



ROUTLEDGE  
COMPANIONS

# The Routledge Companion to Corporate Branding

Edited by Oriol Iglesias, Nicholas Ind and  
Majken Schultz

‘Like seemingly everything with business these days, corporate branding is undergoing a sea change in strategy and execution. This stimulating and insightful handbook assembles some of the sharpest thinking from around the world on the most important and compelling topics in this area.’

– Kevin Keller, *Senior Associate Dean for Marketing and Communications and E.B. Osborn Professor of Marketing, Tuck School of Business*

‘Corporations are more than ever coming back, after being hidden by their brands during decades. Moreover the growth of the Benefit-corporation now adds a layer of purpose above the brands themselves. Clearly corporate branding needed to be reanalyzed. This is well done by this internationally co-created excellent book.’

– Jean-Noël Kapferer, *Emeritus Professor, HEC Paris*

‘*The Routledge Companion to Corporate Branding* provides a much-needed overview of the history and evolution of corporate branding as a distinct field of study and practice as well as offering insight into its possible futures. Embracing both theoretical and practical contributions, it promises much value for anyone drawn to this rapidly expanding field.’

– Mary Jo Hatch, *Professor Emerita, University of Virginia*

‘When one wants to master a field, then what is really needed is a collection of high quality and well-crafted contributions from real and well recognised experts. This is exactly what the readers of *The Routledge Companion to Corporate Branding* will get. In this collection of articles top academics share their deep knowledge, offering important information and summarising the present and future of Corporate Branding. This collection of papers is an essential reading for those who want to understand, work, research or teach in Corporate Branding – a real “must have.”’

– Cleopatra Veloutsou, *Professor of Brand Management, University of Glasgow*



**Taylor & Francis**

Taylor & Francis Group

<http://taylorandfrancis.com>

# THE ROUTLEDGE COMPANION TO CORPORATE BRANDING

This companion is a prestige reference work that offers students and researchers a comprehensive overview of the emerging co-created, multi-stakeholder, and sustainable approach to corporate brand management, representing a paradigm shift in the literature.

The volume contains 30 chapters, organised into 6 thematic sections. The first section is an introductory one, which underscores the evolution of brand management thinking over time, presenting the corporate brand management field, introducing the current debates in the literature, and discussing the key dimensions of the emerging corporate brand management paradigm. The next five sections focus in turn on one of the key dimensions that characterize the emerging approach to corporate brand management: co-creation, sustainability, polysemic corporate narratives, transformation (history and future), and corporate culture. Every chapter provides a deep reflection on current knowledge, highlighting the most relevant debates and tensions, and offers a roadmap for future research avenues. The final chapter of each section is a commentary on the section, written by a senior leading scholar in the corporate brand management field.

This wide-ranging reference work is primarily for students, scholars, and researchers in management, marketing, and brand management, offering a single repository on the current state of knowledge, current debates, and relevant literature. Written by an international selection of leading authors from the USA, Europe, Asia, Africa, and Australia, it provides a balanced, authoritative overview of the field and convenient access to an emerging perspective on corporate brand management.

**Oriol Iglesias** is Associate Professor and Head of the Marketing Department at ESADE Business School, Universitat Ramon Llull. Oriol is member of the Scientific Committee of the Global Brand Conference and of the Editorial Board of the *Journal of Brand Management*. He has also been for 6 years a member of the Executive Committee of the European Marketing Academy (EMAC). His research focuses on corporate branding, conscientious brands, and co-creation and has been published in *California Management Review*, *Journal of Business Ethics*, *Business and Society*, *Industrial Marketing Management*, *Journal of Business Research*, and *European Journal of Marketing*, among others.

**Nicholas Ind** is Professor at Kristiania University College and Visiting Professor at ESADE Business School and Edinburgh Napier University. His main research interests are co-creation and conscientious brands. He is the author of 16 books and articles that have appeared in *California Management Review*, *Journal of Brand Management*, *European Business Review*, *Business Horizons*, and *Journal of Product and Brand Management*.

**Majken Schultz** is Professor of Management and Organization Studies at Copenhagen Business School. She is affiliated with the Centre for Organization and Time at the Department of Organization and is an international research fellow at the Centre for Corporate Reputation, Oxford University. Her work has focused on managerial and organizational issues related to identity, culture, and image, including the implications for corporate branding and use of history. She has published in the leading journals on organization studies and branding and co-written/edited more than a dozen books. She is one of the most cited professors at CBS and is Chair of Carlsberg Foundation.

## ROUTLEDGE COMPANIONS IN BUSINESS, MANAGEMENT AND MARKETING

Routledge Companions are prestige volumes which provide an overview of a research field or topic. Surveying the business disciplines, the books in this series incorporate both established and emerging research themes. Compiled and edited by an array of highly regarded scholars, these volumes also benefit from global teams of contributors reflecting disciplinary diversity.

Individually, *Routledge Companions in Business, Management and Marketing* provide impactful one-stop-shop publications. Collectively, they represent a comprehensive learning and research resource for researchers, postgraduate students and practitioners.

### THE ROUTLEDGE COMPANION TO MARKETING RESEARCH

*Edited by Len Tiu Wright, Luiz Moutinho, Merlin Stone and Richard P. Bagozzi*

### THE ROUTLEDGE COMPANION TO TALENT MANAGEMENT

*Edited by Ibraiz Tarique*

### THE ROUTLEDGE COMPANION TO CORPORATE SOCIAL RESPONSIBILITY

*Edited by Thomas Maak, Nicola M. Pless, Sukhbir Sandhu and Marc Olitzky*

### THE ROUTLEDGE COMPANION TO GLOBAL VALUE CHAINS

*Reinterpreting and Reimagining Megatrends in the World Economy*

*Edited by Renu Agarwal, Christopher Bajada, Roy Green and Katrina Skellern*

### THE ROUTLEDGE COMPANION TO MARKETING AND FEMINISM

*Edited by Pauline Maclaran, Lorna Stevens and Olga Kravets*

### THE ROUTLEDGE COMPANION TO CORPORATE BRANDING

*Edited by Oriol Iglesias, Nicholas Ind and Majken Schultz*

For more information about this series, please visit: [www.routledge.com/Routledge-Companions-in-Business-Management-and-Marketing/book-series/RCBUS](http://www.routledge.com/Routledge-Companions-in-Business-Management-and-Marketing/book-series/RCBUS)

# THE ROUTLEDGE COMPANION TO CORPORATE BRANDING

*Edited by Oriol Iglesias, Nicholas Ind and  
Majken Schultz*

Cover image: © Getty Images

First published 2022

by Routledge

4 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge

605 Third Avenue, New York, NY 10158

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

© 2022 selection and editorial matter, Oriol Iglesias, Nicholas Ind and  
Majken Schultz; individual chapters, the contributors

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

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

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

British Library Cataloguing-in-Publication Data

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

Library of Congress Cataloging-in-Publication Data

A catalog record has been requested for this book

ISBN: 978-0-367-47663-2 (hbk)

ISBN: 978-1-032-25259-9 (pbk)

ISBN: 978-1-003-03574-9 (ebk)

DOI: 10.4324/9781003035749

Typeset in Bembo

by Apex CoVantage, LLC

*We would like to dedicate the book to Marta, Vera, and Tor.*





**Taylor & Francis**

Taylor & Francis Group

<http://taylorandfrancis.com>

# CONTENTS

<i>List of contributors</i>	<i>xiii</i>
<i>Acknowledgments</i>	<i>xxii</i>

## A

<b>An introduction to the corporate brand management field</b>	<b>1</b>
1 Towards a paradigm shift in corporate branding <i>Oriol Iglesias, Nicholas Ind, and Majken Schultz</i>	3
2 Demarcating the field of corporate brand management <i>Russell Abratt and Michela Mingione</i>	24
3 Corporate brand management from a co-creative perspective <i>Hans Mühlbacher</i>	42
4 Welcome to the matrix: how to find and use your corporate brand's core identity <i>Mats Urde</i>	59
5 Commentary on 'Towards a paradigm shift in corporate brand management' <i>Joachim Kernstock and Shaun Powell</i>	83

**B**

**Building brands together: Co-creating corporate brands with multiple stakeholders 93**

- 6 Embracing a co-creation paradigm of lived-experience ecosystem value creation 95  
*Venkat Ramaswamy*
- 7 Brands in action: understanding corporate branding dynamics from an action net perspective 111  
*Sylvia von Wallpach and Andrea Hemetsberger*
- 8 Reconceptualizing corporate brand identity from a co-creational perspective 131  
*Catherine da Silveira and Cláudia Simões*
- 9 In search of corporate brand alignment: philosophical foundations and emerging trends 149  
*Michela Mingione and Russell Abratt*
- 10 Commentary on ‘Co-creating corporate brands with multiple stakeholders’ 169  
*Francisco Guzmán*

**C**

**Building strong corporate brands: towards valuable and sustainable experiences 175**

- 11 B\*Canvas 2.0: holistic and co-created brand management tool and use cases for corporate brands 177  
*Carsten Baumgarth*
- 12 Brand experience co-creation at the time of artificial intelligence 195  
*Federico Mangiò, Giuseppe Pedeliento, and Daniela Andreini*
- 13 Honey or condensed milk? Improving relative brand attractiveness through commercial and social innovations 211  
*Seidali Kurtmollaiev, Line Lervik-Olsen, and Tor W. Andreassen*

14	A systematic literature review of sustainability in corporate services branding: identifying dimensions, drivers, outcomes, and future research opportunities <i>Stefan Markovic, Yuqian Qiu, Cristina Sancha, and Nikolina Koporic</i>	228
15	Building strong corporate brands: towards valuable and sustainable experiences <i>Nicholas Ind</i>	249
<b>D</b>		
	<b>Polysemic corporate brand narratives: connecting internal and external communities</b>	<b>257</b>
16	Integrating multiple voices when crafting a corporate brand narrative <i>Paul A. Argenti</i>	259
17	Corporate brand management and multiple voices: polyphony or cacophony? <i>Line Schmeltz and Anna Karina Kjeldsen</i>	281
18	Polysemic corporate branding: managing the idea <i>Alessandra Zamparini, Luca M. Visconti, and Francesco Lurati</i>	300
19	Visitors' destination brand engagement's effect on co-creation: an empirical study <i>Raouf Ahmad Rather, Linda Hollebeek, Dale L.G. Smith, Jana Kukk, and Mojtaba Ghasemi</i>	321
20	Corporate brand narratives: polysemy, voice, and purpose <i>Joep Cornelissen</i>	338
<b>E</b>		
	<b>The temporality of corporate branding: balancing the past and future</b>	<b>343</b>
21	Towards a co-creational perspective on corporate heritage branding <i>Mario Burghausen</i>	345
22	Cross-fertilization of heritage between product and corporate branding <i>Fabien Pecot</i>	364

23	Closing corporate branding gaps through authentic internal brand strategies <i>Michael B. Beverland and Pinar Cankurtaran</i>	378
24	When history inspires brand strategy: lessons for place brands and corporate brands <i>Mihalis Kavaratzis</i>	395
25	Balancing the past and future in corporate branding <i>Majken Schultz</i>	408
<b>F</b>		
	<b>Branding inside-out: corporate culture and internal branding</b>	<b>417</b>
26	Branding inside-out: development of the internal branding concept <i>Rico Piehler</i>	419
27	A co-creative perspective on internal branding <i>Holger J. Schmidt and Pieter Steenkamp</i>	442
28	Exploring how to build a strong internal brand community and its role in corporate brand co-creation <i>Saila Saraniemi</i>	459
29	Co-creating conscientious corporate brands inside-out through values-driven branding <i>Galina Biedenbach and Thomas Biedenbach</i>	480
30	Branding inside-out: corporate culture and internal branding <i>Ceridwyn King</i>	496
	<i>Index</i>	505

# CONTRIBUTORS

**Russell Abratt** is Professor of Marketing in the School of Business at George Mason University. His research interests are in corporate identity, branding, and reputation management. His work has been published in the *Journal of Advertising Research*, *California Management Review*, *European Journal of Marketing*, *Industrial Marketing Management*, *Journal of Business Ethics*, *Tourism Management*, *Journal of Marketing Management*, *Journal of Brand Management*, and the *Journal of Product and Brand Management*, among others.

**Tor W. Andreassen** is Professor of Innovation, the previous Director of Center for Service Innovation, and the current Director of the Digital Innovation for Sustainable Growth (DIG) at NHH Norwegian School of Economics. Andreassen has published in several leading journals, such as *MIT Sloan Management Review*, *Marketing Science*, *Journal of Marketing*, and *Journal of Service Research*, in addition to eight books. For his research, Andreassen was elected Chair of INFORMS Service Science community and VP of Education and Professional Development at European Marketing Academy's Executive Committee. Andreassen is the founder of Service Forum (BI), the Norwegian Customer Satisfaction Barometer (BI), the Norwegian Innovation Index (NHH), and the annual Professor Johan Arndt Marketing Conference.

**Daniela Andreini** is Associate Professor in Marketing and Director of the Master in Digital Business Development at the University of Bergamo (Italy). She is Consulting Editor of *International Journal of Management Reviews*, a member of the editorial board of *Journal of Business Research*, *Journal of Product and Brand Management*, and *Italian Journal of Marketing* and of the editorial review board of the *International Journal of Information Management*. Her research appears in international journals such as *Journal of Advertising*, *Journal of Business Research*, *Industrial Marketing Management*, *Organization Studies*, *Journal of Advertising Research*, *Family Business Review*, *Journal of Business and Industrial Marketing*, *Journal of Business Ethics*, and *Journal of Service Theory and Practice*.

**Paul A. Argenti** is Professor of Corporate Communication at Tuck School of Business at Dartmouth. A pioneer in the field of corporate communication, he taught some of the earliest

courses on the subject for Harvard Business School and Columbia Business School. He has also published widely in both academic and practitioner journals, wrote *Corporate Communication*, the first textbook in the field, now in its eighth edition, and has written hundreds of widely used cases. Argenti teaches in Tuck's MBA program, executive programs, and Master in Healthcare Delivery program. Professor Argenti is a Fulbright Scholar and a winner of the Pathfinder Award in 2007 from the Institute for Public Relations for the excellence of his research over a long career.

**Carsten Baumgarth** is Professor of Brand Management at the Berlin School of Economics and Law (Germany) and Adjunct Professor at the Ho-Chi-Minh-City Open University (Vietnam). Carsten has published more than 400 papers and books with a focus on brand management, B2B marketing, sustainable marketing, arts marketing, and empirical methods, and his work has been published in *Industrial Marketing Management*, *Journal of Business Research*, *European Journal of Marketing*, *Journal of Product and Brand Management*, and *International Journal of Arts Management*, among others. Carsten co-founded the Institute for Sustainability in Berlin (2012) and the Expert Council Technology Brands (2015).

**Michael B. Beverland** is Professor of Brand Management and Head of Department (Strategy and Marketing) at University of Sussex Business School. He is also Adjunct Professor of Marketing at Copenhagen Business School. Michael received his PhD from the University of South Australia and has authored numerous works on brand management and authenticity, including publications in the *Journal of the Academy of Marketing Science*, *Journal of Advertising*, *Journal of Consumer Research*, *Journal of Management Studies*, and *Journal of Product Innovation Management*. His practical work on brand authenticity has been published in two books: *Building Brand Authenticity: 7 Habits of Iconic Brands* (Kogan Page) and *Brand Management: Co-creating Meaningful Brands, 2nd Edition* (Sage, 2021).

**Galina Biedenbach** is Associate Professor in Marketing at Umeå School of Business, Economics, and Statistics, Umeå University. Her research interests include corporate branding, strategic marketing, and industrial marketing. Within her research projects, she has collaborated with small and large businesses, as well as governmental organizations. Her research has been published in *Industrial Marketing Management*, *Journal of Brand Management*, *Journal of Business & Industrial Marketing*, *Journal of Product and Brand Management*, *Marketing Intelligence and Planning*, *Public Management Review*, and *Qualitative Market Research: An International Journal*. She has also co-authored book chapters on business-to-business marketing, brand equity, and stakeholder branding.

**Thomas Biedenbach** is Associate Professor in Management at Umeå School of Business, Economics, and Statistics, Umeå University. His major research interests are innovation management, project management, temporary organizations, and organizing practices based on routines and capabilities. His research has been published in *International Journal of Managing Projects in Business*, *International Journal of Project Management*, *International Journal of Technology Management*, *Journal of Change Management*, and *Project Management Journal*. He has also written a book chapter on research philosophy and research paradigms.

**Mario Burghausen** is Senior Lecturer (Associate Professor) at Essex Business School, University of Essex, UK. He is Co-Editor-in-Chief of the *Journal of Brand Management*, and he has ten years of industry experience outside academia. He holds the first-ever doctorate in corporate heritage (branding). His research interests are within the fields of corporate brand management and corporate marketing with a specific focus on multiple temporalities in organizational contexts and the various manifestations, interpretations, and representations of organizations and their brands more generally. Mario has published his work in the *Journal of Business Research*, *Marketing Theory*, *European Journal of Marketing*, and *Journal of Brand Management*, among others.

**Pinar Cankurtaran** is Assistant Professor of Brand Strategy at the Faculty of Industrial Design Engineering, Delft University of Technology. She holds a doctoral degree from Rotterdam School of Management, Erasmus University. Her current research focuses on brand authenticity, brand discourses, and brand-driven change. Her work has been published in the *Journal of Product Innovation Management*, *Industrial Marketing Management*, *Journal of Macromarketing*, and *Research In the Sociology of Organizations*. She has contributed three cases to the book *Brand Management: Co-creating Meaningful Brands, 2nd Edition* (authored by Michael B. Beverland, Sage, 2021).

**Joep Cornelissen** is Professor of Management at Rotterdam School of Management, Erasmus University, and Chair in Strategy and Organisation (part-time) at the *University of Liverpool* Management School. The main focus of his research involves studies of the role of corporate and managerial communication in the context of innovation, entrepreneurship, and change. He has written a textbook on corporate communication with Sage, which is now in its sixth edition (with a seventh edition planned for 2022).

**Catherine da Silveira** is Associate Professor at Nova School of Business and Economics, Portugal. Her fields of research encompass areas such as brand co-creation, brand identity management, and luxury branding. She has published in the *Journal of Business Research* and in practitioner-oriented publications. Academic Director of the CEMS Master's in International Management and Head of the Luxury Management field of specialization at Nova School of Business and Economics, she is also coordinating consulting projects for firms in brand strategy. Before joining the academic world, she worked for 13 years for the L'Oréal Group as a marketing executive across divisions, brands, and countries.

**Mojtaba Ghasemi** is a PhD candidate (marketing) at the Department of Business Management, Qazvin Branch, Islamic Azad University, in Iran. Mojtaba also completed a Master's degree from Allameh Tabataba'i University in Tehran, Iran. Mojtaba's research, which centres on customer engagement, destination brand engagement, and cocreation, has been published in the *Proceedings of the Fifth National Conference on Applied Research in Management and Accounting (ISC)*.

**Francisco Guzmán** is Professor of Marketing at the G. Brint Ryan College of Business and Distinguished Teaching Professor at the University of North Texas. He is Co-Editor-in-Chief of the *Journal of Product and Brand Management* and Associate Editor (consumer behaviour) of the



*Journal of Business Research*. He is a member of the Scientific Committee of the Global Brand Conference and Chair of the Cross-Cultural Research Conference. His research focuses on branding and social transformation, particularly on branding with purpose (sustainability, corporate social responsibility, socio-political activism), as well as brand equity, co-creation, public-private collaborations, and political branding. His more than 50 articles have been published in the *Journal of International Marketing*, *Journal of Business Research*, *European Journal of Marketing*, *Industrial Marketing Management*, *Journal of Marketing Management*, *Journal of Brand Management*, *Journal of Retailing and Consumer Services*, and *Harvard Business Review América Latina*, among many others.

**Andrea Hemetsberger** is Professor of Branding at the University of Innsbruck, Academic Director of the Brand Research Laboratory and Speaker of the Research Area EPoS (Economy, Politics, and Society). Her research focuses on branding and interpretive consumer research with a focus on CCT and social media. Her research has been published, for example, in the *Journal of Consumer Research*, *Consumption, Markets and Culture*; *Journal of Business Research*; *Organization Studies*; *Journal of Macromarketing*; *Journal of Marketing Management*, *Entrepreneurship*, and *Regional Development*; and *Management Learning*. She won the Shelby Hunt award 2012 and the Literati award 2017, and is a member of several review boards.

**Linda Hollebeek**, Ph.D, is Professor of Marketing at IPAG Business School, Vilnius University, and Tallinn University of Technology. Her research on customer, consumer, and stakeholder engagement has been published in the *Journal of the Academy of Marketing Science*, *Journal of Service Research*, and *International Journal of Research in Marketing*, among others. She has been named a Clarivate Highly Cited Researcher (2021, 2020) and is included on Stanford University's top 2% of researchers (2021, 2020). Linda also serves as Associate Editor of the *Journal of Service Research*, is the recipient of the 2020 SERVSIG Emerging Service Scholar Award, and is co-editor of *The Handbook of Research on Customer Engagement*.

**Mihalis Kavaratzis** is Professor of Place Marketing (Manchester Metropolitan University Business School), Co-Founder of the International Place Branding Association, and a Senior Fellow of the Institute of Place Management. He has published some of the most-cited work in the field of place branding in journals such as *Tourism Management*, *Journal of Travel Research*, and *Marketing Theory*. Mihalis has co-edited *Inclusive Place Branding* (with M. Giovanardi and M. Lichrou, 2017), *Rethinking Place Branding* (with G. Warnaby and G.J. Ashworth, 2015), and *Towards Effective Place Brand Management* (with G.J. Ashworth, 2010).

**Joachim Kernstock** is Head of the Centre of Competence for Brand Management in St. Gallen, Switzerland. He is an experienced corporate brand strategy advisor. He works with leading Swiss and European corporates and with SMEs. He has published leading publications about corporate brand management and brand behaviour in Germany and within international refereed journals. He lectures at the University of St. Gallen. Before this engagement he was responsible for the Lufthansa corporate marketing and brand portfolio. Joachim has been Co-Editor-in-Chief of the *Journal of Brand Management* since 2012.

**Ceridwyn King** is Associate Professor in the School of Sport, Tourism, and Hospitality Management at Temple University, in the United States. Ceridwyn holds a Master of Marketing Management with Honours and a PhD in Marketing, both awarded at Griffith University in Australia, and she has several years of strategic marketing experience in a range of industries. She is a thought leader in internal brand management research. Her research can be found in leading international journals such as the *European Journal of Marketing*, *Journal of Services Management*, and the *Journal of Product and Brand Management*.

**Anna Karina Kjeldsen** concentrates on corporate communication, branding, co-creation, and corporate social responsibility in her research, especially in relation to public organizations and museums. She holds a PhD in strategic communication and is External Associate Professor at The Danish School of Media and Journalism (DMJX). Anna Karina has published her research in the *International Journal of Strategic Communication*, *Journal of Brand Management*, and *Public Relations Inquiry*, among others.

**Nikolina Koporcic**, PhD, is Senior Researcher at Laurea University of Applied Sciences and Visiting Assistant Professor at Luleå University of Technology. Nikolina is also affiliated with Åbo Akademi University and holds a title of a Docent (Adjunct Professor) at the University of Turku. Her research focuses on corporate branding, entrepreneurship, and co-creation of value in business-to-business relationships and networks. In particular, she is studying the importance of Interactive Network Branding for SMEs in business markets. Besides academic articles published in *Industrial Marketing Management*, *Technological Forecasting and Social Change*, and *Journal of Business and Industrial Marketing*, Nikolina has published two books.

**Jana Kukk**, PhD, is Senior Lecturer in Marketing at the Department of Business Administration, Tallinn University of Technology, Tallinn, Estonia. She defended her PhD in 2016. Her research is mainly focused on value creation in business services. In parallel to her academic career, Jana is active in the managerial sphere, consulting for companies on strategic marketing and service development.

