of stakeholders. The paper identifies new developments and trends emerging from museum communication, and represents them by means of the physical metaphor of Boehm’s spiral. The result is an overall framework arising from the effective involvement of stakeholders.

Theoretical relevance and managerial relevance

The paper aims to fill a gap in the literature on museum marketing and communication, whose contribution have reserved limited attention to the opportunities deriving from a favourable museum reputation. The framework represents an operative tool which may productively be considered both by museum practitioners to manage museum communication, and by FIBAC’s executives, in order to fulfil the purposes of the project. With regard to Italian museums, the paper provides concrete suggestions to move from a traditional concept of museum communication to a new emerging one. The implications of the model intend to be functional to the development of relations with museum stakeholders, which support the development of museum reputation over time.

Keywords: museum communication; spiral model; museum communication opportunities

References

Examining the influence of corporate website management on corporate reputation, e-loyalty and identification: a research agenda

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This research is primarily concerned with extending the current knowledge of corporate website management within the discipline of marketing by developing a comprehensive conceptual model of its influence on corporate reputation, e-loyalty and identification. Despite the significant and positive view of the corporate website as an element of corporate identity, little systematic research has examined the effect of the components of corporate websites on consumer evaluations of these websites (Tarafdar and Zhang, 2008) and of the relationship between the corporate website, its dimensions, antecedents and consequences (Cox and Emmott, 2007; Hendricks, 2007; Lombard and Hite, 2007; Taylor et al., 2002). From this point, one purpose of the present study will be to investigate the notion of corporate website management in the service setting, in particular in higher education, due to the dramatic increase of interest in services from academics and practitioners in today’s global economy. The other is to examine the antecedents and consequences of the under-researched construct of corporate website management, with particular reference to corporate reputation, e-loyalty and identification.

Keywords: Corporate visual identity, corporate website management, corporate reputation, e-loyalty, identification.

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Stakeholder engagement as a contested dialogic territory: an interpretive glance

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Stakeholder engagement (SE) is emerging as a central topic in current management strategies (Andriof and Waddock, 2002; Tapscott and Ticoll, 2003; Waddock, 2004; O'Dwyer, 2005; Burchell and Cook, 2006; Noland and Phillips, 2010). Nonetheless, the concept due to its novelty has been dealt with so far in widely and sometimes contradictory ways. These contradictions stem from the multidisciplinary nature of the engagement construct, which has been developed and investigated across different domains (i.e. management, organization studies, psychology, marketing, communication).

Although engagement is presently considered a priority in the management scholars’ research agenda, there is still no shared theory on the engagement concept nor on its management. While showing the potential of SE for companies, extant studies also highlights SE as a chaotic and multifaceted conceptual territory, where no single perspective seems to stand out for its universal valence. Moreover all the existing viewpoints seem to add increasing complexity to SE, impairing the understanding of its true conceptual essence and pragmatic potential for the company. For this reason we claim for a basic exploratory research aimed at advancing knowledge on SE and building a social consensus on its characteristics and development.

Hence, our study is aimed at depicting and at the same time disentangling the complexity of the SE concept, by outlining its distinctive characteristics and the different perspectives coexisting entailed in the SE concept.

We designed our study according to a Delphi methodology which currently is considered one of the most useful methods for eliciting and aggregating experts’ opinion whenever there is a lack of viable knowledge on an emerging and practice-relevant topic (Armstrong, 2006). More specifically,
Delphi method can be defined as medium-term qualitative conceptualizing and forecasting method that is based on building a consensus among group of experts (Linstone and Turoff, 1975; Murry and Hammons, 1995; Landeta, 2006).

Our Delphi study is built on four subsequent rounds of data collection and iterative processing which involved a purposive sample of scholarly and managerial experts selected on the basis of their established expertise in stakeholder relationship management practices.

This method allows an exchange of viewpoints amongst a panel of experts over a number of subsequent rounds that enables them to reflect and react to the insights gathered during round and to fine-tune their conceptualization by means of a feedback mechanism (Bonnemaizon et al., 2007).

In this working paper, we present and discuss the result of the first two rounds of our Delphi study, which highlight SE as a dynamic, recurring and self-propelling dialogic process, started and managed by the firm. This process is marked by a progressive opening of the company toward stakeholders which relies on sharing and negotiating a stake that company and stakeholders put forth for confrontation and adjustment. Dialogue appears as the fuel encouraging and moving on this process by allowing parenthetic interaction, reciprocal understanding, and anticipation of stakeholder expectations. Furthermore, SE emerges as a process difficult to tackle with due to its complexity and ambivalence characterized by inner contrasting tensions.