**Seidali Kurtmollaiev** is Associate Professor at Kristiania University College and NHH Norwegian School of Economics. His main research interests are in strategic management and marketing with a focus on service innovation. His work on innovation management, innovation adoption, and organizational change appeared in, among others, the *Academy of Management Learning and Education Journal*, the *Journal of Service Research*, and the *Journal of Management Inquiry*. Kurtmollaiev is also one of the developers of Norwegian Innovation Index – the world's first customer-based ranking of the most innovative firms.

**Line Lervik-Olsen** is Professor of Marketing and the Head of the Department of Marketing at BI Norwegian Business School. Lervik-Olsen has been the research leader of the Norwegian Customer Satisfaction Barometer and is currently affiliated with the Digital Innovation for Growth (DIG) centre at NHH Norwegian School of Economics and the Norwegian Innovation Index. Her research interests are within the field of service marketing and strategic marketing, with a special focus on service innovation, consumer trends, customer satisfaction, and complaint behaviour. Lervik-Olsen has published her work in such journals as *Journal of Service Research*, the *Journal of Economic Psychology*, *Managing*

*Service Quality*, the *Journal of Service Theory and Practice*, *Journal of Business Research*, *PLOS One*, and *Marketing Letters*.

**Francesco Lurati** is Professor of Corporate Communication at USI, Università della Svizzera italiana in Lugano. He pursues research in the field of corporate communication, in particular, in the areas of organizational identity, corporate reputation, and crisis communication. He has published in the *Journal of Business Research*, *Strategic Organization*, *Corporate Reputation Review*, *Corporate Communications: an International Journal*, *International Journal of Strategic Communication*, and *Journal of Public Relations Research*. He is the Academic Director of the MS program in corporate communication. He is also the Director of the USI Startup Centre.

**Federico Mangiò** is a PhD candidate in marketing at the Department of Management of the University of Bergamo (Italy). He was a visiting PhD student at the Consumption, Culture, and Commerce research unit of the University of Southern Denmark. His research interests concern the consumption and market dynamics of privacy-enhancing technologies, brand communication, digital methods, and text mining. Early outputs of his research have been published in such journals as *Journal of Advertising*, among others.

**Stefan Markovic** is Associate Professor and Chair of the Marketing Ethics Research Cluster at the Department of Marketing, Copenhagen Business School, Frederiksberg, Denmark. He is also Chair of the SIG on Branding, Member of the Executive Committee, and National Representative of Denmark at the European Marketing Academy. Stefan's research addresses various intersections between marketing, innovation, and ethics. He published in several journals, including *Journal of Business Ethics*, *Journal of Business Research*, *Industrial Marketing Management*, and *IEEE Transactions on Engineering Management*. He is Co-Editor-in-Chief of *Business Ethics, the Environment and Responsibility* and Associate Editor for Interdisciplinary Research with *Industrial Marketing Management*.

**Michela Mingione** is Research Fellow in Marketing at the University of Rome Tor Vergata, Italy. Her current research interests are in corporate marketing, corporate identity, and branding. Her work has been published in the *Journal of Business Research*, *Journal of Marketing Management*, *Journal of Brand Management*, *Journal of Product and Brand Management*, and the *Journal of Marketing Communications*, among others. Moreover, she is an editorial board member of the *Journal of Marketing Analytics*.

**Hans Mühlbacher** is Prof. em. of Marketing at the International University of Monaco and Prof.i.R. of the University of Innsbruck School of Management. He served as President of the European Marketing Academy, as editor of *Marketing – ZFP*, and was the Associate Editor for International Business for the *Journal of Business Research*. He has published widely in academic journals, including the *International Journal of Research in Marketing*, the *Journal of Product Innovation Management*, the *Journal of Management Information Systems*, the *Journal of Business Research*, the *European Journal of Marketing*, and *Industrial Marketing Management*.

**Fabien Pecot** is Associate Professor at TBS Barcelona. His research interests involve the use of brand heritage in product brand management and the role of political ideology in anti-consumption phenomena. Fabien is a member of the editorial board of the *Journal of Advertising Research* and *Décisions Marketing*. His research has been published in journals such as the *Journal of*

*Business Research, Marketing Theory, the Journal of Marketing Management, and Recherche et Applications en Marketing.*

**Giuseppe Pedeliento** is Associate Professor of Marketing and Management at the Department of Management of the University of Bergamo (Italy). His articles have appeared in reputed international journals such as *Organization Studies; Journal of Advertising; Family Business Review; Journal of Business Research; Industrial Marketing Management; Journal of Business Ethics; Journal of Business and Industrial Marketing, Consumption, Markets and Culture; Journal of Service Theory and Practice; Management Decision; Journal of Product and Brand Management*, and in other academic outlets. Giuseppe serves on the editorial board of several journals such as *Journal of Business Research, Journal of Product and Brand Management, Management Decision*, and *Italian Journal of Marketing*; he is Associate Editor for *Pearson Management and Marketing Cases* and serves as a reviewer for several highly-ranked international journals.

**Rico Piehler** is Senior Lecturer in Marketing at Macquarie University in Sydney, Australia. He previously worked for the Chair of Innovative Brand Management and the Markstones Institute of Marketing, Branding & Technology at the University of Bremen in Germany. Rico gained practical experience as Consultant and Senior Consultant in numerous marketing and branding projects. His research focusses on internal and employer branding, brand communication, and social media marketing, city branding, brand competitiveness and the academic-practitioner gap. He has published in the *Journal of Product and Brand Management, Journal of Brand Management*, and *European Journal of Marketing*, among others.

**Shaun Powell** has worked within several universities in the UK and Australia following an extended period in industry. His research has appeared in various refereed international journals, often focused on interrelating aspects of corporate marketing, corporate brand management, and corporate social responsibility. He has also co-edited several books on corporate branding and luxury brand management within the *Journal of Brand Management: Advanced Collections* series. Shaun has been Co-Editor-in-Chief of the *Journal of Brand Management* since 2012, as well as a member of several other journal editorial boards.

**Yuqian Qiu** is a PhD candidate in management sciences at ESADE Business School, Spain. Yuqian holds a Master of Research degree from ESADE Business School and a Master of Science degree from the University of Manchester, UK. She is a keen researcher with interests covering areas such as branding, CSR, co-creation, and innovation. Her work has appeared in journals including *Business and Society* and *Industrial Marketing Management*. Before pursuing a career in academia, Yuqian had research and management experience in China National Petroleum Corporation (CNPC) for several years.

**Venkat Ramaswamy** is Professor at the Ross School of Business, University of Michigan, Ann Arbor, USA. Venkat is a globally recognized thought leader, idea practitioner, and eclectic scholar with wide-ranging interests in the theory and practices of value creation, innovation, strategy, marketing, branding, IT, operations, and the human side of organizations. [Visit [www.venkatramaswamy.com](http://www.venkatramaswamy.com).]

**Raouf Ahmad Rather**, PhD, is a marketing researcher, researcher/analyst at the Department of Management Studies (South Campus), University of Kashmir, Jammu and Kashmir, Srinagar,

India. His research interests centre on customer experience, co-creation, customer engagement, service innovation, and customer loyalty. His work to date has published in journals, including the *Journal of Travel Research*, *European Journal of Marketing*, and *Journal of Retailing and Consumer Services*, among others. Rather serves as an editorial team member and reviewer of several reputed SSCI journals.

**Cristina Sancha** is Lecturer at the Department of Operations, Innovation and Data Science at ESADE Business School; Academic Director of the MSc in Global Strategic Management; and member of the BuNeD research group (ESADE) and the Marketing Ethics Research Cluster (Copenhagen Business School). Cristina's research is centred on the extension of sustainability along supply chains. She has published in several journals, including *International Journal of Production Economics*, *Journal of Cleaner Production*, *International Journal of Production Research*, and *Industrial Marketing Management*, among others. She is Associate Editor of *Business Ethics*, *the Environment and Responsibility* and *International Journal of Shipping and Transport Logistics*.

**Saila Saraniemi** is Professor of Brand Marketing at Oulu Business School, University of Oulu, Finland. She also holds a title of docent (Adjunct Professor) at University of Eastern Finland. Her research interests include brand experiences and branding from contemporary perspectives, such as multiple stakeholders, digitalization, and sustainability, particularly in B2B, place, and health contexts. Her research has been published in *Industrial Marketing Management*, *Tourism Management*, *European Journal of Marketing*, *Journal of Product and Brand Management*, and *Corporate Reputation Review*, among others.

**Line Schmeltz** holds a PhD in strategic communication and is Senior Associate Professor of Strategic Communication and Director of Centre for Communication and Management at the Danish School of Media and Journalism (DMJX). Her research focuses on corporate social responsibility, sustainability communication, corporate branding and identity, brand co-creation, and strategic communication. Line's research has been published in *International Journal of Strategic Communication*, *Journal of Brand Management*, *Corporate Communications an International Journal*, *Public Relations Inquiry*, and *Social Responsibility Journal*, among others.

**Holger J. Schmidt** is Professor of Marketing at the Koblenz University of Applied Sciences. His research focuses on brand management, particularly on brand co-creation, brand orientation, internal branding, sustainable branding, technology branding, and brand purpose. He authored and edited various books, and his research has been published in the *Journal of Brand Management*, *Journal of Product and Brand Management*, *Journal of Retailing and Consumer Services*, *Business Research*, *Corporate Reputation Review*, and *Journal of Creating Value and Social Business*, among others.

**Cláudia Simões** is Professor of Management (Marketing and Strategy area) and Dean of the School of Economics and Management at the University of Minho in Portugal. Her research interests are in strategic marketing, corporate marketing (identity, brand and reputation), service management, and customer experience. She has published in the *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Industrial Marketing Management*, *Business Ethics Quarterly*, and others. Cláudia is Associate Editor of the *European Journal of Marketing* and member of the editorial board in other journals. She has participated in various industry-related projects in Portugal, Spain, and the UK.

**Dale L.G. Smith**, M.Rehab, is a registered social worker. He works at Goodwood Park Health Group, Ltd. His research interest is in customer engagement as exhibited on both face-to-face and digital platforms. His research has been published in the *Journal of Services Marketing* and the *Journal of Retailing and Consumer Services*.

**Pieter Steenkamp** is Senior Lecturer, and he established and co-leads the Brand and Digital Research Hub within the Marketing Department of Cape Peninsula University of Technology (CPUT) in Cape Town, South Africa. His research focuses on brand management and has been published in, among others, the *Journal of Brand Management*, *Journal of Retailing and Consumer Services* and the *Journal of Business-to-Business Marketing*. He has presented at national and international conferences.

**Mats Urde** is Associate Professor, PhD, at Lund University in Sweden. As a researcher, teacher, and consultant in strategic brand management, Mats bridges theory and practice and is one of the pioneers in the field of corporate branding. He has a long track record of practical experience in projects with many companies, including Electrolux, ABB, and IKEA. He has published in *Harvard Business Review* and other leading journals. As Associate Professor, he heads the Lund Brand Management Group. He introduced the concept of brand orientation and has published field-based research on Volvo, the Nobel Prize Foundation, and the Swedish Monarchy. He has been voted “Teacher of the Year” and received the Case Center’s case teaching award. Currently he is working on his own book on corporate brand management. In his spare time, Mats like sailing and Icelandic horse riding.

**Luca M. Visconti** is Professor of Marketing and Faculty Dean at USI, Università della Svizzera italiana in Lugano. He is Associate Editor of *Consumption Markets and Culture* and Co-Editor of the book *Marketing Management: A Cultural Perspective*. His research on brand storytelling and consumer vulnerability was published in the *Journal of Consumer Research*, *Journal of Business Research*, and *Marketing Theory*, among others.

**Sylvia von Wallpach**, SFHEA, is Professor MSO in branding and marketing management at the Department of Marketing of Copenhagen Business School (Denmark). Her main research interests are in the fields of branding, interpretative consumer research, and qualitative method development. Sylvia’s publications have appeared in *Tourism Management*; *Journal of Business Ethics*; *Psychology and Marketing*; *Journal of Business Research*; *International Marketing Review*; and *Nonprofit and Voluntary Sector Quarterly*, among others. Currently, Sylvia serves as Associate Editor for Marketing with the *European Management Journal*.

**Alessandra Zamparini** is Lecturer and Researcher (MER) at the Institute of Marketing and Communication Management of USI, Università della Svizzera italiana in Lugano, Switzerland. Her research focuses on collective identity construction and change in organizational, urban, and regional contexts. She is particularly interested in how multiple modes of communication, time, and materiality inform these processes. She has conducted research in the wine, tourism, and creative industries. Her research has appeared in *Strategic Organization*, *Journal of Management Inquiry*, and *Corporate Communications: An International Journal*, among others.

# ACKNOWLEDGMENTS

We would like to thank Yuqian Qiu for helping us to put together the final book manuscript, Professors Mary Jo Hatch, Cleopatra Veloutsou, Kevin Lane Keller, and Jean-Nöel Kapferer for their valuable endorsements, and all the book co-authors for their excellent contributions to the *Routledge Companion to Corporate Branding*.

A

An introduction to the corporate  
brand management field





**Taylor & Francis**

Taylor & Francis Group

<http://taylorandfrancis.com>

# TOWARDS A PARADIGM SHIFT IN CORPORATE BRANDING

*Oriol Iglesias, Nicholas Ind, and Majken Schultz*

## 1. The emergence of corporate branding

The foundational articles of the corporate branding literature were published in the mid-1990s and early 2000s (e.g., Balmer, 1995; Ind, 1997; Harris & de Chernatony, 2001; Hatch & Schultz, 2001). However, the branding academic field has a much longer history, and this rich heritage has been key to the emergence and later development and consolidation of the corporate branding domain. The first academic works in the area of branding appeared in the early 1900s when academics realized that brands were identifiers that could help build recognition and awareness of the manufacturer behind the product (Merz, 2009). This made researchers interested in understanding the potential impact of branded products vs. non-branded products in the consumer decision-making process (e.g., Copeland, 1923). It soon became evident that brands generate perceptions which influence consumer decisions. Consequently, brand image became a key construct (Gardner & Levy, 1955), and much research was developed attempting to understand its impact on the firm's competitive advantage and performance (Welcker, 1949). From this perspective, if managers wanted to build strong brands, they needed to develop relevant functional associations, such as product quality or convenience, that could connect with the utilitarian needs of customers (de Chernatony & McWilliam, 1989). Interestingly, researchers soon realized that in mature markets functional benefits alone couldn't sustain a relevant source of differentiation (Park et al., 1986). It was thus essential for brands to also provide consumers with symbolic benefits (Levy, 1959) such as the expression of identity and status within a community. Overall, in this foundational period, branding was primarily concerned with building product differentiation through consumer perceptions (Aaker, 1996) developed by the brand's communication activities (Di Mingo, 1988) as a way to simplify consumer choices (Jacoby et al., 1977).

During the 1970s and 1980s a group of researchers started to challenge the traditional perspective on branding and highlighted its limitations in the services context (e.g., Shostack, 1977; Knisely, 1979; Parasuraman, 1987). Unlike product brands, consumer evaluations of services brands are heavily influenced by the delivery process, where employees play a key role (Grönroos, 1990; Bitner, 1995; Vargo & Lusch, 2004). In fact, in service environments, employees are recognized by consumers as being part of the product (Knisely, 1979) or even personifying the brand itself (Bateson, 1995). Given that employees are the ones who can make or break the brand in services contexts (Gummesson, 1991), it is essential that they embrace the brand's

ideology and beliefs (Parasuraman, 1987). This obviously gives a central role to internal branding, as organizations need to first recruit and induct employees whose personal values align with the brand values and later on train them so that they can effectively deliver the brand promise (Berry, 2000). Building a supportive culture which allows employees to live the brand became a central role for brand managers (Ind, 2007). Thus, the brand construct, which was initially conceptualized as an identifier that could help differentiate a product and build consumer preference, evolved to become a relational asset based on trust (de Chernatony & Dall'Omo Riley, 1998).

The development of the services branding literature broadened the scope of branding from the product and the consumer to the organization, its employees, and its internal processes. In parallel, it also shifted the focus from individual transactions with customers to the establishment of long-term relationships. Consequently, it can be argued that the development of the services branding literature was instrumental to the emergence of corporate branding (e.g., Balmer, 1995; Ind, 1997; Harris & de Chernatony, 2001; Hatch & Schultz, 2001), which is more strategic and encompasses a much broader scope (Roper & Davies, 2007). While product branding aims to achieve customer satisfaction and services branding works to also build trusting relationships with customers, corporate branding considers the needs and expectations of many other stakeholders (Balmer, 1995; de Chernatony, 2002). According to Balmer and Gray (2003), corporate branding is about establishing an explicit covenant, a bilateral contract, between the organization behind a brand and its diverse set of stakeholders (Otubanjo et al., 2010; Balmer, 2012). Corporate brand stakeholders include founders, managers, employees, customers, investors, journalists, suppliers, and citizens, among others (Morsing & Kristensen, 2001; Davies et al., 2010).

Corporate brands were initially considered to be created, controlled, and managed by the senior management of the organization (Balmer, 2012). According to Aaker (2004), the corporate brand defines the firm that stands behind a certain offering, and it is manifested by a brand promise which encapsulates the organization's heritage, values, culture, people, strategy, and capabilities. Corporate brands build differentiation by developing organizational associations, which should be expressed in terms of functional, emotional, and self-expressive benefits (Aaker, 2004). Corporate brands are thus expressions of an organization's identity (Abratt & Kleyn, 2012). Corporate branding is about aligning the organization's strategic vision, culture, and image (Hatch & Schultz, 2003). Overall, the foundational literature in the field considers that the ultimate objective of corporate branding is to build a certain desired strong reputation by keeping the corporate brand promise (Argenti & Druckenmiller, 2004) and nurturing long-term relationships with the organization's diverse stakeholders (Balmer & Gray, 2003).

## **2. The megatrends that are re-defining corporate branding**

While corporate branding as an area of research has developed significantly over the last 25 years, many of its key tenets have been undermined by changes in the business environment. Now, corporate branding is being re-thought and re-defined as a result of these changes and in particular by the impact of three megatrends.

The first megatrend is the massive growth during the last decade of digital technologies, which have progressively become mainstream and now play a central role in the daily lives of citizens and consumers worldwide. Just as an example, 2021 data shows that worldwide there are 5.22 billion unique mobile phone users, equivalent to two thirds of the global population; 4.66 billion internet users (59.5% of the world's population); and 4.2 billion active social media users (53.6%) (Datareportal.com, 2021). This massive growth in digital technologies has enabled individuals to develop many more connections with their peers, but also to have more opportunities for direct interaction with their favourite brands (Hanna et al., 2011). These connected

consumers (Dolbec & Fischer, 2015), who have built communities of interest beyond limits imposed by proximity (Muniz & O'Guinn, 2001), want to know more about the brands that they like and to share their opinions and experiences. Additionally, some even want to exert influence on the brand's strategy. Consequently, consumers are increasingly willing to collaborate with their favourite brands to develop new products and services together (Ind et al., 2013) or to serve as brand ambassadors by sharing brand-related content through social media (Kumar & Mirchandani, 2012). Overall, digital technologies and social media have shifted the power from brands to consumers and other stakeholders, and have created more opportunities for interaction, collaboration, and co-creation (Iglesias & Bonet, 2012).

The second megatrend is the increasing servitization of business models, which were traditionally focused on manufacturing. This servitization is further transforming the global economy, which had already embraced a very significant services revolution during the 20th century. The United States, for example, shifted from a goods-based economy, where services accounted for just 43% of the GDP in 1950, to almost 77% in 2020.<sup>1</sup> This is a global phenomenon in developed countries, where services already account for three quarters of GDP.<sup>2</sup> Interestingly, emerging economies are also becoming services-based at an even faster pace. China's economy, which had come to be seen as the world's factory, has experienced a meteoric transformation, and services, which only represented 33% of GDP in 1960, now already account for more than half (54.3%). Very similar transformations are also happening in most emergent economies, such as India, Russia, and Brazil, where services now make up for 49.4%, 54%, and 63.3% of their GDP respectively.

This transition towards more service-based economies is currently being re-empowered by the servitization of the business models of many organizations and even of certain industries as a whole. Servitization is 'the transformational process of shifting from a product-centric business model and logic to a service-centric approach' (Kowalkowski et al., 2017, p. 7). Take as an example Rolls-Royce, a brand which for many decades focused on manufacturing and selling engines for planes and that a few years ago decided to servitize its business model. Instead of paying a certain amount of money to buy an engine, Rolls-Royce now offers its customers a TotalCare service package, which allows them to pay by the amount of time an engine is in flight. Additionally, by monitoring data from the engines, Rolls-Royce can also better decide when and how to conduct engine maintenance, thus reducing costs and maximizing the engine's total flying hours.

Business models are becoming servitized because (1) new digital technologies have given rise to multiple digital platforms that allow traditionally product-oriented value propositions to be turned into services (i.e., Netflix) and to maximize the use of a given asset (i.e., AirBnB, Uber, Signify); (2) consumers are realizing that it is cheaper to use a service when it is needed (i.e., car sharing) than to pay to own the asset (i.e., buying and maintaining a car); and (3) more conscientious consumers are recognizing that it is more sustainable to 'use' products than to 'buy and own' them. The challenge for corporate brands is that whenever a product becomes a service, the brand also becomes an experience (Pralhad & Ramaswamy, 2004).

The third megatrend is the exponential growth of ESG investment, which is based on environmental, social, and ethical governance criteria, and that responds to the growing demands from consumers and society for brands to embrace their broader responsibilities beyond profit. Consumers are rapidly becoming more conscious about the pressing challenges that humanity is facing, such as climate change, growing economic inequalities within societies and among countries, the increasing numbers of refugees, and the existence of racial and gender discrimination. Overall, research shows that ethical consumerism (Carrigan & Attalla, 2001; Shaw & Shiu, 2002) is already becoming mainstream rather than a fringe phenomenon (Carrington et al., 2014; Caruana et al., 2016). These conscientious consumers are deeply concerned as to how their consumption choices impact upon the environment and society (Shaw & Shiu,

2002; Caruana et al., 2016). Additionally, due to the hyperconnected and much more transparent environment that new digital technologies have created, consumers are also well-informed and aware of many of the irresponsible or harmful practices of corporate brands. In parallel, employees are also increasingly exerting pressure on their employer brands and demanding that they adopt more responsible and sustainable approaches to business (Smith, 2003).

Investors are echoing all of these pressures, and ESG investment reached a tipping point in 2020 by doubling the prior's year's figures on inflows.<sup>3</sup> However, 77% of the worldwide sustainable funds are still located in Europe while the USA represents an additional 14%,<sup>4</sup> making ESG investment a disrupting phenomenon but still largely limited to the occidental developed countries. Nevertheless, assets in sustainable investment products in Europe are expected to outnumber conventional funds by 2025, representing more than half (57%) of the European fund sector.<sup>5</sup> This exponential growth in ESG investments is already forcing corporate brands to rethink their traditional management models and to embrace more conscientious brand building approaches (Iglesias & Ind, 2020).

All in all, these three interconnected megatrends, the massive growth of digital technologies, the increasing servitization of business models, and the exponential growth in ESG investment are re-defining corporate branding. This is transforming the corporate branding field, heightening the relevance of corporate brand experience and promoting more co-creative and conscientious approaches to corporate brand building.

### 3. Re-defining corporate branding

Figure 1.1 visually summarizes the three megatrends that are driving a paradigm shift in corporate branding, together with the three key changes that are re-defining the corporate branding field.

#### 3.1 Corporate branding as a co-creative process

The traditional literature sees corporate branding as an inside-out and top-down managerial process (e.g., Keller, 1993; Aaker, 1996; de Chernatony, 1996). From this perspective, corporate brands are managerial creations and the role of brand managers should be that of custodians of

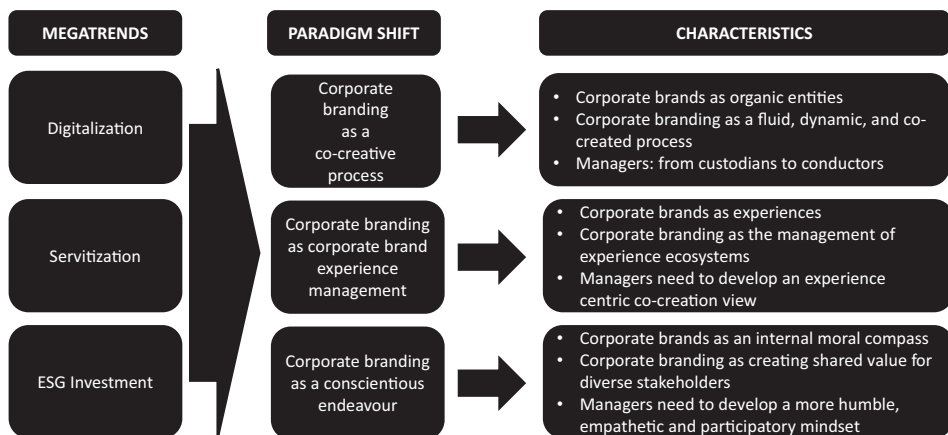


Figure 1.1 Towards a paradigm shift in corporate branding

the purity of the corporate brand (Balmer, 1995; Kapferer, 2012). This is evident, for instance, in the early definitions of corporate brand identity, the main element of a corporate brand. Corporate brand identity is what makes a corporate brand unique, when compared to its competitors, and relevant to its stakeholders (Kapferer, 2012). The traditional literature tends to see corporate brand identity as how internal stakeholders ‘perceive their company and how they aim to present it to the outside world’ (Koporcic & Halinen, 2018). This of course emphasizes how managers unilaterally determine the corporate brand strategy and control the corporate brand building process (Iglesias et al., 2020a). Consequently, customers and other stakeholders are considered to be a rather passive audience (Balmer, 1995), while managers are concerned with building and maintaining a strong, clear, and consistent identity that can serve as a stable reference for consumers and other stakeholders over time (Aaker, 1996; Kapferer, 2012; da Silveira et al., 2013).

This traditional perspective of corporate branding has been challenged by the many new emerging digital technologies, including the internet and social media, which have developed a hyperconnected environment where customers and other stakeholders have many more opportunities for interaction among themselves and with corporate brands (Gyrd-Jones et al., 2013; Ramaswamy & Ozcan, 2016). In this hyperconnected context, the corporate brand-building process has moved beyond the scope of the organization (Iglesias & Bonet, 2012), making the idea of managerial control an illusion (Wider et al., 2018). Instead, corporate brands are socially constructed together with many stakeholders in a dynamic and ongoing process (Vallaster & von Wallpach, 2013; von Wallpach et al., 2017; Koporcic & Halinen, 2018). Here process is understood as ‘a sequence of events or activities that describes how things change over time, or that represents an underlying pattern of cognitive transitions by an entity in dealing with an issue’ (Van de Ven, 1992, p. 170). Building on this definition, corporate brands are developed through multiple interactions among very diverse stakeholders who jointly reinterpret, discuss, and negotiate corporate brand meanings (von Wallpach et al., 2017). This suggests that corporate brands are unstable and fluid (Csaba & Bengtsson, 2006) because brand meanings are ‘always in circulation and flux’ (Batey, 2008, p. 104). Accordingly, Iglesias et al. (2013) claim that corporate brands are organic entities, built in complex ecosystems, which continuously evolve through symbiotic relationships between the organization and its stakeholders (Ind, 2009), often in directions not intended by the corporate brand’s managers (Iglesias et al., 2013). This development has also been discussed as the ‘enterprise brand’ embedded in an ecosystem of multiple, intertwined stakeholders (Hatch & Schultz, 2008). We summarize these developments in a perspective on corporate branding as a co-creative process.

As a consequence of these developments, the approach to corporate branding has to change: corporate brands need to inspire and guide, while at the same time open up and embrace stakeholders’ inputs. Rather than the rigid corporate brand covenant (Balmer & Gray, 2003) or the classical corporate brand identity frameworks (Keller, 1993; Aaker, 1996; de Chernatony, 1996; Balmer & Soenen, 1999), there is a need for more flexible and fluid corporate brand-building models. Some scholars suggest that corporate brands need a corporate brand purpose (Gyrd-Jones, 2012; Iglesias & Ind, 2020), which should express the *raison d’être* of the brand and how it aims to create shared value for its diverse stakeholders. In essence, a corporate brand purpose should provide clarity and serve as an internal compass for managers to take better and more agile strategic decisions, while being sufficiently dynamic to inspire the corporate brand’s stakeholders and engage them in further elucidating a shared evolved understanding of the corporate brand (Iglesias et al., 2020a).

This orientation is not without tension. Managers’ goals are often to preserve the core essence of the corporate brand while at the same time to listen to stakeholders’ needs and expectations and adapt accordingly (Kristal et al., 2020; Iglesias et al., 2020a). On one side, managers want to promote a more monolithic understanding of the corporate brand, while on the other, stakeholders create a rich and complex bundle of polysemic meanings (Michel, 2017). For example,

in a study of a Nike online community, Kornum et al. (2017) showed that there is a synergic relationship between Nike and the community, while at the same time there is also a tension. The community accepts and supports Nike's identity, but in parallel also challenges it and develops its own set of values and practices. This implies that strong (monolithic) corporate brands are only temporary stabilizations in an ongoing process of change (Törmälä & Gyrð-Jones, 2017).

This perspective demands a rethink as to the role of managers, who should no longer see themselves as custodians of the corporate brand, in charge of rigidly preserving its essence and integrity (Iglesias et al., 2020a). Instead, they should see themselves as 'conductors' in charge of reconciling the desires and expectations of a diverse set of stakeholders (Michel, 2017). This demands a polyphonic perspective on corporate brands and corporate brand building, where managers need to ensure that they are capable of reinforcing and celebrating the corporate brand history and heritage (Balmer & Burghausen, 2015; Iglesias et al., 2020b) while allowing change and embracing the influence from the corporate brand's ecosystem of stakeholders. This also requires that organizations open up, see their stakeholders as strategic partners (Ind et al., 2017), and orchestrate a collaborative innovation network (Libert et al., 2015), while at the same time reinforcing and nurturing their own singular corporate culture (Ind & Schmidt, 2020). However, this will only be possible if managers adopt a new leadership mindset which is much more participatory and grounded in humility and empathy (Iglesias et al., 2013). Additionally, managers will need to promote much higher levels of organizational self-disclosure and transparency, while assuming higher risk (Hatch & Schultz, 2010).

Overall, there is a paradigm shift in the corporate branding academic domain, which acknowledges that corporate branding is a co-creative process. However, there is still the need to advance further our understanding of this co-creative perspective in corporate branding. We suggest that future research focus on the following four areas. First, more research is needed which truly adopts a multi-stakeholder perspective on corporate branding (von Wallpach et al., 2017). Most of the existing works either focus on internal stakeholders (e.g., Törmälä & Gyrð-Jones, 2017) or on external ones (e.g., Kornum et al., 2017), and only a few have attempted to provide a comprehensive multi-stakeholder perspective that includes both internal and external stakeholders along with the ecosystem in which stakeholders are embedded (Black & Veloutsou, 2017; von Wallpach et al., 2017; Essamri et al., 2019; Iglesias et al., 2020a). Second, more research should adopt a performative approach to corporate branding, where the key is to understand which stakeholder performances co-create the corporate brand. This is an approach derived from Goffman (1959, 1967), which has only been used in a few studies (da Silveira et al., 2013; Törmälä & Gyrð-Jones, 2017; von Wallpach et al., 2017; Iglesias et al., 2020a). Third, even if recent studies claim that companies need to define a corporate brand purpose (Gyrð-Jones, 2012; Iglesias & Ind, 2020), and many companies are already defining and embracing one, there is still a very significant lack of research regarding how corporate brands should define their purpose, what the potential benefits of doing so are, and how to encourage the organization to live it (Golob et al., 2020). Finally, most of the research on corporate branding from a co-creative perspective has been conducted in the business-to-consumer (B2C) domain. However, interactions and networks are the very essence of business-to-business (B2B) brands (Webster & Keller, 2004). Nevertheless, only a few studies have researched corporate brand co-creation processes in B2B environments (Mäläskä et al., 2011; Törmälä & Gyrð-Jones, 2017; Koporcic & Halinen, 2018; Iglesias et al., 2020a; Kristal et al., 2020).

### ***3.2 Corporate branding as corporate brand experience management***

Digital technologies have created a hyperconnected environment, which has transformed the business world, by decentring and democratizing the value creation process away from the goods



and services provided by brands and the idea of traditional value chains toward individual experiences within ecosystems (Prahalad & Ramaswamy, 2004; Ramaswamy & Ozcan, 2018). If the industrial era entailed a brand logic which focused on the production of goods and services, the current stakeholder-focus brand era (Merz et al., 2009), where companies mostly compete in service-based economies with extremely high degrees of interconnectivity among different business partners, demands a shift towards a service-dominant logic (SDL) (Vargo & Lusch, 2004). Here the focus is on the (service) process instead of on the outcome (products-services). The key implication of this dynamic process perspective (Merz et al., 2009) is that the brand becomes the experience (Prahalad & Ramaswamy, 2004). Consequently, corporate branding should primarily be concerned with the ways in which it can construct, together with individuals and other organizations, a valuable, differentiated, and personalized/individualized corporate brand experience.

Brand experiences combine affective and intellectual dimensions (Brakus et al., 2009), such as the sensations, feelings, cognitions, and behavioural responses (Schmitt, 1999) that are evoked by many different stimuli that emerge when individuals directly, or indirectly, interact with a certain brand (Brakus et al., 2009). Direct interactions take place when stakeholders purchase, use, or experience the corporate brand offer. In parallel, indirect interactions occur when stakeholders are exposed to the corporate brand's communications and advertising, word-of-mouth recommendations, online reviews, and news in the media (Brakus et al., 2009). Overall, the corporate brand experience can be conceived of as a takeaway impression (Carbone & Haeckel, 1994) that is formed in the mind of customers and other stakeholders as a result of the many different interactions with the corporate brand (Klaus & Maklan, 2007).

The early conceptualization of the brand experience construct by Brakus et al. (2009) has become extremely influential, and most of the theoretical and empirical papers in the area rely on it without providing any critical perspective. However, Andreini et al. (2018) criticize this positivistic approach, which most academic researchers follow, and highlight that this traditional conceptualization overestimates the ability and power of managers to first design and deploy brand stimuli capable of generating a specific brand experience and then to link the designed positive experience to certain desirable outcomes. Instead, it can be argued that experiences occur when actors interact in a given context, activate resources, and initiate a process of value co-creation (Chandler & Vargo, 2011) that is influenced but not exclusively determined by the actions of managers. From this perspective, the corporate brand experience is socially constructed. Corporate brand experiences are co-created through a network of (not always structured) interactions among producers, customers, and other marketplace actors (Andreini et al., 2018). This perspective challenges the power of managers and undermines their ability to control the brand-building process. Instead, experiences are built through interactive and collaborative processes, where brands are operant resources (Merz et al., 2009) which contribute to the value co-creation process that always includes the beneficiary (i.e., the customer) (Vargo & Lusch, 2016).

While SDL has been fruitful in helping to evolve the branding domain, Prahalad and Ramaswamy (2004) claim that Vargo and Lusch haven't gone far enough and emphasize the need to develop a truly experience-centric co-creation view. This is about realizing that value co-creation can only happen when customers experience the service at hand. From this perspective, value is always value-in-use (Grönroos & Voima, 2013). This also means that the brand needs to be understood as a dynamic resource where value is co-created through contextual experience (Prahalad & Ramaswamy, 2004). Ramaswamy and Ozcan (2016) note that there needs to be an explicit recognition of the agency of individual human beings as experiencers alongside the creation of platforms that enable interactions. Additionally, this perspective requires challenging the intrinsic meaning of the brand construct and realizing that the brand is in fact the co-created experience. Finally, this implies conceiving the market as a forum where brands need to compete



on experiences by designing the appropriate experience network/ecosystem (Prahalad & Ramaswamy, 2004). This entails much more than stressing the user experience of goods and services. Instead, this is about understanding the relevance of a ‘broader emergent *lived-experience* space’ in which individuals and smart, connected offerings connect in creating value (Ramaswamy & Ind, 2020). The implication of this new perspective is counter-intuitive in that while corporate brands increasingly rely on digital technology in designing experiences, the decentring of value creation makes brand experience more human-centric than before. Thus corporate branding has shifted from a chain of activities that flow out from the organization to a set of connected brand experiences that exist within an assemblage of relationships (Ind & Bjerke, 2007).

However, much more research is needed which allows for a better understanding of how brands need to be managed within these experience ecosystems, where there has been an acceleration in the shift in value creation towards individuals (Ramaswamy, 2020). Additionally, a second very relevant area for future research is that of the impact of the emergent digital technologies on the corporate brand experience. In fact, some of these technologies, such as artificial intelligence or virtual reality, are already having a disruptive impact and will progressively gain more relevance when designing and deploying brand experiences. Take for instance the Dalí Museum in Spain, where visitors can immerse themselves in the world of the surrealist master by using virtual reality. This technology enables visitors to become an active character in Dalí’s paintings, ‘venturing into the towers, peering from them to distant lands and discovering surprises around every corner.’<sup>6</sup> More research should be conducted in this area because, as noted by Ramaswamy and Ozcan (2021), we are entering into the ‘interactive live experience era,’ which is powered by the unprecedented opportunities for interaction and personalization that new digital technologies offer.

### ***3.3 Corporate branding as a conscientious endeavour***

Conscientious and ethical consumption is rapidly becoming a mainstream phenomenon in developed societies (Caruana et al., 2016). In parallel, digital technologies are creating a much more connected and transparent world, where customers and other stakeholders can rapidly know about any corporate brand’s harmful or unethical practices. Additionally, the burgeoning of ESG investment is reinforcing this more demanding context for corporate brands and putting significant pressure on all organizations to embrace their broader responsibilities beyond profit. Finally, the COVID-19 pandemic has further emphasized that corporate brands need to give an adequate response to the challenges that humanity faces. Corporate brands are a key agent within the complex network of collaborations which needs to be articulated to solve complex and urgent problems in an efficient and timely manner.

Many corporate brands have long embraced corporate social responsibility (CSR) as a tool which has allowed them to tackle their broader responsibilities (Golob & Podnar, 2019). However, CSR has been heavily criticized because of three significant shortcomings. First, empirical research shows that most corporate brands which have embraced CSR still consider their shareholders as the key stakeholder group to serve (Jurgens et al., 2010). This idea of shareholder primacy, that Milton Friedman proselytized (1970), and which has long been influential, has been challenged by institutions (the Business Roundtable, World Economic Forum) and by researchers who have argued for a more balanced stakeholder perspective (Freeman et al., 2007; Smith & Rönnegard, 2016) capable of encouraging long-term strategic thinking (Ind & Ryder, 2011).

Second, CSR is still too often disconnected from the core of the business strategy. As Golob and Podnar (2019) argue, only a minority of corporate brands place CSR at the core of the corporate brand strategy and positioning and consider it to be a key dimension of the corporate brand identity (Kitchin, 2003; van Rekom et al., 2013). This means that CSR tends to be

tangential to the business, instead of embedded into its core (Iglesias & Ind, 2020). The reality is that many corporate brands still do not relate their CSR activities to the corporate brand strategy, or they simply view it as a supplement to the brand positioning (Golob & Podnar, 2019). This disconnection between CSR and the corporate strategy has also prevented corporate brands from developing measures that can help them to understand the value that their CSR activities provide for their different stakeholders (Knox & Maklan, 2004). Nevertheless, if corporate brands want to serve their stakeholders strategically, they should rethink how to measure value beyond traditional financial measures and instead develop a holistic and integrated system of financial and non-financial indicators which could measure how the firm's corporate strategy evolves, together with its resulting performance (Harrison & Wicks, 2013).

Third, CSR has progressively lost legitimacy (Joyner & Payne, 2002; Pope & Wæraas, 2016). The key issue is that too many organizations have embraced CSR as a mechanism to reduce and manage potential risks (Walsh & Beatty, 2007), with the primary goal to reburnish their corporate reputations (Maxfield, 2008). This non-essential interest in CSR, which is merely a passive reaction to external pressures, has of course led to stakeholders perceiving CSR as a non-authentic endeavour (Mazutis & Slawinski, 2015).

Overall, the CSR limitations, together with increasing pressures from stakeholders (including consumers, employees, NGOs, and investors, among others), demand going beyond CSR. This is the rationale for the need for conscientious corporate brands (Ind & Ryder, 2011; Ind & Horlings, 2016; Iglesias & Ind, 2016).

The first key trait of conscientious corporate brands is that they define, promote, and live a transformative corporate brand purpose, which aims at creating shared value beyond profit (Iglesias & Ind, 2020). This purpose should be grounded in the corporate brand's heritage and history and in the organization's distinctive capabilities. The corporate brand purpose serves as a moral compass for strategic decision-making and should not only drive all the company's strategic decisions but also its operations and relationships with its diverse stakeholders (Rindell et al., 2011). Take for instance, Patagonia – the American outdoors sports clothing company founded by Yvon Chouinard. Yvon was a mountain climber who realized that the pitons he was using to climb were destroying the mountain surfaces when hammering them. This is why he instead adopted aluminium chocks that didn't need to be hammered and thus were much more respectful to the environment. This commitment to our home planet has been driving Patagonia's business during the last 45 years. Patagonia's purpose, 'Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis,' encapsulated very well the underlying philosophy of the company and served as a moral compass for strategic decision-making, even when doing the right thing could have very significant costs. This year Patagonia has decided to modify its purpose, which now reads 'Patagonia is in business to save our home planet.' The new more direct and clear purpose underscores a very important sense of urgency, highlighting that we all need to act now and fight against the climate crisis.

The second characteristic of conscientious corporate brands is that they adopt and promote a balanced stakeholder perspective, which ensures that they consider the needs and expectations of their customers, shareholders, employees, partners, and society. Additionally, they also consider the earth as another key stakeholder that they need to serve and preserve (Iglesias & Ind, 2020). Danone, the French dairy company, has been one of the pioneer corporate brands to promote this balanced, multi-stakeholder approach to business. In fact, Danone became the first listed company in France to adopt the 'Entreprise à Mission' model, which represents a commitment to run a business by developing an organization with a transformative purpose and a balanced stakeholder perspective. In the words of Emmanuel Faber, the former Danone CEO who led this transition towards a more conscientious approach to business,

we are on the threshold of a time when what we mean by ‘in the ordinary course of business’ will change forever. This is an extraordinary moment . . . as employees, consumers, customers, partners, governments and shareholders now see the critical importance of a balanced multi-stakeholder approach to value creation and sharing.

However, Emmanuel Faber was recently dismissed by the board, because of growing concerns from certain shareholders who were expecting a better short-term financial performance. This underscores that there is a powerful underlying tension between purpose and profit and that companies and managers willing to embrace a transformative purpose and a balanced stakeholder perspective need to find a way to deliver profits while also bringing the purpose alive. Nevertheless, the good news is that empirical research shows that conscientious corporate brands which embrace a balanced stakeholder perspective can perform financially as well as (Edmans, 2020) or even better than other brands. According to Unilever (which has developed a value creation model which considers their consumers and customers, their internal people, society, the planet, and their shareholders), the brands within their portfolio that have already embraced a transformative purpose and a balanced stakeholder perspective are outperforming the average of their portfolio both in terms of growth and profitability.

A third key trait of conscientious corporate brands is that they are not only committed to listening to the needs, concerns, and expectations of their diverse stakeholders. Conscientious corporate brands also engage their stakeholders with the co-creation of the organization’s strategic priorities and work with them to find novel and innovative solutions to deliver on their purpose and build shared value. This is extremely important as, unfortunately, there is still too often a ‘disconnection of many salient stakeholders from company decisions on CSR’ (Mason & Simmons, 2014, p. 77). To overcome this, Danone launched its ‘One person, One voice’ initiative, which engaged Danone’s 100,000 employees worldwide to co-create the company’s 2030 strategic goals. Danone also regularly involves employees, customers, and some other external stakeholders in the co-creation of their social, environmental, and governance strategies. This of course implies seeing stakeholders as key strategic partners (Ind et al., 2017) with whom to develop long-term collaborative relationships based on mutual trust. This is about considering stakeholders as value co-creators, ‘rather than as entities to be merely managed by the enterprise’ (Ramaswamy & Ozcan, 2014, p. 249). Overall, this also demands more open and participative corporate cultures (Kazadi et al., 2015; Ind et al., 2013) and executives that embrace transformative, participatory, and empathetic leadership styles (Iglesias & Ind, 2020).

Conscientious corporate brands are a growing managerial reality but still an emerging academic field of study, which demands much more theoretical and empirical research. First, there is still a dearth of research regarding how corporate brands should define and embrace a transformative purpose (Golob et al., 2020). Second, future research should study how corporate brands can promote a balanced multi-stakeholder perspective and what the role of the different stakeholders can be in promoting conscientious corporate brands. Finally, more research is needed in order to better understand which governance models, reward systems, and leadership styles can better allow corporate brands to open up and adopt more co-creative and conscientious approaches to business.

## **4. An introduction to the book sections and chapters**

### ***4.1 Section A: an introduction to the corporate brand management field***

This first section of the book introduces the corporate brand management field, its evolution, its key characteristics, and the main changes that are driving a paradigm shift.

In Chapter 2, Russell Abratt and Michela Mingione demarcate the corporate branding academic field. Abratt and Mingione first define corporate branding as the process aimed at building a certain image and reputation by developing long-term relationships with diverse stakeholders. They also present the three constructs that are at the core of corporate branding: brand identity, brand values, and brand positioning. Abratt and Mingione argue that these three constructs are interrelated. Brand identity defines ‘who we are’ as an organization and ‘what makes us unique’ and thus should influence the organization’s core values, while brand positioning will leverage on the organization’s distinct capabilities by considering its unique identity and core values. Abratt and Mingione also discuss what the key characteristics of corporate brands are and their potential outcomes. Here, it is interesting to note the key role that they assign to corporate brand heritage as it legitimates future strategy. Finally, they argue that there is a trend towards more co-creative and conscientious approaches to corporate branding.

In Chapter 3, Hans Mühlbacher challenges the traditional sender-oriented managerial corporate branding paradigm. Instead, building on the trends already introduced by Abratt and Mingione, he proposes that corporate brands are co-created by a multiplicity of stakeholders. This is an ongoing process of interrelated exchanges where stakeholders shape brand meaning through collaborative co-creation, but also through co-destructive interventions. The challenge for managers is to accept that they cannot control the corporate brand-building process. Mühlbacher argues that managers need to act as conductors of this co-creative process and establish the basis for a consistent pattern of organizational behaviour. Here, internal branding should of course play a key role. Mühlbacher finalizes the chapter by suggesting that future research should adopt a historical analyses perspective in order to better grasp how the co-creative process takes place.

In Chapter 4, Mats Urde presents his perspective on corporate brands and corporate branding, putting a special focus on how the corporate brand identity influences the corporate brand-building process. Urde claims that the Identity Matrix is a key tool that managers should use to position the corporate brand in the marketplace and to communicate its mission and values to employees, customers, and other stakeholders. According to the Identity Matrix, the key internal elements that establish the foundation of corporate brand identity are the organization’s mission and vision, its culture, and its unique capabilities. From an external perspective, the key elements to be managed are the value proposition, outside relationships, and positioning. Finally, there are some elements that bridge internal and external aspects, such as the organization’s personality, its distinctive ways of communicating, and its brand core. Urde also discusses how to manage the tension between continuity and change by reviewing, and if necessary updating, the brand’s logos-ethos-pathos appeals. Interestingly, he also suggests that corporate brand-building processes are becoming more collaborative and co-creative.