Future developments of our study will allow for a deep and eventually provocative reflection on the managerial implications stemming from a unifying SE framework in order to reorient relevant business practices.

**Keywords:** stakeholder engagement, Delphi study, ethical management, dialogue

**References**


Understanding the relationship between the communicated political brand identity and understand political brand image of David Cameron’s UK Conservative Party

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Despite the various conceptualisations of brand identity and brand image, these are often used interchangeably and occasionally misunderstood (Nandan 2005; Wong 2010). Nandan (2005) and Bosch et al. (2006) argued that a brand’s envisaged identity may not be perceived in the same way by the consumer, with separate viewpoints existing. Furthermore, these communication discrepancy gaps need to be as small as possible and ultimately narrowed or eliminated in order for the brand to be considered strong, trusted and valued (Nandan 2005).

Existing research tends to focus on either brand identity or brand image. There have been a few attempts at exploring the identity and image of a brand in the same study (Bosch et al. 2006; de Chernatony 1999; Harris and de Chernatony 2001; Roy and Banerjee 2007; Davies and Chun 2002). However, there are limited studies that focus on application and operationalisation of brand identity and brand image frameworks. Furthermore, there is a paucity of identity and image research in the context of political branding. Responding to the identified gap, this research focuses on the transfer potential of Kapferer’s brand identity prism and brand image framework (Bosch et al. 2006) used to explore how David Cameron’s Conservative Party brand was projected and understood prior the 2010 UK General Election.

Research Objectives
This research focused on three objectives. The first objective focused on the application of Kapferer’s brand identity prism to explore the UK Conservative Party from an internal orientation. The second objective assessed the transfer potential of the brand image framework (Bosch et al. 2006) to understand the UK Conservative Party from an external
perspective. The third objective examined the coherency of the UK Conservative Party brand by amalgamating the applied frameworks.

Research Method
Stage one involved thirty in-depth interviews with internal stakeholders of the UK Conservative Party, spanning all three elements; Parliamentary, Professional and Voluntary. Stage two of the study involved eight focus group discussions (forty-six participants in total) with external stakeholders aged 18-24 years. As young citizens aged 18-24 years were considered an untapped and potentially lucrative market and specifically targeted by David Cameron’s Conservative Party (Charles 2009) it can be argued that it was appropriate to consider young citizens aged 18-24 years as external stakeholders. Interviews and focus group discussions were conducted by the researcher between December 2009 and 6th May 2010 (polling day - UK General Election). Interviews/focus groups were transcribed by the researcher and analysed using Butler-Kisber’s (2010) two stage thematic inquiry analytical process.

Findings
The findings indicated that applying a political brand to Kapferer’s (2008) brand identity prism and the brand image framework (Bosch et al. 2006) can be problematic. However, in the first instance a number of dimensions/components had to be adapted to meet the unique qualities of a political brand. The findings also highlighted that the combination of the conceptual frameworks (Kapferer 2008; Bosch et al. 2006) provide a mechanism to highlight both inconsistencies and consistencies between the brand identity and brand image of the UK Conservative Party.

The UK Conservative Party brand identity needs to pay close attention to the lack of internal coherency. The UK Conservative Party brand image is contentious, ambiguous and remains associated with previously held perceptions and imagery. In addition, the discrepancy gaps between the concepts of brand identity and brand image also require attention. Nevertheless this study provides deep insight into the brand identity and brand image of the UK Conservative Party and highlights some detoxification of the ‘Tory brand’.

Original Value
Despite this research demonstrating the concepts of brand identity and brand image can be applied to a political brand, this research indicated that there are areas of improvement for the amalgamated framework. The ‘brand identity-image network’ therefore enables researchers to explore the internal
brand identity and external brand image with greater clarity without undermining the related yet distinct nature of brand identity and brand image. This research also addressed the limited understanding of how a political brand is communicated and understood in the same study. Furthermore, this research adds to the paucity of literature that critically applies and operationalises the concepts of brand identity and brand image.

Theoretical/Managerial Relevance

The findings have implications not only for political parties but also for politicians, candidates and other political entities. Organisations will be able to generate a deeper understanding of their brands from an internal and external orientation and investigate whether their projected brand identity is coherent with the understood external brand image. Inconsistencies between internal brand identity and external brand image can then be addressed. This research also made a theoretical contribution to the body of knowledge with the application, operationalisation and development of the brand identity-image network which could be used beyond the context of political branding.

References


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Communication across cultures (part 2) track
The evolution of the global economy has seen a rise in the digital market space where consumers are no longer passive but they have become active participants in brand building. The development of Web 2.0 has not only led to virtually limitless connectivity and low cost access, but has also resulted in a need for new communication models in the digital market space. Van Dijk (2009, 46) suggests that with the full implementation of Web 2.0 technologies, and the subsequent emergence of many user generated content sites, business interest has shifted from consumption activities, and gravitated towards production activities which has afford users more power over content, and which can either add or detract from business value. The collaborative and expressive nature of social media allows users to participate in the production of brand content which is published and disseminated. This gives rise to what Mullins (2011) and Patricios (2011, 20) refer to as the collaboration economy where consumers become marketers and co-creators in building (and destroying) brands as they become increasingly involved in the dialogue surrounding a brand.

The challenge that open source brand management poses is the loss of control over the management of the brand as a result of co-creation and co-production of brand communication. While marketers and brand managers struggle to come to terms with open source branding because of its volatility and unpredictability, it is changing some of the fundamental principles of value creation that marketers have taken for granted for decades within previous paradigms. As a result marketers have been compelled to seek new strategies aimed at collaborating and positively leveraging the influence of open source branding, while also devising new brand strategies aimed at brand protection rather than brand building. This entails that brand agencies and managers have to mobilize the brand community through continuous market conversation, and perpetual monitoring of trends in order to
stimulate affinity and identification-based trust amongst the community (Hafkesbrink & Schroll 2011).

Consequently, a reconsideration of the strategies for managing brands is required in a brand context where customers and managers have become so called ‘consumanagers’ who together co-manage the future of brand. This paper draws on three previous exploratory studies conducted by the authors within South African communities of practice in 2011, 2012 and 2013 amongst brand experts, brand managers and brand agencies of the top ten South African reputation brands (as identified by and independent measure) to identify the impact of open source branding on digital brand management strategies. This paper draws on the literature and the findings of these three studies to identify emergent core drivers and shifts, and to make recommendations on how brand management strategies could be revised to deal with the “collaborative turn” brought about by the interactive web.

**Keywords**: control; collaboration; open source branding; communities of affinity; co-creation; brand strategies

**References**


The paper aims to reduce existing gap and extent knowledge in Georgia by determining group of factors influencing brand`s loyalty. Investigation revealed that Georgian consumer actively consumes the different types of the foreign brands, but index of loyalty is not high. Majority of consumer`s in the process of buy -decisions pay attention on the brand`s country of origin. Investigation argues that consumer attitude toward foreign brands facilitate motivation of entrepreneurs to promote local brands.

**Keywords:** brand, loyalty, attitude, market, Georgian consumer, communication, country of origin

**References**
During the UN conference on climate change in Durban, South Africa, in December 2011, Japan dissented from the extension of the agreement of Kyoto Protocol. This is an anticipated outcome because the Keidanren (Japan Business Federation) has been urging the Japanese government to abandon the target to cut CO2 emission because the target is perceived as an obstacle for companies’ growth (Keidanren, 2001). Japan’s withdrawal from the Kyoto Protocol marks a new phase in the narrative of Japanese companies in relation to environmental issues. The narrative of Japanese companies encounter with environmental issues since the post war until the Kyoto Protocol consists of four phases. The phases are divided chronologically based on the events that occurred, the norms or sets of expectation and behavior during those periods and companies’ reactions towards those events (Hattori, 2007; Nakamaru, 2010; Toyozumi, 2010). They are labeled as 1) industrial pollution and economic growth, 2) oil shock and energy efficiency, 3) global environmental problems and international contribution, and 4) Kyoto Protocol and environmental protection. The narrative leads to the hypothesis that “Japanese companies are striving to lead public green awareness and consciousness through the proliferation of green communication with the objective to mold public environmental consciousness into a superficial consciousness that will only benefit the company in term of profit maximization.” Consequently, the proliferation of companies’ environmental communication are overwhelming and require an investigation that may reveal a new paradigm of understanding to deconstruct the messages and arguments underlying those exquisite and glossy representations of corporate greenness. The purpose of this study is to explore and analyze the content of companies’ environmental communication most accessible to the public. The samples consist of 45 samples of environmental print advertisement and 20 samples of environmental television commercials of various Japanese companies.
The analysis of the samples generates three main findings. They are; the type of companies’ communication, the types of information utilized in depicting environmental concern and the visual analysis. The initial findings reveal that more than 50% of the samples are product promotion and challenges previous studies who stated that environmental communication mainly appears in corporate advertising or companies’ CSR report (Farache & Perks, 2009; Fukukawa & Teramoto, 2009). This result indicates that companies environmental concern has expanded from external activities unrelated to companies’ core business to internal activities interrelated with companies profit maximization. The second finding for the analysis is the cues to express environmental concern. They are the environmental benefit and techniques applied to express environmental concerns. The environmental benefit can be defined as the benefit the consumer gained in terms of environmental protection. Among the most frequent benefit communicated is the ‘Reduce of CO2’ and ‘Energy Efficiency’. In Japan, the discourse of Kyoto Protocol has exposed the Japanese with the notion of ‘reduce carbon emission’. The media portrayed how reducing the carbon emission will contribute to global environmental protection and these companies seems to take this opportunity to position themselves as one of the main parties contributing to the global environmental protection effort. The next benefit, ‘Energy Efficiency’ is the second most frequent environmental benefit appears in the sample. Generally, energy efficiency is related to technology that enables the independency from fossil fuel thus, coined as ‘energy efficient’. The increasing of fossil fuel price and the consequences it brings making the purpose of decreasing dependency on fossil fuel as among the popular environmental benefit.