In Chapter 5, Joachim Kernstock and Shaun Powell provide a commentary on the evolution of corporate brand management and the perspectives presented in this section.

## ***4.2 Section B: building brands together: co-creating corporate brands with multiple stakeholders***

This second section of the book discusses how corporate branding is evolving towards a co-creative perspective, which recognizes that corporate brands are organic and fluid entities, co-created by multiple stakeholders in an ongoing process.

Venkat Ramaswamy discusses in Chapter 6 how digital technologies have favoured a dual de-centring and democratization of corporate brands, within the broader umbrella of co-creative brand-management systems. Ramaswamy argues that this demands that managers develop a human and experience-centric perspective, instead of the traditional product-centric

one, because the life journeys of all experiencers in the value co-creation system matter. A key implication of this perspective is that the experience becomes the brand. Accordingly, Ramaswamy claims that corporate brands should compete on experiences and that corporate branding from a co-creative paradigm implies supporting the co-creative configuration of experience ecosystems and the relational engagement with multiple stakeholders.

In Chapter 7, Sylvia von Wallpach and Andrea Hemetsberger show how even if the current branding literature is well equipped with co-creative conceptualizations of corporate branding, more complex assemblage perspectives are needed. First, because non-human actors, such as historical buildings, which are traditionally considered as resources without a voice, should also be recognized as key actors in the brand-building process. Second, because when the focus is on actors and network dynamics, then the role of actions in the corporate brand-building process becomes much more prominent. Accordingly, von Wallpach and Hemetsberger suggest an action net perspective to the study of corporate branding. This novel perspective adopted by von Wallpach and Hemetsberger allows them to show how corporate brands are built and evolve in dynamic action nets. Additionally, von Wallpach and Hemetsberger's empirical results emphasize how a continuous flow of brand actions contributes to spanning the corporate brand action net across organizational boundaries, time, space, and spheres. Consequently, heterogeneity and instability foster dynamic brand-identity construction.

Corporate brand identity is the very essence of a corporate brand. In Chapter 8 Catherine da Silveira and Cláudia Simões add to the current debate on the nature and features of corporate brand identity by reconciling the traditional perspective with the co-creative perspective that has gained increasing relevance. Da Silveira and Simões argue that corporate brand identity dimensions become more or less salient over time according to the context and to the stakeholders' self-identity enactments and focus. Additionally, they also claim that the more traditional internal corporate brand-building orientation is not antagonistic to the multi-stakeholder perspective. Instead, the two are complementary because managers' behaviours trigger stakeholders' performativity. Overall, da Silveira and Simões show how corporate brand identity can be both enduring and dynamic by bringing a corporate brand-identity pattern that combines preservation and adaptation.

In the last chapter (9) of this second section of the book, Michela Mingione and Russell Abratt discuss the philosophical foundations of corporate brand alignment theory, paying special attention to the ontological and epistemological underpinnings of two different competing paradigms, the functionalist and interpretivist. According to Mingione and Abratt, the functionalist paradigm views corporate brands as strong assets owned and uniformly managed by the organization. Hence, under the functionalist paradigm, corporate brand alignment is seen as a tool to verify the fit between internal and external stakeholders' perceptions of the corporate brand. Of course, the role of managers is to minimize any potential gap. The interpretivist paradigm takes a different perspective and views corporate brands as a set of symbols which are socially constructed and continuously reinterpreted by multiple stakeholders. Given this, Mingione and Abratt suggest that under the interpretivist paradigm, corporate brand alignment is a process calling for coherent relationships between internal and external constituents to strategically manage the corporate brand. To bridge the boundaries between both paradigms, Mingione and Abratt take a meta-paradigm perspective that allows them to suggest that corporate brand alignment can be understood as a strategic enabler to build a more coherent and elucidated corporate brand. This perspective underscores the key relevance of corporate brand alignment for corporate brands to co-create value with its diverse stakeholders.

In his commentary in Chapter 10, Francisco Guzmán brings together the themes developed by the different writers in this section and outlines the growing orientation towards a co-creative perspective.

### **4.3 Section C: building strong corporate brands: towards valuable and sustainable experiences**

The chapters in this section focus on the central role of experience in corporate brand building, from a managerial planning model to the role of artificial intelligence to the connectedness of innovation and sustainability to the importance of a holistic approach to corporate service branding.

In Chapter 11, Carsten Baumgarth guides the reader through the workings of a corporate brand management model called B★Canvas 2.0. This is a comprehensive model that has been created to enable brand managers of both established businesses and start-ups to enhance brand equity. Moving beyond a marketing communications focus, the model incorporates a broad range of elements. Using the example of the German SME, Werkhaus, Baumgarth shows how three key elements, which he labels ‘Brand Foundations, Brand Touchpoints, and Brand Performance,’ come together to deliver equity for the public and customers. This view of equity then encompasses what Baumgarth calls ‘Final Performance,’ which includes organizational purpose and economic and social impacts.

Chapter 12 represents a change of emphasis, as it investigates an under-explored aspect of corporate brand management: the increasingly powerful role that artificial intelligence (AI) plays in brand building and the delivery of the brand experience. Frederico Mangiò, Giuseppe Pedeliento, and Daniela Andreini’s chapter charts the positives and negatives of AI, from the opportunities it creates to enhance experiences to the way it can treat stakeholders as passive recipients rather than as active co-creators. The authors’ argument is that AI is evolving rapidly and can make significant contributions to corporate brand experience, but to do so it must have a strong human-centric focus rather than allowing the technology itself to dominate.

From the potential of AI, in Chapter 13 we move to a focus on the impact of brand innovations on stakeholders. Drawing on their work in creating a stakeholder-led Innovation Index, Seidali Kurtmollaiev, Line Lervik-Olsen, and Tor W. Andreassen show the power of brands that combine innovation and sustainability either by transferring knowledge from one sphere to the other or by integrating social and economic innovation and commercial innovation. Their recommendation then is not to see these different types of innovation as distinct, but rather to recognize the potential to unify innovation so that it delivers value by working together with stakeholders through all the stages of the innovation process.

In Chapter 14, Stefan Markovic, Yuqian Qiu, Cristina Sancha, and Nikolina Koporcic provide an analysis of an under-researched area – sustainability strategies in corporate service brands. They demonstrate the fragmented nature of most studies and the lack of a holistic approach to the economic, environmental, and social dimensions of corporate brands that can be found in the ‘Triple Bottom Line of People, Planet, and Profit.’ In spite of the research gap, Markovic et al. note that sustainability in corporate services branding can provide such benefits as positive stakeholder perceptions, service excellence and service innovation, brand image and reputation, customer trust and satisfaction, customer purchase behaviour, and reduced corporate hypocrisy.

In Chapter 15, Nicholas Ind summarises the ways the different writers in the section interpret brand building and the emphasis some of them give to sustainability.

### **4.4 Section D: polysemic corporate brand narratives**

In the first chapter of this section (16), Paul A. Argenti describes how the emergence of the internet and digital technologies have created a hyperconnected world which has completely transformed corporate brands’ competitive environment and has forced them to adapt their competitive strategy. All in all, managers have lost control over the corporate brand-building process and have learnt that it is not possible to develop monolithic communication messages.



Consequently, corporate brand communications have adapted, and messages are now built in collaboration with key constituencies, including customers, employees, investors, and communities. According to Argenti, this co-creative corporate brand-building process implies that companies must accept that their corporate brands are polysemous, while ensuring alignment on foundational issues, such as core values. This perspective suggests that companies need to ask how they will engage with constituencies and co-create the corporate brand narrative together with them. However, at the same time, Argenti emphasizes that even if consistency takes on new meaning, it is still key, and a strong corporate culture is the driver to achieve it.

In Chapter 17, Line Schmeltz and Anna Karina Kjeldsen draw on the literature from critical theory and organization studies on polyphony (the idea of multi-voices) to challenge traditional views of the one corporate brand voice. Instead, they suggest that the diversity of voices within organizations and the multiplication of the points of contact between an organization and its diverse stakeholders inevitably leads to a loss of unity. Does this diminish the corporate brand or enrich it? Using the example of the National Gallery of Denmark/Statens Museum for Kunst (SMK), they show how an organization can use co-creative methods to design a brand, but also the complexity that comes with trying to implement it when the voices inside an organization come from very different perspectives. Whether the result is harmony or cacophony is determined by the ability of managers to orchestrate multiple and diverse voices.

With echoes of Schmeltz and Kjeldsen's work, in Chapter 18 Alessandra Zamparini, Luca M. Visconti, and Francesco Lurati explore the multiple meanings of signs inherent in the idea of polysemy within another cultural entity: the Locarno Film Festival. Again there is the challenge of diversity, which in part represents the appeal of the Festival, but there is also the challenge of trying to manage a corporate brand. By combining an ethnographic case study with semi-structured interviews with festival managers, employees, and festival goers, they show 'the extreme polysemic richness' of the brand alongside the competing interests of the stakeholders. The authors both identify the three main axes that corporate brand managers can use to manage brand polysemy and the decision areas that are critical in managing the resulting tensions.

In Chapter 19, Raouf Rather, Linda Hollebeek, Dale Smith, Jana Kukk and Mojtaba Ghasemi. emphasize how even if the emergent technologies such as social media and online brand communities have revolutionized consumer brand engagement, there is still the need to better understand the consumer brand-engagement dynamics in certain contexts. This is for instance the case of destination brands, which is the context of their study, that aims at exploring the relationships between visitors' destination brand engagement and its key antecedents and outcomes. Their findings show that the higher the level of involvement that the visitors of a destination have with the destination brand-related social media content, the higher their destination brand engagement will be. Additionally, the authors also find that there is a positive impact of visitors' destination brand engagement on brand co-creation. These findings are very relevant to destination branding organizations as they should help them to improve their destination brand performance.

In Chapter 20, Joep Cornelissen charts the transition from a perspective rooted in the idea of a corporate brand as a single voice to one that is multi-voiced.

#### ***4.5 Section E: the temporality of corporate branding: balancing the past and future***

In Chapter 21, Mario Burghausen applies a co-creation perspective to the field of corporate heritage branding scholarship and offers a framework for how scholars may analyse the processes of co-creating for corporate heritage brands. The chapter argues how multiple stakeholders actively shape the temporal relations between past, present, and future that are constitutive of corporate

heritage brands. The chapter outlines key co-creation processes characteristic of corporate heritage brands: valorizing, (re)interpreting, manifesting, appropriating, and augmenting the past in the present and for the future as heritage. These processes are linked to temporal co-creation as an additional generic form of corporate brand co-creation stressing the importance of co-creating the temporality of corporate branding in addition to the co-creation of value, meaning, identity, and experience. The chapter concludes with a conceptual framework that shows the links between these different processes and dimensions of co-creation as they apply to corporate heritage brands.

While the chapter by Burghausen addresses the importance of heritage to corporate brands, Chapter 22 by Fabien Pecot extends the discussion of brand heritage by comparing insights from both product and corporate branding research. Although brand heritage exists at the corporate level, in many organizations product brands often have a heritage of their own. The chapter offers a review of brand heritage at the product and at the corporate brand levels, showing that both streams of research are interested in the broader question of permanence in brand management. Pecot identifies six areas for their cross-fertilization. These can lead to the development of new methods in the quantification of corporate brand heritage principles and a more focused approach to studies of the co-creation processes at play in product brand heritage research. In conclusion, the chapter calls for more collaborations between product brand and corporate brand scholars to advance brand management research.

In contrast to a focus on multiple stakeholders in the first two chapters of the section, Chapter 23 by Michael Beverland and Pinar Cankurtaran focuses on the internal aspects of corporate branding. Research suggests that consumers display greater brand engagement when they can place themselves in the brand's narrative, that is, experience the brand's claims as authentic. This chapter argues that the same holds for employees, and it extends work on authenticity into internal branding. The authors explore the internal branding challenges in relation to three forms of authenticity: consistency, conformity, and connection. The chapter particularly contributes to authenticity as connection and discusses how it poses challenges for placeless global brands. Together these three forms of authenticity identify the need for programmes that enable employees to operate as cultural insiders among stakeholders and build connections between brand narratives and the collective historical identity of the organization. The chapter concludes with a discussion of managerial implications and issues for future research.

The importance of connection of brands is further elaborated in Chapter 24 by Mihalis Kavaratzis' discussion of how elements from the past are used in the branding of places. Acknowledging that both places and corporations often rely on their pasts in their branding strategies, the chapter shows how this prompts a number of questions. What are the reasons that make the past an appealing source of resources and inspiration for branding? What elements of the past are appropriate for use, and who makes that choice? What is the process that turns elements of the past into a heritage that is both relevant in the present and can be used to craft a strategy that relates to the future? The chapter explicates the various ways in which heritage is used within place branding. The process of turning history into heritage and heritage into strategy is scrutinized in order to reach a better understanding of the decisions involved as well as the tensions caused. The chapter draws parallels between corporate branding and place branding and reflects on possible mutual lessons.

In Chapter 25, Majken Schultz provides a commentary on the section authors' views on temporality, history, and heritage.

#### ***4.6 Section F: branding inside-out: corporate culture and internal branding***

Over the last 20 years, internal branding as an area of practice and research within corporate brand management has expanded rapidly. It has been suggested that the field is highly



fragmented, but as Rico Piehler points out in Chapter 26, this is hardly surprising given the variety of conceptual bases used in its exploration. Internal branding not only draws on marketing but also management, psychology, sociology, and organizational behaviour. In a comprehensive overview of the field – with the exception of the developing role of co-creation, which Piehler largely leaves to Schmidt and Steenkamp to cover in the next chapter – he covers the way internal branding has become woven into the fabric of corporate brand management. His wide-ranging analysis enables him to demonstrate the breadth and depth of the field and to conclude with a new and richer definition of internal branding.

At the beginning of Chapter 27, Holger J. Schmidt and Pieter Steenkamp note that while the literature on internal branding has expanded significantly, little attention has been paid to the role of employees in co-creating brands. The chapter tries to fill this gap by offering a co-creative view on internal branding. In addition to discussing relevant research issues, Schmidt and Steenkamp review some 31 articles which identify the central role that employees play as the co-creators of brand meaning. However, they not only pinpoint the nature of a co-creative approach, but they also raise valuable questions around how managers can understand the concept of brand-oriented behaviour, how consistency can be developed in a world where brand meaning is multidirectional, and finally how corporate brands can reconcile potential conflicts of interest among stakeholders.

In Chapter 28, Saila Saraniemi explores how internal brand communities are becoming a key stakeholder in the corporate brand co-creation process. This is especially relevant in remote working environments, where the physical distance of employees creates a unique context to building a brand community. The empirical study by Saraniemi identifies the set of dynamic interactions that positively influence the development of an internal brand community and those ones that inhibit it. Saraniemi also identifies six key roles that any internal brand community can play in the corporate brand co-creation process: an enactor of corporate brand values, a negotiator of corporate brand meanings, a contributor to corporate brand design, a communicator of the corporate brand, a creator of corporate brand value, and a maintainer of the corporate brand. Interestingly, this chapter contributes to the still very-scarce literature of corporate brand co-creation in business-to-business contexts.

Chapter 29 by Galina Biedenbach and Thomas Biedenbach explores how conscientious corporate brands can be co-created inside-out through values-driven branding. The chapter provides insights as to the opportunities and challenges related to establishing a conscientious organization and to implementing values-driven branding. The chapter explains how organizations can commit to internal branding with a conscience and build a conscientious corporate brand inside-out. The chapter introduces a novel categorization of corporate brands based on a conscience, which includes (1) a spiritual corporate brand; (2) a hypocritical corporate brand; (3) a toxic corporate brand; and (4) a destructive corporate brand. The chapter provides an illustrative practical case demonstrating how an organization can make a long-term commitment to building continuously its conscientious brand inside-out by engaging, inspiring, and empowering employees.

In Chapter 30, Ceridwyn King charts the evolution of internal branding and the different perspectives that have developed.

## Notes

- 1 <https://data.worldbank.org/indicator/NV.SRV.TOTL.ZS>
- 2 [www.wto.org/english/res\\_e/booksp\\_e/02\\_wtr19\\_1\\_e.pdf](http://www.wto.org/english/res_e/booksp_e/02_wtr19_1_e.pdf)
- 3 [www.cnbc.com/2021/02/11/sustainable-investment-funds-more-than-doubled-in-2020-.html](http://www.cnbc.com/2021/02/11/sustainable-investment-funds-more-than-doubled-in-2020-.html)
- 4 [www.credit-suisse.com/about-us-news/en/articles/news-and-expertise/coronavirus-brings-esg-investing-to-the-fore-202005.html](http://www.credit-suisse.com/about-us-news/en/articles/news-and-expertise/coronavirus-brings-esg-investing-to-the-fore-202005.html)
- 5 [www.ft.com/content/5cd6e923-81e0-4557-8cff-a02fb5e01d42](http://www.ft.com/content/5cd6e923-81e0-4557-8cff-a02fb5e01d42)
- 6 <https://thedali.org/exhibit/dreams-of-dali-in-virtual-reality/>

## Bibliography

- Aaker, D. A. (1996). *Building strong brands*. New York: The Free Press.
- Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, 46(3), 6–18. <https://doi.org/10.1177/000812560404600301>
- Abratt, R., & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations: Reconciliation and integration. *European Journal of Marketing*, 46(7/8), 1048–1063. <https://doi.org/10.1108/03090561211230197>
- Andreini, D., Pedeliento, G., Zarantonello, L., & Solerio, C. (2018). A renaissance of brand experience: Advancing the concept through a multi-perspective analysis. *Journal of Business Research*, 91, 123–133.
- Argenti, P., & Druckenmiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review*, 6, 368–374. <https://doi.org/10.1057/palgrave.crr.1540005>
- Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46.
- Balmer, J. M. T. (2012). Corporate brand management imperatives: Custodianship, credibility, and calibration. *California Management Review*, 54(3), 6–33. <https://doi.org/10.1525/cmr.2012.54.3.6>
- Balmer, J. M. T., & Burghausen, M. (2015). Explicating corporate heritage, corporate heritage brands and organisational heritage. *Journal of Brand Management*, 22(5), 364–384.
- Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7/8), 972–997.
- Balmer, J. M. T., & Soenen, G. B. (1999). The ACID test of corporate identity management. *Journal of Management*, 15, 69–92.
- Bateson (1995). SERVQUAL: Review, critique, research agenda. *European Journal of Marketing*, 30, 8–32.
- Batey, M. (2008). *Brand meaning*. New York: Routledge.
- Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science*, 28(1), 128–137.
- Bitner (1995). Building service relationships: It's all about promises! *Journal of the Academy of Marketing Science*, 23(4), 246–251. <https://doi.org/10.1177%2F009207039502300403>
- Black, I., & Veloutsou, C. (2017). Working consumers: Co-creation of brand identity, consumer identity and brand community identity. *Journal of Business Research*, 70, 416–429.
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.
- Carbone, L. P., & Haeckel, S. H. (1994). Engineering customer experiences. *Marketing Management*, 3(3), 9–19.
- Carrigan, M., & Attalla, A. (2001). The myth of the ethical consumer – Do ethics matter in purchase behaviour? *Journal of Consumer Marketing*, 18(7), 560–578.
- Carrington, M. J., Neville, B. A., & Whitwell, G. J. (2014). Lost in translation: Exploring the ethical consumer intention-behavior gap. *Journal of Business Research*, 67(1), 2759–2767.
- Caruana, R., Carrington, M. J., & Chatzidakis, A. (2016). 'Beyond the attitude-behaviour gap: Novel perspectives in consumer ethics': Introduction to the thematic symposium. *Journal of Business Ethics*, 136(2), 215–218.
- Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory*, 11(1), 35–49.
- Copeland, M. T. (1923). Relation of consumers' buying habits to marketing methods. *Harvard Business Review*, 1(3), 282–289.
- Csaba, F. F., & Bengtsson, A. (2006). *Rethinking identity in brand management*. London: Routledge.
- da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36.
- Datareportal.com. (2021). Retrieved from <https://datareportal.com/reports/digital-2021-global-overview-report>
- Davies, G., Chun, R., & Kamins, M. A. (2010). Reputation gaps and the performance of service organizations. *Strategic Management Journal*, 31(5), 530–546.
- de Chernatony, L. (1996). 2001 – The brand management odyssey. *Journal of General Management*, 21(4), 15–30.
- de Chernatony, L. (2002). Living the corporate brand: Brand values and brand enactment. *Corporate Reputation Review*, 5(2), 113.
- de Chernatony, L., & Dall'Olmo Riley, F. (1998). Defining a "Brand": Beyond the literature with experts' interpretations. *Journal of Marketing Management*, 14(5), 417–443. <https://doi.org/10.1362/026725798784867798>

- de Chernatony, L., & McWilliam, G. (1989). The strategic implications of clarifying how marketers interpret 'Brands'. *Journal of Marketing Management*, 5(2), 153–171.
- Di Mingo, E. (1988). The fine art of positioning. *The Journal of Business Strategy*, 9, 34–38. <https://doi.org/10.1108/eb039211>
- Dolbec, P. Y., & Fischer, E. (2015). Refashioning a field? Connected consumers and institutional dynamics in markets. *Journal of Consumer Research*, 41(6), 1447–1468.
- Edmans, A. (2020). *Grow the pie. How great companies deliver both purpose and profit*. Cambridge: Cambridge University Press.
- Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366–375.
- Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). *Managing for stakeholders: Survival, reputation, and success*. New Haven, CT: Yale University Press.
- Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. *The New York Times Magazine*. p. 17. <https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>
- Gardner, B. B., & Levy, S. J. (1955). The product and the brand. *Harvard Business Review*, 33, 33–39.
- Goffman, E. (1959). *The presentation of self in everyday life*. New York: Anchor Books.
- Goffman, E. (1967). *On face-work, an analysis of ritual elements in social interaction. Interaction ritual, essays on face-to-face behavior*. Chicago, IL: Aldine Publisher.
- Golob, U., Davies, M. A. P., Kernstock, J., & Powell, S. M. (2020). Trending topics plus future challenges and opportunities in brand management. *Journal of Brand Management*, 27, 123–129.
- Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26, 1–8.
- Grönroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20(1), 3–11.
- Grönroos, C., & Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41, 133–150.
- Gummesson, E. (1991). Marketing-orientation revisited: The crucial role of the part-time marketer. *European Journal of Marketing*, 25(2), 60–75.
- Gyrd-Jones, R. (2012). Five ways branding is changing. *Journal of Brand Management*, 20(2), 77–79.
- Gyrd-Jones, R., Merrilees, B., & Miller, D. (2013). Revisiting the complexities of corporate branding: Issues, paradoxes, solutions. *Journal of Brand Management*, 20(7), 571–589.
- Hanna, R., Rohm, A., & Crittenden, V. L. (2011). We're all connected: The power of the social media ecosystem. *Business Horizons*, 54(3), 265–273.
- Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3/4), 441–456.
- Harrison, J. S., & Wicks, A. C. (2013). Stakeholder theory, value, and firm performance. *Business Ethics Quarterly*, 23(1), 97–124.
- Hatch, M. J., & Schultz, M. (2001, February). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 128–134.
- Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064.
- Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding*. New York: John Wiley & Sons.
- Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.
- Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264.
- Iglesias, O., & Ind, N. (2016). How to be a brand with a conscience. In N. Ind & S. Horlings (Eds.), *Brands with a conscience* (pp. 203–211). London: Kogan Page.
- Iglesias, O., & Ind, N. (2020). Toward a theory of conscientious corporate brand co-creation. The next key challenge in brand management. *Journal of Brand Management*, 6(27), 710–720.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.
- Iglesias, O., Ind, N., & Schultz, M. (2020b). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60.

- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020a). Corporate brand identity co-creation in Business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.
- Ind, N. (1997). *The corporate brand*. London: Palgrave Macmillan.
- Ind, N. (2007). *Living the brand: How to transform every member of your organization into a brand champion*. London: Kogan Page Publishers.
- Ind, N. (2009). *The organic organisation: Freedom, creativity and the search for fulfilment*. New York: Atropos Press.
- Ind, N., & Bjerke, R. (2007). *Branding governance: A participatory approach to the brand building process*. New York: John Wiley & Sons.
- Ind, N., & Horlings, S. (2016). *Brands with a conscience: How to build a successful and responsible brand*. London: Kogan Page.
- Ind, N., & Ryder, I. (2011). Conscientious brands editorial. *Journal of Brand Management*, 18(9), 635–638.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.
- Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.
- Ind, N., & Schmidt, H. (2020). *Co-creating brands: Brand management from a co-creative perspective*. London: Bloomsbury.
- Jacoby, J., Chestnut, R. W., & Silberman, W. (1977). Consumer use and comprehension of nutrition information. *Journal of Consumer Research*, 4(2), 119–128.
- Joyner, B. E., & Payne, D. (2002). Evolution and implementation: A study of values, business ethics and corporate social responsibility. *Journal of Business Ethics*, 41(4), 297–311.
- Jurgens, M., Berthon, P., Papania, L., & Shabbir, H. A. (2010). Stakeholder theory and practice in Europe and North America: The key to success lies in a marketing approach. *Industrial Marketing Management*, 39(5), 769–775.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. London: Kogan Page.
- Kazadi, K., Lievens, A., & Mahr, D. (2015). Stakeholder co-creation during the innovation process: Identifying capabilities for knowledge creation among multiple stakeholders. *Journal of Business Research*, 1–16.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22.
- Kitchin, T. (2003). Corporate responsibility: A brand extension. *Journal of Brand Management* 10(4–5), 312–326.
- Klaus, P., & Maklan, S. (2007). The role of brands in a service-dominated world. *Journal of Brand Management*, 15(2), 115–122.
- Knisely, G. (1979). Listening to consumer is key to consumer or services marketing. *Advertising Age*, 50, 54–60.
- Knox, S., & Maklan, S. (2004). Corporate social responsibility: Moving beyond investment towards measuring outcomes. *European Management Journal*, 22(5), 508–516.
- Koporcic, N., & Halinen, A. (2018). Interactive network branding: Creating corporate identity and reputation through interpersonal interaction. *IMP Journal*, 12(2), 392–408.
- Kornum, N., Gyrd-Jones, R., Al Zagir, N., & Brandis, K. A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70, 432–440.
- Kowalkowski, C., Gebauer, H., Kamp, B., & Parry, G. (2017). Servitization and deservitization: Overview, concepts, and definitions. *Industrial Marketing Management*, 60, 4–10.
- Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253.
- Kumar, V., & Mirchandani, R. (2012). Increasing the ROI of social media marketing. *MIT Sloan Management Review*, 54(1), 55–61.
- Levy, S. J. (1959). Symbols for sale. *Harvard Business Review*, 37(4), 117–124.
- Libert, B., Wind, Y., & Beck Fenley, M. (2015). What Apple, Lending Club, and AirBnB know about collaborating with customers. *Harvard Business Review*. Retrieved from <http://hbr.org/2015/07/what-apple-lending-club-and-airbnb-know-about-collaborating-with-customers>

- Mäläskä, M., Saraniemi, S., & Tähtinen, J. (2011). Network actors' participation in B2B SME branding. *Industrial Marketing Management*, 40(7), 1144–1152.
- Mason, C., & Simmons, J. (2014). Embedding corporate social responsibility in corporate governance: A stakeholder systems approach. *Journal of Business Ethics*, 119, 77–86.
- Maxfield, S. (2008). Reconciling corporate citizenship and competitive strategy: Insights from economic theory. *Journal of Business Ethics*, 80(2), 367–377.
- Mazutis, D. D., & Slawinski, N. (2015). Reconnecting business and society: Perceptions of authenticity in corporate social responsibility. *Journal of Business Ethics*, 131(1), 137–150.
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service dominant logic perspective. *Journal of the Academy of Marketing Science*, 37, 328–344.
- Michel, G. (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction”. *Journal of Business Research*, 70, 453–455.
- Morsing, M., & Kristensen, J. (2001). The question of coherency in corporate branding – Over time and across stakeholders. *Journal of Communication Management*, 6(1), 24–40. <https://doi.org/10.1108/13632540210806919>
- Muniz, A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27, 412–432.
- Otubanjo, O., Abimbola, T., & Amujo, O. (2010). Conceptualising the notion of corporate brand covenant. *Journal of Product and Brand Management*, 19(6), 410–422. <https://doi.org/10.1108/10610421011085721>
- Parasuraman, A. (1987). Customer-oriented corporate cultures are crucial to services marketing success. *Journal of Services Marketing*, 1(1), 39–46.
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. *Journal of Marketing*, 50(4), 135–145. <https://doi.org/10.2307/1251291>
- Prahalad, C. K., & Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Boston, MA: Harvard Business School Press.
- Ramaswamy, V. (2020). Leading the experience ecosystem revolution: Innovating offerings as interactive platforms. *Strategy & Leadership*, 48(3), 3–9.
- Ramaswamy, V., & Ind, N. (2020). Company brands as purpose-driven lived experienced ecosystems. *European Business Review*. Retrieved from [www.europeanbusinessreview.com/company-brands-as-purpose-driven-lived-experience-ecosystems/](http://www.europeanbusinessreview.com/company-brands-as-purpose-driven-lived-experience-ecosystems/)
- Ramaswamy, V., & Ozcan, K. (2014). *The co-creation paradigm*. Stanford: Stanford University Press.
- Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.
- Ramaswamy, V., & Ozcan, K. (2018). What is co-creation? An interactional creation framework and its implications for value creation. *Journal of Business Research*, 84, 196–205.
- Ramaswamy, V., & Ozcan, K. (2021). Brands as co-creational experience ecosystems – An integrative theoretical framework of interactional creation. In S. Markovic, R. Gyrd-Jones, S. von Wallpach, & A. Lindgreen (Eds.), *Research handbook on brand co-creation: Theory, practice, and ethical implications*. London: Edward Elgar.
- Rindell, A., Svensson, G., Mysen, T., Billström, A., & Wilén, K. (2011). Towards a conceptual foundation of 'Conscientious Corporate Brands'. *Journal of Brand Management*, 18(9), 709–719.
- Roper, S., & Davies, G. (2007). The corporate brand: Dealing with multiple stakeholders. *Journal of Marketing Management*, 23(1–2), 75–90.
- Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1–3), 53–67.
- Shaw, D., & Shiu, E. (2002). The role of ethical obligation and self-identity in ethical consumer choice. *International Journal of Consumer Studies*, 26(2), 109–116.
- Shostack, G. L. (1977). Breaking free from product marketing. *Journal of Marketing*, 73–90. <https://doi.org/10.1177/002224297704100219>
- Smith, N. C. (2003). Corporate social responsibility: Whether or how? *California Management Review*, 45(4), 52–76.
- Smith, N. C., & Rönnegard, D. (2016). Shareholder primacy, corporate social responsibility, and the role of business schools. *Journal of Business Ethics*, 134(3), 463–478.
- Törmälä, M., & Gyrd-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85.
- Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.
- Van de Ven, A. H. (1992). Suggestions for studying strategy process: A research note. *Strategic Management Journal*, 13(1), 169–188.

- Van Rekom, J., Berens, G., & Van Halderen, M. (2013). Corporate social responsibility: Playing to win, or playing not to lose? Doing good by increasing the social benefits of a company's core activities. *Journal of Brand Management*, 20(9), 800–814.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.
- Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44, 5–23.
- von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452.
- Walsh, G., & Beatty, S. E. (2007). Customer-based corporate reputation of a service firm: Scale development and validation. *Journal of the Academy of Marketing Science*, 35(1), 127–143.
- Webster, F. E., & Keller, K. L. (2004). A roadmap for branding in industrial markets. *Journal of Brand Management*, 11(5), 388–402.
- Welcker, J. W. (1949). The community relations problem of industrial companies. *Harvard Business Review*, 49(6), 771–780.
- Wider, S., von Wallpach, S., & Mühlbacher, H. (2018). Brand management: Unveiling the delusion of control. *European Management Journal*, 36(3), 301–305.



# Towards a Paradigm Shift in Corporate Branding

- Aaker, D. A. (1996). Building strong brands. New York: The Free Press.
- Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, 46(3), 6–18. <https://doi.org/10.1177/000812560404600301>
- Abbratt, R., & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations: Reconciliation and integration. *European Journal of Marketing*, 46(7/8), 1048–1063. <https://doi.org/10.1108/03090561211230197>
- Andreini, D., Pedeliento, G., Zarantonello, L., & Solerio, C. (2018). A renaissance of brand experience: Advancing the concept through a multi-perspective analysis. *Journal of Business Research*, 91, 123–133.
- Argenti, P., & Druckemiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review*, 6, 368–374. <https://doi.org/10.1057/palgrave.crr.1540005>
- Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46.
- Balmer, J. M. T. (2012). Corporate brand management imperatives: Custodianship, credibility, and calibration. *California Management Review*, 54(3), 6–33. <https://doi.org/10.1525/cmr.2012.54.3.6>
- Balmer, J. M. T., & Burghausen, M. (2015). Explicating corporate heritage, corporate heritage brands and organisational heritage. *Journal of Brand Management*, 22(5), 364–384.
- Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7/8), 972–997.
- Balmer, J. M. T., & Soenen, G. B. (1999). The ACID test of corporate identity management. *Journal of Management*, 15, 69–92.
- Bateson (1995). SERVQUAL: Review, critique, research agenda. *European Journal of Marketing*, 30, 8–32.
- Batey, M. (2008). Brand meaning. New York: Routledge.
- Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science*, 28(1), 128–137.
- Bitner (1995). Building service relationships: It's all about promises! *Journal of the Academy of Marketing Science*, 23(4), 246–251. <https://doi.org/10.1177%2F009207039502300403>
- Black, I., & Veloutsou, C. (2017). Working consumers: Co-creation of brand identity, consumer identity and brand community identity. *Journal of Business Research*, 70, 416–429.
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.
- Carbone, L. P., & Haeckel, S. H. (1994). Engineering customer experiences. *Marketing Management*, 3(3), 9–19.
- Carrigan, M., & Attalla, A. (2001). The myth of the ethical consumer – Do ethics matter in purchase behaviour? *Journal of Consumer Marketing*, 18(7), 560–578.
- Carrington, M. J., Neville, B. A., & Whitwell, G. J. (2014). Lost in translation: Exploring the ethical consumer intention-behavior gap. *Journal of Business Research*, 67(1), 2759–2767.
- Caruana, R., Carrington, M. J., & Chatzidakis, A. (2016). 'Beyond the attitude-behaviour gap: Novel perspectives in consumer ethics': Introduction to the thematic symposium. *Journal of Business Ethics*, 136(2), 215–218.
- Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory*, 11(1), 35–49.
- Copeland, M. T. (1923). Relation of consumers' buying habits to marketing methods. *Harvard Business Review*, 1(3), 282–289.
- Csaba, F. F., & Bengtsson, A. (2006). Rethinking identity in brand management. London: Routledge.
- da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36.
- Datareportal.com. (2021). Retrieved from <https://datareportal.com/reports/digital-2021-global-overview-report>
- Davies, G., Chun, R., & Kamins, M. A. (2010). Reputation gaps and the performance of service organizations. *Strategic Management Journal*, 31(5), 530–546.
- de Chernatony, L. (1996). 2001 – The brand management odyssey. *Journal of General Management*, 21(4), 15–30.
- de Chernatony, L. (2002). Living the corporate brand: Brand values and brand enactment. *Corporate Reputation Review*, 5(2), 113.
- de Chernatony, L., & Dall'Omo Riley, F. (1998). Defining a "Brand": Beyond the literature with experts' interpretations. *Journal of Marketing Management*, 14(5), 417–443. <https://doi.org/10.1362/026725798784867798>
- de Chernatony, L., & McWilliam, G. (1989). The strategic implications of clarifying how marketers interpret 'Brands'. *Journal of Marketing Management*, 5(2), 153–171.

Di Mingo, E. (1988). The fine art of positioning. *The Journal of Business Strategy*, 9, 34–38. <https://doi.org/10.1108/eb039211>

Dolbec, P. Y., & Fischer, E. (2015). Refashioning a field? Connected consumers and institutional dynamics in markets. *Journal of Consumer Research*, 41(6), 1447–1468.

Edmans, A. (2020). *Grow the pie. How great companies deliver both purpose and profit*. Cambridge: Cambridge University Press.

Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366–375.

Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). *Managing for stakeholders: Survival, reputation, and success*. New Haven, CT: Yale University Press.

Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. *The New York Times Magazine*. p. 17. <https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>

Gardner, B. B., & Levy, S. J. (1955). The product and the brand. *Harvard Business Review*, 33, 33–39.

Goffman, E. (1959). *The presentation of self in everyday life*. New York: Anchor Books.

Goffman, E. (1967). *On face-work, an analysis of ritual elements in social interaction. Interaction ritual, essays on face-to-face behavior*. Chicago, IL: Aldine Publisher.

Golob, U., Davies, M. A. P., Kernstock, J., & Powell, S. M. (2020). Trending topics plus future challenges and opportunities in brand management. *Journal of Brand Management*, 27, 123–129.

Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26, 1–8.

Grönroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20(1), 3–11.

Grönroos, C., & Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41, 133–150.

Gummesson, E. (1991). Marketing-orientation revisited: The crucial role of the part-time marketer. *European Journal of Marketing*, 25(2), 60–75.

Gyrd-Jones, R. (2012). Five ways branding is changing. *Journal of Brand Management*, 20(2), 77–79.

Gyrd-Jones, R., Merrilees, B., & Miller, D. (2013). Revisiting the complexities of corporate branding: Issues, paradoxes, solutions. *Journal of Brand Management*, 20(7), 571–589.

Hanna, R., Rohm, A., & Crittenden, V. L. (2011). We're all connected: The power of the social media ecosystem. *Business Horizons*, 54(3), 265–273.

Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3/4), 441–456.

Harrison, J. S., & Wicks, A. C. (2013). Stakeholder theory, value, and firm performance. *Business Ethics Quarterly*, 23(1), 97–124.

Hatch, M. J., & Schultz, M. (2001, February). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 128–134.

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064.

Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding*. New York: John Wiley & Sons.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264.

Iglesias, O., & Ind, N. (2016). How to be a brand with a conscience. In N. Ind & S. Horlings (Eds.), *Brands with a conscience* (pp. 203–211). London: Kogan Page.

Iglesias, O., & Ind, N. (2020). Toward a theory of conscientious corporate brand co-creation. The next key challenge in brand management. *Journal of Brand Management*, 6(27), 710–720.

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.

Iglesias, O., Ind, N., & Schultz, M. (2020b). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020a). Corporate brand identity co-creation in Business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.

Ind, N. (1997). *The corporate brand*. London: Palgrave Macmillan.

Ind, N. (2007). *Living the brand: How to transform every member of your organization into a brand champion*. London: Kogan Page Publishers.



- Ind, N. (2009). *The organic organisation: Freedom, creativity and the search for fulfilment*. New York: Atropos Press.
- Ind, N., & Bjerke, R. (2007). *Branding governance: A participatory approach to the brand building process*. New York: John Wiley & Sons.
- Ind, N., & Horlings, S. (2016). *Brands with a conscience: How to build a successful and responsible brand*. London: Kogan Page.
- Ind, N., & Ryder, I. (2011). Conscientious brands editorial. *Journal of Brand Management*, 18(9), 635–638.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.
- Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.
- Ind, N., & Schmidt, H. (2020). *Co-creating brands: Brand management from a co-creative perspective*. London: Bloomsbury.
- Jacoby, J., Chestnut, R. W., & Silberman, W. (1977). Consumer use and comprehension of nutrition information. *Journal of Consumer Research*, 4(2), 119–128.
- Joyner, B. E., & Payne, D. (2002). Evolution and implementation: A study of values, business ethics and corporate social responsibility. *Journal of Business Ethics*, 41(4), 297–311.
- Jurgens, M., Berthon, P., Papania, L., & Shabbir, H. A. (2010). Stakeholder theory and practice in Europe and North America: The key to success lies in a marketing approach. *Industrial Marketing Management*, 39(5), 769–775.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. London: Kogan Page.
- Kazadi, K., Lievens, A., & Mahr, D. (2015). Stakeholder co-creation during the innovation process: Identifying capabilities for knowledge creation among multiple stakeholders. *Journal of Business Research*, 1–16.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22.
- Kitchin, T. (2003). Corporate responsibility: A brand extension. *Journal of Brand Management* 10(4–5), 312–326.
- Klaus, P., & Maklan, S. (2007). The role of brands in a service-dominated world. *Journal of Brand Management*, 15(2), 115–122.
- Knisely, G. (1979). Listening to consumer is key to consumer or services marketing. *Advertising Age*, 50, 54–60.
- Knox, S., & Maklan, S. (2004). Corporate social responsibility: Moving beyond investment towards measuring outcomes. *European Management Journal*, 22(5), 508–516.
- Koporovic, N., & Halinen, A. (2018). Interactive network branding: Creating corporate identity and reputation through interpersonal interaction. *IMP Journal*, 12(2), 392–408.
- Korum, N., Gyrd-Jones, R., Al Zagir, N., & Brandis, K. A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70, 432–440.
- Kowalkowski, C., Gebauer, H., Kamp, B., & Parry, G. (2017). Servitization and deservitization: Overview, concepts, and definitions. *Industrial Marketing Management*, 60, 4–10.
- Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253.
- Kumar, V., & Mirchandani, R. (2012). Increasing the ROI of social media marketing. *MIT Sloan Management Review*, 54(1), 55–61.
- Levy, S. J. (1959). Symbols for sale. *Harvard Business Review*, 37(4), 117–124.
- Libert, B., Wind, Y., & Beck Fenley, M. (2015). What Apple, Lending Club, and Airbnb know about collaborating with customers. *Harvard Business Review*. Retrieved from <http://hbr.org/2015/07/what-apple-lending-club-and-airbnb-know-about-collaborating-with-customers>
- Mälåskä, M., Saraniemi, S., & Tähtinen, J. (2011). Network actors' participation in B2B SME branding. *Industrial Marketing Management*, 40(7), 1144–1152.
- Mason, C., & Simmons, J. (2014). Embedding corporate social responsibility in corporate governance: A stakeholder systems approach. *Journal of Business Ethics*, 119, 77–86.
- Maxfield, S. (2008). Reconciling corporate citizenship and competitive strategy: Insights from economic theory. *Journal of Business Ethics*, 80(2), 367–377.
- Mazutis, D. D., & Slawinski, N. (2015). Reconnecting business and society: Perceptions of authenticity in corporate social responsibility. *Journal of Business Ethics*, 131(1), 137–150.
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service dominant logic perspective. *Journal of the Academy of Marketing Science*, 37, 328–344.
- Michel, G. (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction”. *Journal of Business Research*, 70, 453–455.

Morsing, M., & Kristensen, J. (2001). The question of coherency in corporate branding – Over time and across stakeholders. *Journal of Communication Management*, 6(1), 24–40.  
<https://doi.org/10.1108/13632540210806919>

Muniz, A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27, 412–432.

Otubanjo, O., Abimbola, T., & Amujo, O. (2010). Conceptualising the notion of corporate brand covenant. *Journal of Product and Brand Management*, 19(6), 410–422. <https://doi.org/10.1108/10610421011085721>

Parasuraman, A. (1987). Customer-oriented corporate cultures are crucial to services marketing success. *Journal of Services Marketing*, 1(1), 39–46.

Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. *Journal of Marketing*, 50(4), 135–145. <https://doi.org/10.2307/1251291>

Prahalad, C. K., & Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Boston, MA: Harvard Business School Press.

Ramaswamy, V. (2020). Leading the experience ecosystem revolution: Innovating offerings as interactive platforms. *Strategy & Leadership*, 48(3), 3–9.

Ramaswamy, V., & Ind, N. (2020). Company brands as purpose-driven lived experienced ecosystems. *European Business Review*. Retrieved from [www.europeanbusinessreview.com/company-brands-aspurpose-driven-lived-experience-ecosystems/](http://www.europeanbusinessreview.com/company-brands-aspurpose-driven-lived-experience-ecosystems/)

Ramaswamy, V., & Ozcan, K. (2014). *The co-creation paradigm*. Stanford: Stanford University Press.

Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.

Ramaswamy, V., & Ozcan, K. (2018). What is co-creation? An interactional creation framework and its implications for value creation. *Journal of Business Research*, 84, 196–205.

Ramaswamy, V., & Ozcan, K. (2021). Brands as co-creational experience ecosystems – An integrative theoretical framework of interactional creation. In S. Markovic, R. Gyrd-Jones, S. von Wallpach, & A. Lindgreen (Eds.), *Research handbook on brand co-creation: Theory, practice, and ethical implications*. London: Edward Elgar.

Rindell, A., Svensson, G., Mysen, T., Billström, A., & Wilén, K. (2011). Towards a conceptual foundation of 'Conscientious Corporate Brands'. *Journal of Brand Management*, 18(9), 709–719.

Roper, S., & Davies, G. (2007). The corporate brand: Dealing with multiple stakeholders. *Journal of Marketing Management*, 23(1–2), 75–90.

Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1–3), 53–67.

Shaw, D., & Shiu, E. (2002). The role of ethical obligation and self-identity in ethical consumer choice. *International Journal of Consumer Studies*, 26(2), 109–116.

Shostack, G. L. (1977). Breaking free from product marketing. *Journal of Marketing*, 73–90.  
<https://doi.org/10.1177/002224297704100219>

Smith, N. C. (2003). Corporate social responsibility: Whether or how? *California Management Review*, 45(4), 52–76.

Smith, N. C., & Rönnegard, D. (2016). Shareholder primacy, corporate social responsibility, and the role of business schools. *Journal of Business Ethics*, 134(3), 463–478.

Törmälä, M., & Gyrd-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85.

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.

Van de Ven, A. H. (1992). Suggestions for studying strategy process: A research note. *Strategic Management Journal*, 13(1), 169–188.

Van Rekom, J., Berens, G., & Van Halderen, M. (2013). Corporate social responsibility: Playing to win, or playing not to lose? Doing good by increasing the social benefits of a company's core activities. *Journal of Brand Management*, 20(9), 800–814.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44, 5–23.

von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452.

Walsh, G., & Beatty, S. E. (2007). Customer-based corporate reputation of a service firm: Scale development and validation. *Journal of the Academy of Marketing Science*, 35(1), 127–143.

Webster, F. E., & Keller, K. L. (2004). A roadmap for branding in industrial markets. *Journal of Brand Management*, 11(5), 388–402.

Welcker, J. W. (1949). The community relations problem of industrial companies. *Harvard Business Review*, 49(6), 771–780.

Wider, S., von Wallpach, S., & Mühlbacher, H. (2018). Brand management: Unveiling the delusion of control. *European Management Journal*, 36(3), 301–305.

## Demarcating the Field of Corporate Brand Management

Aaker, D. A. (1996). *Building strong brands*. New York: Free Press.

Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, 46(3), 6–18.

<https://doi.org/10.1177/000812560404600301>

Abratt, R., & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations: Reconciliation and integration. *European Journal of Marketing*, 46(7), 1048–1063.

<https://doi.org/10.1108/03090561211230197>

American Express. (2020). Our blue box shared values. Retrieved from [www.americanexpress.com/us/supplier-management/supplier-standards/our-blue-box-shared-values.html](http://www.americanexpress.com/us/supplier-management/supplier-standards/our-blue-box-shared-values.html)

Argenti, P. A., & Druckenmiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review*, 6(4), 368–374. <https://doi.org/10.1057/palgrave.crr.1540005>

Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 22–46. <https://doi.org/10.1177/030630709502100102>

Balmer, J. M. T. (2008). Identity based views of the corporation. Insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity, and corporate image. *European Journal of Marketing*, 42(9/10), 879–906. <http://dx.doi.org/10.1108/03090560810891055>

Balmer, J. M. T. (2009). Scrutinising the British monarchy: The corporate brand that was shaken, stirred and survived. *Management Decision*, 47(4), 639–675. <https://doi.org/10.1108/00251740910959468>

Balmer, J. M. T. (2011). Corporate heritage identities, corporate heritage brands and the multiple heritage identities of the British Monarchy. *European Journal of Marketing*, 45(9/10), 1380–1398.