The techniques can be categorized as process cycle, scientific data, testimony, slogan, sponsorship. The most significant technique applied to express environmental concerns is process cycle. Indicating the process cycle with environmental benefit convince consumer that the companies’ environmental communication is a concrete action and not merely rhetoric in achieving its legitimacy. This suggest that companies try to avoid being abstract or vague in expressing their environmental concern as claimed by Cho, Roberts, & Patten (2010) and Bowers (2010). Other than indicating process cycle, the acquiring of environmental accreditation through environmental label or certificate, the mentioning of scientific data and
testimony are other instruments utilized in the samples with an aim to avoid their environmental claim to be vague or abstract. The use of slogan and environmental activities sponsorship are the least convincing way of expressing their environmental concern. In the samples, these two techniques are accompanied by other techniques such as process cycle and testimony.

The third finding generated by the analysis is the analysis of visual aspects. The most significant finding of visual analysis is the high frequency of the color blue and white along with green color in companies’ environmental communication. The settings that represent these two colors are the blue sky with clouds or the planet earth. This suggests that green may not be the only color that represents the environment but sky blue and white may become the theme color of environmental communication.

The second important visual analysis finding is the use of children as the presenter in the print advertisements. Although the product promoted may not directly relate with children, those samples use children to represent the word *mirai* or future in expressing their environmental values. Instead of using old people as the presenter of their product promotion parallel with the aging population in Japan, there is tendency to twist this image and use the picture of children to illustrate environmental aspects.

The findings above are crucial in suggesting a concrete framework or analysis procedure for research that study corporate environmental communication. Although the sample used in the analysis are rather small, it proves to be useful in categorizing the type of information appeared in Japanese corporate environmental communication through the variety of industries the sample represents. The small number of samples also enables deeper discussion that includes the input from people of the industries.

However, the random samples from various companies prevent the analysis to seek in-depth explanation pertaining to the policy or corporate communication objectives of a particular company. Thus, the next step of this research is to collect samples from same companies or similar industries namely Toyota and Panasonic for in-depth analysis. If the number of companies or industries is limited and not too diverse, the explanation can use the arguments from the companies’ internal discourse as well as industrial discourse in drawing comprehensive conclusion from the findings. These discourses can be find either through interview or through the analysis of trade journals that focuses on the discussion among those involves in the industries.
Keywords: corporate environmental communication; advertising; environmental studies

References
Empirical Evidence of Consumer Based Brand Equity in Emerging Economics: The Case of Egyptian Banking Sector

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There is a death of published research on consumer based brand equity (CBBE) in service sector in general and precisely in banking service in developing countries. This research seeks to study CBBE in banking sector in a developing economy in Middle East (Egypt) and examine if and how the CBBE differs across bank types (local vs. foreign). Although services represent fifty percent of the GDP in Egypt, most of this comes from tourism and transport (essentially Suez Canal revenues). The potential in making better use of services in Egypt is vast, but is as yet untapped. In addition, most research conducted on service branding and CBBE in banking sectors refers to a Western context. This study use brand equity model developed based on Aaker (1991).

A questionnaire derived from existing literature was completed by 468 actual customers of banks operating in Egypt using two modes of data collection by face to face interview and by Internet. The initial findings, obtained using multiple regression analysis, indicate that private and foreign banks are similar and different from public banks. Reliable staff, brand personality, organisational association and brand loyalty are the dimensions which influenced brand equity in public banks. While, brand awareness, brand personality and brand loyalty are the dimensions which influenced brand equity for private and foreign banks.

Keywords: Service brands, CBBE, Foreign and Local brands, banking sector, Emerging markets, Egypt.

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