<https://doi.org/10.1108/03090561111151817>

Balmer, J. M. T. (2012). Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7/8), 1064–1092.

<https://doi.org/10.1108/03090561211230205>

Balmer, J. M. T. (2013). Corporate heritage, corporate heritage marketing, and total corporate heritage communications. What are they? What of them? *Corporate Communications: An International Journal*, 18(3), 290–326. <https://doi.org/10.1108/CCIJ-05-2013-0031>

Balmer, J. M. T., Abratt, R., & Kleyn, N. (2016). Corporate brands and corporate marketing: Emerging trends in the big five eco-system. *Journal of Brand Management*, 23(1), 3–7. <https://doi.org/10.1057/bm.2015.51>

Balmer, J. M. T., & Burghausen, M. (2015). Explicating corporate heritage, corporate heritage brands and organisational heritage. *Journal of Brand Management*, 22(5), 364–384. <https://doi.org/10.1057/bm.2015.26>

Balmer, J. M. T., & Burghausen, M. (2019). Marketing, the past and corporate heritage. *Marketing Theory*, 19(2), 217–227. <https://doi.org/10.1177/1470593118790636>

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7/8), 972–997. <https://doi.org/10.1108/03090560310477627>

Balmer, J. M. T., Greyser, S. A., & Urde, M. (2006). The crown as a corporate brand: Insights from monarchies. *Journal of Brand Management*, 14(1/2), 137–161. <https://doi.org/10.1057/palgrave.bm.2550031>

Balmer, J. M. T., Mahmoud, R., & Chen, W. (2020). Impact of multilateral place dimensions on corporate brand attractiveness and identification in higher education: Business school insights. *Journal of Business Research*, 116, 628–641. <https://doi.org/10.1016/j.jbusres.2019.03.015>

Balmer, J. M. T., Powell, S. M., Kernstock, J., & Brexendorf, O. (2017). *Advances in corporate branding*. London: Palgrave Macmillan.

Battacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework for understanding consumer's relationships with companies. *Journal of Marketing*, 67(2), 76–88.

<https://doi.org/10.1509/jmkg.67.2.76.18609>

Bendixen, M., & Abratt, R. (2007). Corporate identity, ethics and reputation in supplier-buyer relationships. *Journal of Business Ethics*, 76(1), 69–82. <https://doi.org/10.1007/s10551-006-9273-4>

Berrone, P., Surroca, J., & Tribó, J. A. (2007). Corporate ethical identity as a determinant of firm performance: A test of the mediating role of stakeholder satisfaction. *Journal of Business Ethics*, 76, 35–53. <https://doi.org/10.1007/s10551-006-9273-4>

Beverland, M., & Farrelly, F. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. *Journal of Consumer Research*, 36(5), 838–856.

<https://doi.org/10.1086/615047>

Bick, G., Jacobson, M. C., & Abratt, R. (2003). The corporate identity management process revisited. *Journal of Marketing Management*, 19(7/8), 835–855. <https://doi.org/10.1080/0267257X.2003.9728239>

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73, 52–68. <https://doi.org/10.1509/jmkg.73.3.052>

Bruhn, M., Schoenmüller, V., Schäfer, D., & Heinrich, D. (2012). Brand authenticity: Towards a deeper understanding of its conceptualization and measurement. *Advances in Consumer Research*, 40, 567–576.

Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 12(4), 279–300. <https://doi.org/10.1057/palgrave.bm.2540223>

Coca-Cola. (2020). Coca-Cola mission and vision statement analysis. Retrieved from <https://mission-statement.com/coca-cola/>

Cornelissen, J. (2004). *Corporate communications theory and practice*. Los Angeles, CA: SAGE.

Cullinan, J., Abratt, R., & Mingione, M. (2020). Challenges of corporate brand building and management in a state owned enterprise. *Journal of Product & Brand Management*, 30(2), 293–305. <https://doi.org/10.1108/JPBM-08-2019-2522>

Curtis, T., Abratt, R., & Minor, W. (2009). Corporate brand management in higher education: The case of ERAU. *Journal of Product & Brand Management*, 18(6), 404–413. <https://doi.org/10.1108/10610420910989721>

da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36. <https://doi.org/10.1016/j.jbusres.2011.07.020>

Dall'Omo Riley, F., & de Chernatony, L. (2000). The service brands as relationships builder. *British Journal of Management*, 11(2), 137–150. <https://doi.org/10.1111/1467-8551.t01-1-00156>

de Chernatony, L., Dizerury, S., & Segal-Horn, S. (2003). Building a services brand: Stages, people and orientations. *Service Industries Journal*, 23(3), 1–21. <https://doi.org/10.1080/714005116>

Delgado-Ballester, E. (2004). Applicability of a brand trust scale across product categories: A multigroup invariance analysis. *European Journal of Marketing*, 38(5/6), 573–592. <https://doi.org/10.1108/03090560410529222>

Delgado-Ballester, E., & Luis Munuera-Alemán, J. (2001). Brand trust in the context of consumer loyalty. *European Journal of Marketing*, 35(11/12), 1238–1258. <https://doi.org/10.1108/EUM00000000006475>

Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review*, 20(1), 65–91. <https://doi.org/10.5465/amr.1995.9503271992>

Drori, G. S., Delmestri, G., & Oberg, A. (2013). Branding the university: Relational strategy of identity construction in a competitive field. In L. Engwall & P. Scott (Eds.), *Trust in higher education institutions* (pp. 134–147). London: Portland Press.

Du, S., & Vieira, E. T. (2012). Striving for legitimacy through corporate social responsibility: Insights from oil companies. *Journal of Business Ethics*, 110(4), 413–427. <https://doi.org/10.1007/s10551-012-1490-4>

Eggers, F., O'Dwyer, M., Kraus, S., Vallaster, C., & Güldenber, S. (2013). The impact of brand authenticity on brand trust and SME growth: A CEO perspective. *Journal of World Business*, 48(3), 340–348. <https://doi.org/10.1016/j.jwb.2012.07.018>

Einwiller, S., & Will, M. (2002). Towards an integrated approach to corporate branding: Findings from an empirical study. *Corporate Communications: An International Journal*, 7(2), 100–109. [https://doi.org/10.1007/978-3-8349-9772-2\\_13](https://doi.org/10.1007/978-3-8349-9772-2_13)

Erdem, T., & Swait, J. (2004). Brand credibility, brand consideration, and choice. *Journal of Consumer Research*, 31(1), 191–198. <https://doi.org/10.1086/383434>

Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366–375. <https://doi.org/10.1016/j.jbusres.2018.07.015>

Ferrell, O. C., & Geoffrey, H. (2000). *Business: A changing world*. New York: McGraw-Hill Education.

Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24, 343–373. <https://doi.org/10.1086/209515>

Fukukawa, K., Balmer, J. M. T., & Gray, E. R. (2007). Mapping the interface between corporate identity, ethics and corporate social responsibility. *Journal of Business Ethics*, 76, 1–5. <https://doi.org/10.1007/s10551-006-9277-0>

Gaus, A. (2020). 6 Socially responsible companies to applaud. Retrieved from [www.classy.org/blog/6-socially-responsible-companies-applaud/](http://www.classy.org/blog/6-socially-responsible-companies-applaud/)

Global RepTrak. (2020). 2020's most reputable companies worldwide. Retrieved from [www.reprtrak.com/global-reprtrak-100/](http://www.reprtrak.com/global-reprtrak-100/)

Gray, J. (1986). *Managing the corporate image*. Westport, CT: Quorum Books.

Green, T., & Peloza, J. (2011). How does corporate social responsibility create value for consumers? *Journal of Consumer Marketing*, 28(1), 48–56. <https://doi.org/10.1108/07363761111101949>

Greenberg, A. (1961). Frame of reference of image responses. *Journal of Marketing*, 25(4), 62–64. <https://doi.org/10.1177/002224296102500413>

Greenberg, M. R. (2014). Energy policy and research: The underappreciation of trust. *Energy Research & Social Science*, 1, 152–160. <https://doi.org/10.1016/j.erss.2014.02.004>

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <https://doi.org/10.1362/026725707X178558>

Hankinson, G. (2010). Place branding research: A cross-disciplinary agenda and the views of practitioners. *Place Branding and Public Diplomacy*, 6(4), 300–315. <https://doi.org/10.1057/pb.2010.29>

Hansen, J. R., & Ferlie, E. (2016). Applying strategic management theories in public sector organisations: Developing a typology. *Public Management Review*, 18(1), 1–19. <https://doi.org/10.1080/14719037.2014.957339>

Harris Poll-Axios. (2020). The 100 most visible companies. Retrieved from [www.axios.com/axios-harris-poll-corporate-reputations-2020-7fe2c572-ba60-4897-b470-0a60ec96fb9e.html](http://www.axios.com/axios-harris-poll-corporate-reputations-2020-7fe2c572-ba60-4897-b470-0a60ec96fb9e.html)

Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 79(2), 128–134.

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064. <https://doi.org/10.1108/03090560310477654>

Hatch, M. J., & Schultz, M. (2008). Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding. San Francisco, CA: Jossey Bass.

Högström, C., Davoudi, S., Löfgren, M., & Johnson, M. (2016). Relevant and preferred public service: A study of user experiences and value creation in public transit. *Public Management Review*, 18(1), 65–90. <https://doi.org/10.1080/14719037.2014.957343>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Schultz, M. (2020a). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63, 51–60. <https://doi.org/10.1016/j.bushor.2019.09.005>

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020b). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Iglesias, O., Singh, J. J., & Foguet, B. (2011). The role of brand experience and affective commitment in determining brand loyalty. *Journal of Brand Management*, 18(8), 570–582. <https://doi.org/10.1057/bm.2010.58>

Ind, N. (1998). An integrated approach to corporate branding. *Journal of Brand Management*, 6(5), 323–329. <https://doi.org/10.1057/bm.1998.20>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Interbrand. (2020). Best global brands. Retrieved from <https://interbrand.com/best-brands/>

Jenkins, N. (1991). The business image. London: Kogan Page.

Kapferer, J.-N. (2008). The new strategic brand management, creating and sustaining brand equity long term. London: Kogan Page.

Kavaratzis, M., & Hatch, M. J. (2021). The elusive destination brand and the ATLAS wheel of place brand management. *Journal of Travel Research*, 60(1), 3–15. <https://doi.org/10.1177/0047287519892323>

Kay, M. J. (2006). Strong brands and corporate brands. *European Journal of Marketing*, 40(7–8), 742–760. <https://doi.org/10.1108/03090560610669973>

Kennedy, S. H. (1977). Nurturing corporate images: Total communication or ego trip? *European Journal of Marketing*, 11(1), 120–164.

Kirby, S. D. (2001). Focus on branding: Introduction and overview. *Social Marketing Quarterly*, 7(2), 4–7. <https://doi.org/10.1080/15245004.2001.9961149>

Kleyn, N., Abratt, R., Chipp, K., & Goldman, M. (2012). Building a strong corporate ethical identity: Key findings from suppliers. *California Management Review*, 54(3), 61–76. <https://doi.org/10.1525/cmr.2012.54.3.61>

Klijin, E., Eshuis, J., & Braun, E. (2012). The influence of stakeholder involvement on the effectiveness of place branding. *Public Management Review*, 14(4), 499–519. <https://doi.org/10.1080/14719037.2011.649972>

Knox, S., & Bickerton, D. (2003). The six conventions of corporate branding. *European Journal of Marketing*, 37(7–8), 998–1016. <https://doi.org/10.1108/03090560310477636>

Laczniak, G., & Murphy, P. (1991). Fostering ethical marketing decisions. *Journal of Business Ethics*, 10(4), 259–271. <https://doi.org/10.1007/BF00382965>

Lefebvre, R. C. (2013). Social marketing and social change. New York: John Wiley & Sons.

Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: Imperatives for transforming born-digital startups into successful corporate brands. *Journal of Marketing Management*, 36(11–12), 981–1008. <https://doi.org/10.1080/0267257X.2020.1750453>

Montiel, I. (2008). Corporate social responsibility and corporate sustainability: Separate pasts, common futures. *Organisation & Environment*, 21(3), 245–269. <https://doi.org/10.1177/1086026608321329>

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, 73(5), 122–142. <https://doi.org/10.1509/jmkg.73.5.122>

Naidoo, C., & Abratt, R. (2018). Brands that do good: Insight into social brand equity. *Journal of Brand Management*, 25, 3–13. <https://doi.org/10.1057/s41262-017-0072-2>

Nguyen, N., & Leblanc, G. (2001). Corporate image and corporate reputation in customers' retention decisions in services. *Journal of Retailing and Consumer Services*, 8(4), 227–236. [https://doi.org/10.1016/S0969-6989\(00\)00029-1](https://doi.org/10.1016/S0969-6989(00)00029-1)

Osborne, S. P., & Brown, K. (2005). *Managing change and innovation in public sector organisations*. London: Routledge.

Powell, S. (2014). Twenty-one years of the *Journal of Brand Management*: A commemorative review. *Journal of Brand Management*, 21(9), 689–701. <https://doi.org/10.1057/bm.2015.3>

Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, 15(1), 57–70. [https://doi.org/10.1057/978-1-352-00008-5\\_6](https://doi.org/10.1057/978-1-352-00008-5_6)

Ringstrom, A. (2018, June 7). IKEA to use only renewable and recycled materials by 2030. Retrieved from [www.reuters.com/article/us-ikea-sustainability/ikea-to-use-only-renewable-and-recycled-materials-by-2030-idUSKCN1J31CD](http://www.reuters.com/article/us-ikea-sustainability/ikea-to-use-only-renewable-and-recycled-materials-by-2030-idUSKCN1J31CD)

Rokeach, M. (1973). *The nature of human values*. New York: Free Press.

Roper, S., & Davies, G. (2007). The corporate brand: Dealing with multiple stakeholders. *Journal of Marketing Management*, 23(1–2), 75–90. <https://doi.org/10.1362/026725707X178567>

Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing*, 38(2), 225–243. <https://doi.org/10.1509/jmkr.38.2.225.18838>

Shee, P., & Abratt, R. (1989). A new approach to the corporate image management process. *Journal of Marketing Management*, 5(1), 63–76. <https://doi.org/10.1080/0267257X.1989.9964088>

Slotegraaf, R., & Atuahene-Gima, K. (2011). Product development team stability and new product advantage: The role of decision-making processes. *Journal of Marketing*, 75(1), 96–108. <https://doi.org/10.1509/jm.75.1.96>

Spector, A. J. (1961). Basic dimensions of the corporate image. *Journal of Marketing*, 25(6), 47–51. <https://doi.org/10.1177/002224296102500608>

Starbucks. (2019). 2019 report on global social impact. Retrieved from [www.starbucks.com/responsibility/global-report](http://www.starbucks.com/responsibility/global-report)

Sweetin, V. H., Knowles, L. L., Summey, J. H., & McQueen, K. S. (2013). Willingness-to-punish the corporate brand for corporate social irresponsibility. *Journal of Business Research*, 66(10), 1822–1830. <https://doi.org/10.1016/j.jbusres.2013.02.003>

TOMS. (2020). TOMS global giving fund Covid-19. \$2 million, made possible by you. Retrieved from [www.toms.com/uk/global-giving-fund.html](http://www.toms.com/uk/global-giving-fund.html)

Urde, M. (1994). Brand orientation – A strategy for survival. *Journal of Consumer Marketing*, 11(3), 18–32. <https://doi.org/10.1108/07363769410065445>

Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing*, 37(7–8), 1017–1040. <https://doi.org/10.1108/03090560310477645>

Urde, M. (2009). Uncovering the corporate brand's core values. *Management Decision*, 47(4), 616–638. <https://doi.org/10.1108/00251740910959459>

Urde, M., Greyser, S. A., & Balmer, J. M. T. (2007). Corporate brands with a heritage. *Journal of Brand Management*, 15(1), 4–19. <https://doi.org/10.1057/palgrave.bm.2550106>

Vallaster, C., & de Chernatony, L. (2006). Internal brand building and structuration: The role of leadership. *European Journal of Marketing*, 40(7–8), 761–784. <https://doi.org/10.1108/03090560610669982>

Vermeir, I., & Verbeke, W. (2008). Sustainable food consumption among young adults in Belgium: Theory of planned behaviour and the role of confidence and values. *Ecological Economics*, 64(3), 542–553. <https://doi.org/10.1016/j.ecolecon.2007.03.007>

Vesal, M., Siahtiri, V., & O'Cass, A. (2021). Strengthening B2B brands by signalling environmental sustainability and managing customer relationships. *Industrial Marketing Management*, 92, 321–331. <https://doi.org/10.1016/j.indmarman.2020.02.024>

von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452. <https://doi.org/10.1016/j.jbusres.2016.06.021>

Wæraas, A. (2008). Can public sector organisations be coherent corporate brands? *Marketing Theory*, 8(2), 205–221. <https://doi.org/10.1177/1470593108093325>

Walmart. (2019). 2019 Annual report. Defining the future of retail. Retrieved from [https://s2.q4cdn.com/056532643/files/doc\\_financials/2019/annual/Walmart-2019-AR-Final.pdf](https://s2.q4cdn.com/056532643/files/doc_financials/2019/annual/Walmart-2019-AR-Final.pdf)

Wiedmann, K. P., Hennigs, N., Schmidt, S., & Wuestefeld, T. (2011). The importance of brand heritage as a key performance driver in marketing management. *Journal of Brand Management*, 19(3), 182–194.

<https://doi.org/10.1057/bm.2011.36>

Worcester, B. (1986). Corporate image research. In R. Worcester & J. Dowham (Eds.), *Consumer market research handbook* (3rd ed., pp. 601–616). New York: McGraw Hill.

World Commission on Environment and Development. (1987). *Our common future*. Oxford: Oxford University Press.

## Corporate Brand Management from a Co-Creative Perspective

Aaker, D. A. (1996). *Building strong brands*. New York: University of Michigan; Free Press.

Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership*. New York: Free Press.

Aaker, J., Fournier, S., & Brasel, A. S. (2004). When good brands do bad. *Journal of Consumer Research*, 31, 1–16.

Andriopoulou, A., Skourtis, G., Giannopoulos, A., Strapchuk, S., & Koniordos, M. (2019). Understanding value co-destruction in tourism service ecosystem. 11th International Scientific Conference, Mecavnik-Drvengrad, Uzice, Serbia.

Argyres, N. S., De Massis, A., Foss, N. J., Frattini, F., Jones, G., & Silverman, B. S. (2020). History-informed strategy research: The promise of history and historical research methods in advancing strategy scholarship. *Strategic Management Journal*, 41, 343–368. <https://doi.org/10.1002/smj.3118>

Arvidsson, A., & Caliendo, A. (2016). Brand public. *Journal of Consumer Research*, 42(5), 727–748.

Asmussen, B., Harridge-March, S., Occhiocupo, N., & Farquhar, J. D. (2013). The multi-layered nature of the internet-based democratization of brand management. *Journal of Business Research*, 66(9), 1473–1483. <https://doi.org/10.1016/j.buses.2012.09.010>

Bagozzi, R. P. (1975). Marketing as exchange. *Journal of Marketing*, 39(4), 32–39. <https://doi.org/10.2307/1250593>

Bal, A. S., Pitt, L. F., Berthon, P., & DesAutels, P. (2009). Caricatures, cartoons, spoofs and satires: Political brands as butts. *Journal of Public Affairs*, 9(4), 229–237.

Ballantyne, D., & Aitken, R. (2007). Branding in B2B markets: Insights from the service-dominant logic of marketing. *Journal of Business & Industrial Marketing*, 22(6), 363–371.

Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46.

Balmer, J. M. T. (2001). Corporate identity, corporate branding and corporate marketing – Seeing through the fog. *European Journal of Marketing*, 35(3), 248–291.

Balmer, J. M. T., & Grey, E. R. (2003). Commentary – Corporate brands. What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997.

Berthon, P., Pitt, L. F., & Campbell, C. (2008). Ad lib: When customers create the ad. *California Management Review*, 50(4), 6–32.

Berthon, P., Pitt, L. F., Kietzmann, J., & McCarthy, I. P. (2015). CGIP: Managing consumer-generated intellectual property. *California Management Review*, 57(4), 43–62.

Bertilsson, J., & Rennstam, J. (2018). The destructive side of branding: A heuristic model for analyzing the value of branding practice. *Organization*, 25(2), 260–281.

Bertschy, M., Mühlbacher, H., & Desbordes, M. (2020). Esports extension of a football brand: Stakeholder co-creation in action? *European Sport Management Quarterly*, 20(1), 47–68.

Beverland, M. B., Farrelly, F., & Quester, P. G. (2010). Authentic subcultural membership: Antecedents and consequences of authenticating acts and authoritative performances. *Psychology & Marketing*, 27(7), 698–716. <https://doi.org/10.1002/mar.20352>

Birkigt, K., & Stadler, M. (1986). *Corporate identity: Grundlagen, Funktionen und Beispiele*. Landsberg am Lech: Verlag Moderne Industrie.

Bonsu, S. K., & Darmody, A. (2008). Co-creating second life: Market-consumer cooperation in contemporary economy. *Journal of Macromarketing*, 28(4), 355–368.

Brodie, R. J., Fehrer, J. A., Jaakkola, E., & Conduit, J. (2019). Actor engagement in networks: Defining the conceptual domain. *Journal of Service Research*, 22(2), 173–188.

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105–114.

Cabiddu, F., Frau, M., & Lombardo, S. (2019). Toxic collaborations: Co-destroying value in the B2B context. *Journal of Service Research*, 22(3), 241–255.

Canniford, R., & Shankar, A. (2013). Purifying practices: How consumers assemble romantic experiences of nature. *Journal of Consumer Research*, 39, 1051–1069.

Carlson, B. D., Suter, T. A., & Brown, T. J. (2008). Social versus psychological brand community: The role of psychological sense of brand community. *Journal of Business Research*, 61(4), 284–291.

Chesbrough, H. W. (2006). *Open innovation: The new imperative for creating and profiting from technology*. Boston, MA: Harvard Business Press.

Clark, M., Lages, C., & Hollebeek, L. (2020). Friend or foe? Customer engagement's value-based effects on fellow customers and the firm. *Journal of Business Research*, 1251. <https://doi.org/10.1016/j.jbusres.2020.03.011>

Cova, B., & Cova, V. (2002). Tribal marketing: The tribalisation of society and its impact on the conduct of marketing. *European Journal of Marketing*, 36(5–6), 595–620.

Cova, B., & Dallı, D. (2009). Working consumers: The next step in marketing theory? *Marketing Theory*, 9(3), 315–339.

Cova, B., Pace, S., & Skålen, P. (2015). Marketing with working consumers: The case of a carmaker and its brand community. *Organization*, 22(5), 682–701.

Cova, B., & White, T. (2010). Counter-brand and alter-brand communities: The impact of web 2.0 on tribal marketing approaches. *Journal of Marketing Management*, 26, 256–270.

Crane, A., & Ruebottom, T. (2011). Stakeholder theory and social identity: Rethinking stakeholder identification. *Journal of Business Ethics*, 102(1), 77–87.

Da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36.

de Chernatony, L., & Harris, F. (2000). Developing corporate brands through considering internal and external stakeholders. *Corporate Reputation Review*, 3(3), 268–274.

de Chernatony, L., & Segal-Horn, S. (2001). Building on services' characteristics to develop successful services brands. *Journal of Marketing Management*, 17(7), 645–669.

de Nooy, W., & Mrvar, A. (2005). *Exploratory social network analysis with pajek*. New York: Cambridge University Press.

Deleuze, G. (1988). *Bergsonism*. New York: Zone Books.

Diamond, N., Sherry, J. F., Muñiz, A. M., McGrath, M. A., Kozinets, R. V., & Borghini, S. (2009). American girl and the brand gestalt: Closing the loop on sociocultural branding research. *Journal of Marketing*, 73, 118–134.

Dion, D., & Arnould, E. (2016). Persona-fied brands: Managing branded persons through persona. *Journal of Marketing Management*, 32, 121–148.

Dolan, R., Seo, Y., & Kemper, J. (2019). Complaining practices on social media in tourism: A value co-creation and co-destruction perspective. *Tourism Management*, 73, 35–45.

Dong, L., & Tian, K. (2009). The use of western brands in asserting Chinese national identity. *Journal of Consumer Research*, 36(3), 504–523.

Dul, J. (2016). Necessary Condition Analysis (NCA). Logic and methodology of “Necessary but Not Sufficient” causality. *Organizational Research Methods*, 19(1), 10–52.

Echeverri, P., & Skålen, P. (2011). Co-creation and co-destruction: A practice theory based study of interactive value formation. *Marketing Theory*, 11, 351–373.

Edvardsson, K., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: A social construction approach. *Journal of the Academy of Marketing Science*, 39(2), 327–339.

Eiglier, P., & Langeard, E. (1987). *Servuction – Le marketing des services*. Paris: McGraw-Hill.

Elliott, R., & Davies, A. (2005). Symbolic brands and authenticity of identity performance. In J. Schroeder & M. Salzer-Morling (Eds.), *Brand culture*. London: Routledge.

Engen, M., Fransson, M., Quist, J., & Skålen, P. (2020). Continuing the development of the public service logic: A study of value co-destruction in public services. *Public Management Review*, 22.

Ertimur, B., & Gilly, M. C. (2012). So whaddya think? Consumers create ads and other consumers critique them. *Journal of Interactive Marketing*, 26(3), 115–130.

Fisher, D., & Smith, S. (2011). Cocreation is chaotic: What it means for marketing when no one has control. *Marketing Theory*, 11(3), 325–350.

Fournier, S., & Avery, J. (2011). The uninvited brand. *Business Horizons*, 54(3), 193–207.

Frow, P., & Payne, A. (2011). A stakeholder perspective of the value proposition concept. *European Journal of Marketing*, 45(1–2), 223–240.

Freeman, R. E., Harrison, J., & Zyglidopoulos, S. (2018). *Stakeholder theory: Concepts and strategies* (Cambridge Elements in Organization Theory). Cambridge: Cambridge University Press.

Füller, J., Lüdicke, M. K., & Jawecki, G. (2008). How brands enchant: Insights from observing community driven brand creation. *Advances in Consumer Research*, 35, 359–366.

Füller, J., Schroll, R., & von Hippel, E. (2013). User generated brands and their contribution to the diffusion of user innovations. *Research Policy*, 42(6–7), 1197–1209.

Gebauer, J., Füller, J., & Pezzeri, R. (2013). The dark and the bright side of co-creation: Triggers of member behavior in online innovation communities. *Journal of Business Research*, 66(9), 1516–1527.



Goldenberg, J., Han, S., Lehmann, D. R., & Hong, J. W. (2009). The role of hubs in the adoption process. *Journal of Marketing*, 73(2), 1–13.

Grégoire, Y., & Fisher, R. J. (2006). The effects of relationship quality on customer retaliation. *Marketing Letters*, 17(1), 31–46.

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 5973.

Grönroos, C. (1982). An applied service marketing theory. *European Journal of Marketing*, 16(7), 30–41.

Grönroos, C., & Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41(2), 133–150.

Gummesson, E. (1987). The new marketing – Developing long-term interactive relationships. *Long Range Planning*, 20(4), 10–20.

Gummesson, E. (1991). Marketing-orientation revisited: The crucial role of the part-time marketer. *European Journal of Marketing*, 25(2), 60–75.

Gummesson, E. (2006). Many-to-many marketing as grand theory: A nordic school contribution. New York: Sharpe.

Gyrd-Jones, R., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493.

Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand. *Harvard Business Review*, 79(2), 128–134.

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7), 1041–1064.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation. *Brand Management*, 17(8), 590–604.

Hemetsberger, A. (2006). When David becomes goliath: Ideological discourse in new online consumer movements. In C. Pechmann & L. Price (Eds.), *Advances in consumer research* (Vol. 33, pp. 494–500). Provo, Utah: Association for Consumer Research.

Hemetsberger, A., & Reinhardt, C. (2006). Learning and knowledge-building in open-source communities – A social-experiential approach. *Management Learning*, 37(2), 187–214.

Hillebrand, B., Driessen, P. H., & Koll, O. (2015). Stakeholder marketing: Theoretical foundations and required capabilities. *Journal of the Academy of Marketing Science*, 43(4), 411–428.

Holbrook, M. B. (2006). Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of Business Research*, 59(6), 714–725.

Hollebeek, L. D., Andreassen, T., Smith, D., Grönquist, D., Karahasanovic, A., & Marquez, A. (2018). Service innovation actor engagement: An integrative model. *Journal of Services Marketing*, 32(1), 95–100.

Hollebeek, L. D., Kumar, V., & Srivastava, R. K. (2021). From customer-, to actor-, to stakeholder engagement: Taking stock, conceptualization, and future directions. *Journal of Service Research*. <https://doi.org/10.1177/1094670520977680>

Hollenbeck, C. R., & Zinkhan, G. M. (2010). Anti-brand communities, negotiation of brand meaning, and the learning process: The case of Wal-Mart. *Consumption Markets & Culture*, 13(3), 325–345.

Holt, D. B. (2002). Why do brands cause trouble? A dialectical theory of consumer culture and branding. *Journal of Consumer Research*, 29(1), 70–90.

Hult, G. T. M., Mena, J. A., Ferrell, O. C., & Ferrell, L. (2011). Stakeholder marketing: A definition and conceptual framework. *Academy of Marketing Science Review*, 1(1), 44–65.

Hunt, S. D. (1976). The nature and scope of marketing. *Journal of Marketing*, 40(3), 17–28.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Ind, N., & Bjerke, R. (2007). *Branding governance*. London: Wiley & Sons.

Ind, N., Iglesias, O., & Markovics, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(1–2), 1–12. <https://doi.org/10.1057/s41262-017-0051-7>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.

Ingenbleek, P. T. M., & Imminik, V. M. (2010). Managing conflicting stakeholder interests: An exploratory case analysis of the formulation of corporate social responsibility standards in the Netherlands. *Journal of Public Policy & Marketing*, 29(1), 52–65.

Järvi, H., Kähkönen, A.-K., & Torvinen, H. (2018). When value co-creation fails: Reasons that lead to value co-destruction. *Scandinavian Journal of Management*, 34(1), 63–77.

Johnson, A. R., Thomson, M., & Matear, M. (2011). Coal in the heart: Self-relevance as a post-exit predictor of consumer anti-brand actions. *Journal of Consumer Research*, 38, 108–125.

Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787–792.

Jones, R. (2005). Finding sources of brand value: Developing a stakeholder model of brand equity. *Brand Management*, 13(1), 10–32.

Jordan, T., Gibson, F., Sinnett, B., & Howard, D. (2019). Stakeholder engagement in event planning: A case study of one rural community's process. *Event Management*, 23(1), 61–74.

Kapferer, J. N. (2004). *The new strategic brand management*. London and New York: Kogan Page.

Kapferer, J. N. (2008). *The new strategic brand management: Creating and sustaining brand equity long term* (4th ed.). London and New York: Kogan Page.

Kashif, M., & Zarkada, A. (2015). Value co-destruction between customers and frontline employees: A social system perspective. *International Journal of Bank Marketing*, 33(6), 672–691.

Kates, S. M. (2004). The dynamics of brand legitimacy: An interpretive study in the gay men's community. *Journal of Consumer Research*, 31(2), 455–465.

Keller, K. L. (1998). *Strategic brand management – Building, measuring, and managing brand equity*. Upper Saddle River, NJ: Prentice-Hall.

Keller, K. L. (2008). *Strategic brand management: Building, measuring, and managing brand equity*. Englewood Cliffs, NJ: Pearson; Prentice Hall.

Krishnamurthy, S., & Kucuk, U. S. (2009). Anti-branding on the internet. *Journal of Business Research*, 62(11), 1119–1126.

Koll, O., Woodside, A. G., & Mühlbacher, H. (2005). Balanced versus focused responsiveness to core constituencies and organizational effectiveness. *European Journal of Marketing*, 39(9–10), 1166–1183.

Korun, N., Gyrd-Jones, R., Al Zagir, N., & Brandis, A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70(1), 432–440.

Korun, N., & Mühlbacher, H. (2013). Multi-stakeholder virtual dialogue: Introduction to the special section. *Journal of Business Research*, 66(9), 1460–1464.

Kotler, P. (1991). *Marketing management*. Englewood Cliffs, NJ: Prentice Hall.

Kotler, P., & Armstrong, G. (2006). *Principles of marketing* (11th ed.). Upper Saddle River, NJ: Prentice Hall.

Kozinets, R. V. (2002). Can consumers escape the market? Emancipatory illuminations from burning man. *Journal of Consumer Research*, 29(1), 20–38.

Kozinets, R. V., de Valck, K., Wojnicki, A. C., & Wilner, S. J. S. (2010). Networked narratives: Understanding word-of-mouth marketing in online communities. *Journal of Marketing*, 74(2), 7s1–89.

Kozinets, R. V., & Handelman, J. M. (2004). Adversaries of consumption: Consumer movements, activism, and ideology. *Journal of Consumer Research*, 31(3), 691–704.

Kozinets, R. V., Sherry Jr., J. F., Storm, D., Duhachek, A., Nuttavuthisit, K., & Deberry-Spence, B. (2004). Ludic agency and retail spectacle. *Journal of Consumer Research*, 13(3), 658–672.

Leitch, S. R., & Motion, J. (2007). Retooling the corporate brand: A foucauldian perspective on normalisation and differentiation. Faculty of Commerce – Papers (Archive), University of Wollongong. Retrieved from <https://ro.uow.edu.au/compmpapers/522>

Leitch, S. R., & Richardson, N. (2003). Corporate branding in the new economy. *European Journal of Marketing*, 37(7–8), 1065–1079.

Letaifa, B., Edvardsson, B., & Tronvoll, B. (2016). The role of social platforms in transforming service ecosystems. *Journal of Business Research*, 69, 1933–1938.

Lucarelli, A., & Hallin, A. (2015). Brand transformation: A performative approach to brand regeneration. *Journal of Marketing Management*, 31(1–2), 84–106.

Luedicke, M. K., Thompson, C. J., & Giesler, M. (2010). Consumer identity work as moral protagonism: How myth and ideology animate a brand-mediated moral conflict. *Journal of Consumer Research*, 36(6), 1016–1032.

Makkonen, H., & Olkkonen, R. (2017). Interactive value formation in interorganizational relationships: Dynamic interchange between value co-creation, no-creation, and co-destruction. *Marketing Theory*, 17(4), 517–535.

McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building brand community. *Journal of Marketing*, 66(1), 38–54.

- Mello, P. A. (2021). *Qualitative comparative analysis: An introduction to research design and application*. Washington, DC: Georgetown University Press.
- Merz, M., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344.
- Michel, G. (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction”. *Journal of Business Research*, 70, 453–455.
- Michel, G., & Donthu, N. (2014). Why negative brand extension evaluations do not always negatively affect the brand: The role of central and peripheral brand associations. *Journal of Business Research*, 67(12), 2611–2619.
- Mühlbacher, H., & Böbel, I. (2019). From zero-sum to win-win – Organisational conditions for successful shared value strategy implementation. *European Management Journal*, 37(3), 313–324.
- Mühlbacher, H., & Hemetsberger, A. (2008). Cosa diamine è un brand? Un tentativo di integrazione e le sue conseguenze per la ricerca e il management. *Micro & Macro Marketing*, 2, 271–292.
- Mühlbacher, H., & Hemetsberger, A. (2013). Brands as processes, a social representations Perspective. In J. Scholderer & K. Brunso (Eds.), *Marketing, food and the consumer* (pp. 31–46). *Festschrift in Honour of Klaus G. Grunert*: Pearson.
- Muñiz Jr, A. M., & O’Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432.
- Neville, B. A., & Menguc, B. (2006). Stakeholder multiplicity: Toward an understanding of the interactions between stakeholders. *Journal of Business Ethics*, 66(4), 377–391.
- O’Sullivan, S. R., Richardson, B., & Collins, A. (2011). How brand communities emerge: The beamish conversion experience. *Journal of Marketing Management*, 27(9–10), 891–912.
- Parmentier, M.-A., & Fischer, E. (2015). Things fall apart: The dynamics of brand audience dissipation. *Journal of Consumer Research*, 41, 1228–1251.
- Payne, A., Storbacka, K., Frow, P., & Knox, S. (2009). Co-creating brands: Diagnosing and designing the relationship experience. *Journal of Business Research*, 62(3), 379–389.
- Pitt, L. F., Watson, R. T., Berthon, P., & Zinkhan, D. W. G. (2006). Corporate brands from an open-source perspective. *Journal of the Academy of Marketing Science*, 34(2), 115–127.
- Plé, L., & Chumpitaz Cáceres, R. (2010). Not always co-creation: Introducing interactional co-destruction of value in service-dominant logic. *Journal of Services Marketing*, 24(6), 430–437.
- Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, 78(1), 79–90.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 18(3), 5–14.
- Prior, D., & Marcos-Cuevas, J. (2016). Value co-destruction in interfirm relationships: The impact of actor engagement styles. *Marketing Theory*, 16(4), 533–552.
- Ramirez, R. (1999). Value co-production: Intellectual origins and implications for practice and research. *Strategic Management Journal*, 20(1), 49–65.
- Richards, L., Foster, D., & Morgan, R. (1998). Brand knowledge management: Growing brand equity. *Journal of Knowledge Management*, 2(1), 47–54.
- Ritzer, G., Paul, D., & Jurgenson, N. (2012). The coming of age of the prosumer. *American Behavioral Scientist*, 56(4), 379–398.
- Robson, J., & Farquhar, J. D. (2021). Recovering the corporate brand: Lessons from an industry crisis. *European Journal of Marketing*. <https://doi.org/10.1108/EJM-09-2019-0698>
- Roux, D. (2007). Consumer resistance: Proposal for an integrative framework. *Recherche et Applications en Marketing*, 22(4), 59–79.
- Santana, A. (2012). Three elements of stakeholder legitimacy. *Journal of Business Ethics*, 105(2), 257–265.
- Sarkar, S., & Banerjee, S. (2020). Brand co-creation through participation of organizations, consumers, and suppliers; an empirical validation. *Journal of Product and Brand Management*. <https://doi.org/10.1108/JPBM-01-2020-2732>
- Schau, H. J., Muñiz, A. M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73, 30–51.
- Schlenker, B. (1980). *Impression management: The self concept, social identity and interpersonal relations*. Monterrey: Brooks-Cole.
- Schroll, R., Schnurr, B., & Grewal, D. (2018). Humanizing products with handwritten typefaces. *Journal of Consumer Research*, 45(3), 648–672.
- Schultz, M., & de Chernatony, L. (2002). Introduction: The challenges of corporate branding. *Corporate Reputation Review*, 5(2), 105–112.
- Stieler, M., & Germelmann, C. C. (2018). Actor engagement practices and triadic value co-creation in the team sports ecosystem. *MARKETING ZFP – Journal of Research and Management*, 40(4), 30–43.
- Thompson, C. J., Rindfleisch, A., & Arsel, Z. (2006). Emotional branding and the strategic value of the Doppelgänger brand image. *Journal of Marketing*, 70(1), 50–64.

Törmälä, M., & Saraniemi, S. (2018). The roles of business partners in corporate brand image co-creation. *Journal of Product & Brand Management*, 27(1), 29–40.

van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, 13(3), 253–266.

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44(1), 5–23.

Von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70(1), 443–452.

Wider, S., von Wallpach, S., & Mühlbacher, H. (2018). Brand management: Unveiling the delusion of control. *European Management Journal*, 36, 301–305.

Zwick, D., Bonsu, S. K., & Darmody, A. (2008). Putting consumers to work: 'Co-creation' and new marketing govern-mentality. *Journal of Consumer Culture*, 8(2), 163–196.

## Welcome to the Matrix\*

Aaker, D. A. (2018). *Creating signature stories*. New York: Free Press.

Abratt, R., & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations: Reconciliation and integration. *European Journal of Marketing*, 46(7), 1048–1063.

Aristotle (2004). *The art of rhetoric*. London: Pinguine Classics (Translated with an introduction and notes by H. C. Lawson-Tancred).

Balmer, J. M. T. (2008). Identity-based views of the corporation. *European Journal of Marketing*, 42(9–10), 879–906.

Bately, M. (2016). *Brand meaning: Meaning, myth, and mystique in today's brands*. London: Routledge.

Baumgarth, C., Merrilees, B., & Urde, M. (2013). Brand orientation: Past, present, and future. *Journal of Marketing Management*, 29(9–10), 973–980.

Boulding, K. E. (1956). *The image: Knowledge in life and society*. Ann Arbor, MI: University of Michigan Press.

Bourdieu, P. (1992). *Distinction: A social critique of the judgment of taste*. London: Routledge.

De Wit, B., & Meyer, R. (2010). *Strategy: Process, content, context*. Andover: South-Western Cengage.

Fog, K., Budtz, C., & Yakoboylu, B. (2005). *Storytelling: Branding in practice*. Heidelberg: Springer.

Fombrun, C. J. (1996). *Reputation: Realizing value from the corporate image*. Boston, MA: Harvard Business School Press.

Gardner, B. B., & Levy, S. J. (1955, March–April). The product and the brand. *Harvard Business Review*, 33–39.

Greyser, S. A., & Urde, M. (2018a). The reputation of the 'world's most prestigious award': The Nobel Prize. Harvard Business School, Case number 9–919–401 with Teaching Note.

Greyser, S. A., & Urde, M. (2018b). The Swedish Academy #MeToo scandal and the reputation of the Nobel Prize. Harvard Business School, Case number 9–919–409 with Teaching Note.

Greyser, S. A., & Urde, M. (2019, January/February). What does your corporate brand stand for? *Harvard Business Review*.

Gromark, J., & Melin, F. (2011). The underlying dimensions of brand orientation and its impact on financial performance. *Journal of Brand Management*, 18, 394–410.

Hatch, M. J., & Schultz, M. (2003, February). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 129–134.

Holt, D., & Cameron, D. (2010). *Cultural strategy*. Oxford: Oxford University Press.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management. *Journal of Organizational Change Management*, 25(2), 252–264.

Iglesias, O., Landgraf, P., Ind, N., & Markovic, S. (2020). Corporate brand identity co-creation in business-to-business. *Industrial Marketing Management*, 85, 32–43.

Impecciati, E., & Ostermann, A.-M. (2020). Under pressure: Tensions in the acquiring firms corporate brand identity (Master Thesis). Lund University School of Economics and Management, Lund.

Ind, N. (1998). An integrated approach to corporate branding. *Journal of Brand Management*, 5(5), 323–329. <https://doi.org/10.1057/bm.1998.20>.

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.

Kapferer, J.-N. (2012). *The new strategic brand management*. London: Kogan Page.

Kennedy, S. H. (1977). Nurturing corporate images. *European Journal of Marketing*, 11(3), 119–164. <https://doi.org/10.1108/EUM0000000005007>.

King, S. (1991). Brand building in the 1990s. *Journal of Consumer Marketing*, 8(4), 43–52. <https://doi.org/10.1108/07363769110035144>.

Ku, H. E., Fiorini, R., & Huang, R. (2018). *When the golden arches lose their shine: McDonald's Japan food Scandal* (Corporate Brand Management and Reputation: Master Cases Series). Lund: Lund University School of Economics and Management.

Light, L., & Kiddon, J. (2015). *New brand leadership: Managing at the intersection of globalization, localization, and personalization*. Old Tappan: Pearson Education.

McCloskey, D. N. (1998). *The rhetoric of economics*. Madison, WI: The University of Wisconsin Press.

Morgan, G., & Smircich, L. (1982). Leadership: The management of meaning. *Journal of Applied Behavioral Science*, 18(3), 257–273.

Norrmann, R. (2001). *Reframing business: When the map changes the landscape*. New York: John Wiley & Sons.

Ogilvy, D. (1983). *Ogilvy on advertising*. London: Pan Books.

Olins, W. (1989). *Corporate identity*. London: Thames and Hudson.

Ries, A., & Trout, J. (1981). *Positioning: The battle for your mind*. New York: McGraw-Hill.

Roper, S., & Fill, C. (2012). *Corporate reputation: Brand and communication*. London: Pearson.

Santos, F. P. (2012, September). The semiotic conception of brand and the traditional marketing view. *Irish Journal of Management*, 95–108.

Sinek, S. (2009). *Start with why*. London: Pearson.

Urde, M. (1994). Brand orientation: A strategy for survival. *Journal of Consumer Marketing*, 11(3), 18–32.

Urde, M. (1999). Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management*, 15(1–3), 117–133.

Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing*, 37(7–8), 1017–1040.

Urde, M. (2009). Uncovering the corporate brand's core values. *Management Decision*, 47(4), 616–638.

Urde, M. (2013). Corporate brand identity matrix. *Journal of Brand Management*, 20(9), 742–761.

Urde, M. (2016). The brand core and its management over time. *Journal of Product and Brand Management*, 25(1), 26–42.

Urde, M., Baumgarth, C., & Merrilees, B. (2010). Brand orientation and market orientation: From alternatives to synergy. *Journal of Business Research*, 66(1), 13–20.

Urde, M., & Greyser, S. A. (2015). The Nobel Prize: The identity of a corporate heritage brand. *Journal of Product and Brand Management*, 24(4), 319–332.

Urde, M., & Greyser, S. A. (2016). The corporate brand identity and reputation matrix – The Nobel Prize case. *Journal of Brand Management*, 23(1), 89–117.

## Commentary on 'Towards a Paradigm Shift in Corporate Brand Management'

Aaker, D. (1996). Misconceptions about brands. *Journal of Brand Management*, 3(4), 212–214. <https://doi.org/10.1057/bm.1996.1>

Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46. <https://doi.org/10.1177/030630709502100102>

Balmer, J. M. T. (1998). Corporate identity and the advent of corporate marketing. *Journal of Marketing Management*, 14(8), 963–996. <https://doi.org/10.1362/026725798784867536>

Balmer, J. M. T. (2001a). The three virtues and seven deadly sins of corporate brand management. *Journal of General Management*, 27(1), 1–17. <https://doi.org/10.1177/030630700102700101>

Balmer, J. M. T. (2001b). Corporate identity, corporate branding and corporate marketing – Seeing through the fog. *European Journal of Marketing*, 35(3/4), 248–291. <https://doi.org/10.1108/03090560110694763>

Balmer, J. M. T. (2012). Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7–8), 1064–1092. <https://doi.org/10.1108/03090561211230205>

Balmer, J. M. T. (2013). Corporate brand orientation: What is it? What of it? *Journal of Brand Management*, 20(9), 723–741. <https://doi.org/10.1057/bm.2013.15>

Balmer, J. M. T. (2017). Advances in corporate brand, corporate heritage, corporate identity and corporate marketing scholarship. *European Journal of Marketing*, 51(9–10), 1462–1471. <https://doi.org/10.1108/EJM-07-2017-0447>

Balmer, J. M. T., Brexendorf, T. O., & Kernstock, J. (2013). Corporate brand management – A leadership perspective. *Journal of Brand Management*, 20(9), 717–722. <https://doi.org/10.1057/bm.2013.20>

Balmer, J. M. T., & Burghausen, M. (2019). Marketing, the past and corporate heritage. *Marketing Theory*, 19(2), 217–227. <https://doi.org/10.1177/1470593118790636>

Balmer, J. M. T., & Chen, W. (2017). Corporate heritage brands, augmented role identity and customer satisfaction. *European Journal of Marketing*, 51(9–10), 1510–1521. <https://doi.org/10.1108/EJM-07-2017-0449>

Balmer, J. M. T., & Greyser, S. A. (2003). *Revealing the corporation: Perspectives on identity, image, reputation, corporate branding and corporate-level marketing*. London: Routledge.

Balmer, J. M. T., Lin, Z., Chen, W., & He, X. (2020). The role of corporate brand image for B2B relationships of logistics service providers in China. *Journal of Business Research*, 117, 850–861. <https://doi.org/10.1016/j.jbusres.2020.03.043>

Balmer, J. M. T., Powell, S. M., Kernstock, J., & Brexendorf, T. O. (2017). Introduction: Current state and future directions for research on corporate brand management. In J. M. T. Balmer, S. M. Powell, J. Kernstock, & T. O. Brexendorf (Eds.), *Advances in corporate branding*. *Journal of Brand Management: Advanced Collections*. London: Palgrave Macmillan. [https://doi.org/10.1057/978-1-352-00008-5\\_1](https://doi.org/10.1057/978-1-352-00008-5_1)

Balmer, J. M. T., & Yen, D. A. (2017). The Internet of total corporate communications, quaternary corporate communications and the corporate marketing Internet revolution. *Journal of Marketing Management*, 33(1–2), 131–144. <https://doi.org/10.1080/0267257X.2016.1255440>

Biraghi, S., Gambetti, R. C., & Schultz, D. E. (2017). Advancing a citizenship approach to corporate branding: A societal view. *International Studies of Management & Organization*, 47(2), 206–215. <http://doi.org/10.1080/00208825.2017.1256168>

Cooper, T., Stavros, C., & Dobeles, A. R. (2019). The levers of engagement: An exploration of governance in an online brand community. *Journal of Brand Management*, 26(3), 240–254. <https://doi.org/10.1057/s41262-018-0132-2>

Cova, B., & Paraque, B. (2012). Value creation versus destruction: The relationship between consumers, marketers and financiers. *Journal of Brand Management*, 20(2), 147–158. <https://doi.org/10.1057/bm.2012.46>

Esch, F. R. (2019). Identität der Corporate Brand entwickeln und schärfen. In F. R. Esch, T. Tomczak, J. Kernstock, T. Langner, & J. Redler (Eds.), *Corporate brand management* (pp. 89–105). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-24900-7\\_5](https://doi.org/10.1007/978-3-658-24900-7_5)

Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366–375. <https://doi.org/10.1016/j.jbusres.2018.07.015>

France, C., Grace, D., Lo Iacono, J., & Carlini, J. (2020). Exploring the interplay between customer perceived brand value and customer brand co-creation behaviour dimensions. *Journal of Brand Management*, 27(4), 466–480. <https://doi.org/10.1057/s41262-020-00194-7>

Golob, U., Davies, M. A. P., Kernstock, J., & Powell, S. M. (2020). Trending topics plus future challenges and opportunities in brand management. *Journal of Brand Management*, 27(2), 123–129. <https://doi.org/10.1057/s41262-019-00184-4>

Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26(1), 1–8. <https://doi.org/10.1057/s41262-018-0112-6>

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <https://doi.org/10.1362/026725707X178558>

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493. <https://doi.org/10.1016/j.jbusres.2012.02.045>

Hatch, M., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>

Helm, C., & Jones, R. (2010). Extending the value chain – A conceptual framework for managing the governance of co-created brand equity. *Journal of Brand Management*, 17(8), 579–589. <https://doi.org/10.1057/bm.2010.19>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. <https://doi.org/10.1057/bm.2013.8>

Iglesias, O., Ind, N., & Schultz, M. (2020a). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60. <https://doi.org/10.1016/j.bushor.2019.09.005>

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020b). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Ind, N., Coates, N., & Lerman, K. (2020). The gift of co-creation: What motivates customers to participate. *Journal of Brand Management*, 27(2), 181–194. <https://doi.org/10.1057/s41262-019-00173-7>

Ind, N., & Iglesias, O. (2016). *Brand desire: How to create consumer involvement and inspiration*. London: Bloomsbury.

Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321. <https://doi.org/10.1057/s41262-017-0051-7>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Ind, N., & Schmidt, H. J. (2019). *Co-creating brands: Brand management from a co-creative perspective*. London: Bloomsbury.

Jones, R. (2012). Five ways branding is changing. *Journal of Brand Management*, 20(2), 77–79. <https://doi.org/10.1057/bm.2012.51>

Kapferer, J. N. (2014). The future of luxury: Challenges and opportunities. *Journal of Brand Management*, 21(9), 716–726. <https://doi.org/10.1057/bm.2014.32>

Kernstock, J., & Powell, S. M. (2018). Twenty-five years of the *Journal of Brand Management*. *Journal of Brand Management*, 25(6), 489–493. <https://doi.org/10.1057/s41262-018-0138-9>

Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253. <https://doi.org/10.1016/j.jbusres.2020.04.026>

Lahtinen, S., & Närkänen, E. (2020). Co-creating sustainable corporate brands: A consumer framing approach. *Corporate Communications: An International Journal*, 25(3), 447–461. <https://doi.org/10.1108/CCIJ-11-2019-0121>

Leitch, S., & Merlot, E. (2018). Power relations within brand management: The challenge of social media. *Journal of Brand Management*, 25(2), 85–92. <https://doi.org/10.1057/s41262-017-0081-1>

Leitch, S., & Motion, J. (2007). Retooling the corporate brand: A Foucauldian perspective on normalisation and differentiation. *Journal of Brand Management*, 15(1), 71–80. <https://doi.org/10.1057/palgrave.bm.2550111>

Meek, S., Ogilvie, M., Lambert, C., & Ryan, M. M. (2019). Contextualising social capital in online brand communities. *Journal of Brand Management*, 26(4), 426–444. <https://doi.org/10.1057/s41262-018-00145-3>

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37, 328–344. <https://doi.org/10.1007/s11747-009-0143-3>

Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: Imperatives for transforming born-digital startups into successful corporate brands. *Journal of Marketing Management*, 36(11–12), 981–1008. <https://doi.org/10.1080/0267257X.2020.1750453>

Mingione, M., & Leoni, L. (2020). Blurring B2C and B2B boundaries: Corporate brand value co-creation in B2B2C markets. *Journal of Marketing Management*, 36(1–2), 72–99. <http://doi.org/10.1080/0267257X.2019.1694566>

Nobre, H., & Ferreira, A. (2017). Gamification as a platform for brand co-creation experiences. *Journal of Brand Management*, 24(4), 349–361. <https://doi.org/10.1057/s41262-017-0055-3>

Ozdemir, S., Gupta, S., Foroudi, P., Wright, L. T., & Eng, T.-Y. (2020). Corporate branding and value creation for initiating and managing relationships in B2B markets. *Qualitative Market Research*, 23(4), 627–661. <https://doi.org/10.1108/QMR-12-2017-0168>

Powell, S. M. (2014). Twenty-one years of the *Journal of Brand Management*: A commemorative review. *Journal of Brand Management*, 21(9), 689–701. <https://doi.org/10.1057/bm.2015.3>

Powell, S. M. (2017). *Journal of Brand Management*: Year end review 2017. *Journal of Brand Management*, 24(6), 509–515. <https://doi.org/10.1057/s41262-017-0078-9>

Powell, S., Balmer, J. M. T., & Melewar, T. C. (2007). Corporate marketing and the branding of the organisation. *Journal of Brand Management*, 15(1), 1–3. <https://doi.org/10.1057/palgrave.bm.2550105>

Pranjal, P., & Sarkar, S. (2020). Corporate brand alignment in business markets: A practice perspective. *Marketing Intelligence & Planning*, 38(7), 907–920. <https://doi.org/10.1108/MIP-10-2019-0539>

Renton, M., & Richard, J. E. (2019). Exploring brand governance in SMEs: Does socialisation provide a means to value creation? *Journal of Brand Management*, 26(4), 461–472. <https://doi.org/10.1057/s41262-018-00143-5>

Sammour, A. A., Chen, W., & Balmer, J. M. T. (2020). Corporate heritage brand traits and corporate heritage brand identity: The case study of John Lewis. *Qualitative Market Research*, 23(3), 447–470. <https://doi.org/10.1108/QMR-03-2018-0039>

- Schivinski, B., Langaro, D., Fernandes, T., & Guzmán, F. (2020). Social media brand engagement in the context of collaborative consumption: The case of AIRBNB. *Journal of Brand Management*, 27(6), 645–661. <https://doi.org/10.1057/s41262-020-00207-5>
- Schmeltz, L., & Kjeldsen, A. K. (2019). Co-creating polyphony or cacophony? A case study of a public organization's brand co-creation process and the challenge of orchestrating multiple internal voices. *Journal of Brand Management*, 26(3), 304–316. <https://doi.org/10.1057/s41262-018-0124-2>
- Schmidt, H. J., & Redler, J. (2018). How diverse is corporate brand management research? Comparing schools of corporate brand management with approaches to corporate strategy. *Journal of Product & Brand Management*, 27(2), 185–202. <https://doi.org/10.1108/JPBM-05-2017-1473>
- Schniederjans, D. G., Atlas, S. A., & Starkey, C. M. (2018). Impression management for corporate brands over mobile media. *Journal of Product & Brand Management*, 27(4), 385–403. <https://doi.org/10.1108/JPBM-09-2016-1309>
- Sørensen, A. R., Korsager, E. M., & Heller, M. (2021). A bittersweet past: The negative equity of corporate heritage brands. *Journal of Consumer Culture*, 21(2), 200–218. <https://doi.org/10.1177/1469540518773803>
- Stach, J. (2019). Meaningful experiences: An embodied cognition perspective on brand meaning co-creation. *Journal of Brand Management*, 26(3), 317–331. <https://doi.org/10.1057/s41262-018-0133-1>
- Tarnovskaya, V., & Biedenbach, G. (2018). Corporate rebranding failure and brand meanings in the digital environment. *Marketing Intelligence and Planning*, 36(4), 455–469. <https://doi.org/10.1108/MIP-09-2017-0192>
- Törmälä, M., & Gyrd-Jones, R. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85. <https://doi.org/10.1016/j.indmarman.2017.05.002>
- Törmälä, M., & Saraniemi, S. (2018). The roles of business partners in corporate brand image co-creation. *Journal of Product & Brand Management*, 27(1), 29–40. <https://doi.org/10.1108/JPBM-01-2016-1089>
- Tuškej, U., & Podnar, K. (2018). Consumers' identification with corporate brands: Brand prestige, anthropomorphism and engagement in social media. *Journal of Product & Brand Management*, 27(1), 3–17. <https://doi.org/10.1108/JPBM-05-2016-1199>
- Uncles, M., & Ngo, L. V. (2017). Introduction to the special issue: Harnessing the power of brand and co-created innovation. *Journal of Brand Management*, 24(4), 307–309. <https://doi.org/10.1057/s41262-017-0052-6>
- Vollero, A., Palazzo, M., Siano, A., & Foroudi, P. (2021). From CSR to CSI: Analysing consumers' hostile responses to branding initiatives in social media-scape. *Qualitative Market Research*, 24(2), 143–160. <https://doi.org/10.1108/QMR-12-2017-0184>
- Wegerer, P., & Munro, I. (2018). Ethics of ambivalence in corporate branding. *Organization*, 25(6), 695–709. <https://doi.org/10.1177/1350508417749736>
- Wilson, R. T. (2018). Transforming history into heritage: Applying corporate heritage to the marketing of places. *Journal of Brand Management*, 25(4), 351–369. <https://doi.org/10.1057/s41262-017-0087-8>

## Embracing a Co-Creation Paradigm of Lived-Experience Ecosystem Value Creation

- Arvidsson, A. (2006). *Brands: Meaning and value in media culture*. New York: Psychology Press.
- Bagozzi, R. P. (1975). Marketing as exchange. *Journal of Marketing*, 39(4), 32–39.
- Callon, M. (2007). What does it mean to say that economics is performative? In D. MacKenzie, F. Muniesa, & L. Siu (Eds.), *Do economists make markets? On the performativity of economics* (pp. 310–357). Princeton, NJ: Princeton University Press.
- Callon, M. (2016). Revisiting marketization: From interface-markets to market-agencements. *Consumption Markets & Culture*, 19(1), 17–37.
- Chakrabarti, A., & Ramaswamy, V. (2014). Re-thinking the concept of surplus: Embracing co-creation experiences in economics. *The BE Journal of Economic Analysis & Policy*, 14(4), 1283–1297.
- Couldry, N., & Hepp, A. (2017). *The mediated construction of reality*. Cambridge: Polity Press.
- da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36.
- Docherty, D., & Porter, M. (2019). Transforming a historic brand for a hyper-connected world: The John Deere story. In A. M. Tybout & T. Calkins (Eds.), *Kellogg on branding in a hyper-connected world*. Hoboken, NJ: John Wiley & Sons.
- Ford, D. (2011). IMP and service-dominant logic: Divergence, convergence and development. *Industrial Marketing Management*, 40(2), 231–239.



Ford, D., & Mouzas, S. (2013). Service and value in the interactive business landscape. *Industrial Marketing Management*, 42(1), 9–17.

Frynas, J. G., Mol, M. J., & Mellahi, K. (2018). Management innovation made in China: Haier's Rendanheyi. *California Management Review*, 61(1), 71–93.

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73.

Grönroos, C., & Gummerus, J. (2014). The service revolution and its marketing implications: Service logic vs service-dominant logic. *Managing Service Quality*, 24(3), 206–229.

Gummesson, E., Mele, C., Polese, F., Galvagno, M., & Dalli, D. (2014). Theory of value co-creation: A systematic literature review. *Managing Service Quality*, 24(6), 643–683.

Guzmán, F., Paswan, A. K., & Kennedy, E. (2019). Consumer brand value co-creation typology. *Journal of Creating Value*, 5(1), 40–52.

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493.

Håkansson, H., Ford, D., Gadde, L.-E., Snehota, I., & Waluszewski, A. (2009). *Business in networks*. Chichester: John Wiley & Sons.

Håkansson, H., & Snehota, I. (2017). No business is an island: Making sense of the interactive business world. Bingley: Emerald Publishing Limited.

Håkansson, H., & Waluszewski, A. (2020). "Thick or thin"? Policy and the different conceptualisations of business interaction patterns. *Journal of Business & Industrial Marketing*, 35(11), 1849–1859.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.

Hoffman, D. L., & Novak, T. P. (2018). Consumer and object experience in the internet of things: An assemblage theory approach. *Journal of Consumer Research*, 44(6), 1178–1204.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management how managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264.

Iglesias, O., & Ind, N. (2016). How to be a brand with a conscience. In S. Horlings & N. Ind (Eds.), *Brands with a conscience: How to build a successful and responsible brand* (pp. 203–211). London: Kogan Page.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020a). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.

Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020b). Co-creation: A key link between corporate social responsibility, customer trust, and customer loyalty. *Journal of Business Ethics*, 163(1), 151–166.

Ind, N. (2003). *Beyond branding*. New York: Kogan Page.

Ind, N. (2007). *Living the brand: How to transform every member of your organization into a brand champion*. New York: Kogan Page.

Ind, N. (2014). How participation is changing the practice of managing brands. *Journal of Brand Management*, 21(9), 734–742.

Ind, N., & Bjerke, R. (2007a). *Branding governance: A participatory approach to the brand building process*. Chichester: John Wiley & Sons.

Ind, N., & Bjerke, R. (2007b). The concept of participatory market orientation: An organisation-wide approach to enhancing brand equity. *Journal of Brand Management*, 15(2), 135–145.

Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.

Ind, N., & Ramaswamy, V. (2021). How enterprises can create meaningful purpose together with their stakeholders. *The European Business Review*, January–February, 76–80.

Ind, N., & Schmidt, H. (2020). *Co-creating brands: Brand management from a co-creative perspective*. London: Bloomsbury Business.

Jones, R. (2005). Finding sources of brand value: Developing a stakeholder model of brand equity. *The Journal of Brand Management*, 13(1), 10–32.

Kjellberg, H., & Helgesson, C.-F. (2006). Multiple versions of markets: Multiplicity and performativity in market practice. *Industrial Marketing Management*, 35(7), 839–855.

Kjellberg, H., & Helgesson, C.-F. (2007). On the nature of markets and their practices. *Marketing Theory*, 7(2), 137–162.

Leavy, B. (2013). Venkat Ramaswamy-a ten-year perspective on how the value co-creation revolution is transforming competition. *Strategy and Leadership*, 41(6), 11–17.

Leavy, B. (2019). Thriving in the era of the “connected customer”. *Strategy & Leadership*, 47(5), 3–9.

Leclercq, T., Hammedi, W., & Poncin, I. (2016). Ten years of value cocreation: An integrative review. *Recherche et Applications en Marketing* (English Edition), 31(3), 26–60.

Lucarelli, A., & Hallin, A. (2015). Brand transformation: A performative approach to brand regeneration. *Journal of Marketing Management*, 31(1–2), 84–106.

Lury, C. (2004). *Brands: The logos of the global economy*. London: Routledge.

Lusch, R. F., & Vargo, S. L. (2014). *Service-dominant logic: Premises, perspectives, possibilities*. New York: Cambridge University Press.

Markovic, S., & Bagherzadeh, M. (2018). How does breadth of external stakeholder co-creation influence innovation performance? Analyzing the mediating roles of knowledge sharing and product innovation. *Journal of Business Research*, 88, 173–186.

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344.

Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2017). Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly*, 41(1), 223–238.

Novak, T. P., & Hoffman, D. L. (2019). Relationship journeys in the internet of things: A new framework for understanding interactions between consumers and smart objects. *Journal of the Academy of Marketing Science*, 47(2), 216–237.

Orlikowski, W. J., & Scott, S. V. (2015). The algorithm and the crowd: Considering the materiality of service innovation. *MIS Quarterly*, 39(1), 201–216.

Ostendorf, J., Mouzas, S., & Chakrabarti, R. (2014). Innovation in business networks: The role of leveraging resources. *Industrial Marketing Management*, 43(3), 504–511.

Payne, A., Storbacka, K., Frow, P., & Knox, S. (2009). Co-creating brands: Diagnosing and designing the relationship experience. *Journal of Business Research*, 62(3), 379–389.

Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. New York: Free Press.

Porter, M. E., & Heppelmann, J. E. (2014). How smart, connected products are transforming competition. *Harvard Business Review*, 92(11), 11–64.

Prahalad, C. K. (2004). The cocreation of value. *Journal of Marketing*, 68(1), 23.

Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, 78(1), 79–87.

Prahalad, C. K., & Ramaswamy, V. (2002). The co-creation connection. *Strategy and Business* 27, 50–61.

Prahalad, C. K., & Ramaswamy, V. (2003). The new frontier of experience innovation. *MIT Sloan Management Review*, 44(4), 12–18.

Prahalad, C. K., & Ramaswamy, V. (2004a). Co-creating unique value with customers. *Strategy & Leadership*, 32(3), 4–9.

Prahalad, C. K., & Ramaswamy, V. (2004b). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 18(3), 5–14.

Prahalad, C. K., & Ramaswamy, V. (2004c). *The future of competition: Co-creating unique value with customers*. Boston, MA: Harvard Business School Press.

Price, L. L., & Coulter, R. A. (2019). Crossing bridges: Assembling culture into brands and brands into consumers' global local cultural lives. *Journal of Consumer Psychology*, 29(3), 547–554.

Ramaswamy, V. (2005). Co-creating experiences of value with customers – New paradigm. *Tata Journal of Management*, 6–14.

Ramaswamy, V. (2006). Co-creating experiences of value with customers. *SETLabs Briefings*, 4(1), 25–36.

Ramaswamy, V. (2008). Co-creating value through customers' experiences: The Nike case. *Strategy & Leadership*, 36(5), 9–14.

Ramaswamy, V. (2009). Co-creation of value – Towards an expanded paradigm of value creation. *Marketing Review St. Gallen*, 26(6), 11–17.

Ramaswamy, V. (2011). It's about human experiences . . . and beyond, to co-creation. *Industrial Marketing Management*, 40(2), 195–196.

Ramaswamy, V. (2020). Leading the experience ecosystem revolution – Innovating offerings as interactive platforms. *Strategy & Leadership*, 48(3), 3–9.

Ramaswamy, V., & Gouillart, F. J. (2010a). Building the co-creative enterprise. *Harvard Business Review*, 88(10), 100–109.

Ramaswamy, V., & Gouillart, F. J. (2010b). *The power of co-creation: Build it with them to boost growth, productivity, and profits*. New York: The Free Press.

Ramaswamy, V., & Ind, N. (2021). Company brands as purpose-driven lived-experience ecosystems. *The European Business Review*, May–June, 59–67.

Ramaswamy, V., & Ozcan, K. (2013). Strategy and co-creation thinking. *Strategy & Leadership*, 41(6), 5–10.

Ramaswamy, V., & Ozcan, K. (2014). *The co-creation paradigm*. Stanford, CA: Stanford University Press.

Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.

Ramaswamy, V., & Ozcan, K. (2018a). Offerings as digitalized interactive platforms: A conceptual framework and implications. *Journal of Marketing*, 82(4), 19–31.

Ramaswamy, V., & Ozcan, K. (2018b). What is co-creation? An interactional creation framework and its implications for value creation. *Journal of Business Research*, 84(March), 196–205.

Ramaswamy, V., & Ozcan, K. (2020). The 'interacted' actor in platformed networks: Theorizing practices of managerial experience value co-creation. *Journal of Business & Industrial Marketing*, 35(7), 1165–1178.

Ramaswamy, V., & Ozcan, K. (2021). Brands as co-creational lived experience ecosystems – An integrative theoretical framework of interactional creation. In S. Markovic, R. Gyrd-Jones, S. von Wallpach, & A. Lindgreen (Eds.), *Research handbook on brand co-creation: Theory, practice, and ethical implications* (pp. 49–66). Cheltenham: Edward Elgar.

Ramaswamy, V., & Pieters, M. K. (2021). How companies can learn to operate as co-creational, adaptive, "living" enterprises. *Strategy & Leadership*, 49(2), 3–8.

Randall, R., & Leavy, B. (2014). Venkat Ramaswamy – How value co-creation with stakeholders is transformative for producers, consumers and society. *Strategy & Leadership*, 41(6), 11–17.

Schembri, S. (2009). Reframing brand experience: The experiential meaning of Harley-Davidson. *Journal of Business Research*, 62(12), 1299–1310.

Sheth, J. N., & Uslay, C. (2007). Implications of the revised definition of marketing: From exchange to value creation. *Journal of Public Policy & Marketing*, 26(2), 302–307.

Stach, J. (2019). Meaningful experiences: An embodied cognition perspective on brand meaning co-creation. *Journal of Brand Management*, 26(3), 317–331.

Swaminathan, V., Sorescu, A., Steenkamp, J.-B. E. M., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 1–23.

Teece, D. J. (2018). Profiting from innovation in the digital economy: Enabling technologies, standards, and licensing models in the wireless world. *Research Policy*, 47(8), 1367–1387.

Tilson, D., Lyytinen, K., & Sorensen, C. (2010). Digital infrastructures: The missing IS research agenda. *Information Systems Research*, 21(4), 748–759.

Tormala, M., & Gyrd-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85.

Van Dijck, J., Poell, T., & De Waal, M. (2018). *The platform society: Public values in a connective world*. Oxford: Oxford University Press.

Vargo, S. L. (2008). Customer integration and value creation: Paradigmatic traps and perspectives. *Journal of Service Research*, 11(2), 211–215.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1–10.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44(1), 5–23.

Vatin, F. (2013). Valuation as evaluating and valorizing. *Valuation Studies*, 1(1), 31–50.

von Wallpach, S., Voyer, B., Kastanakis, M., & Muhlbacher, H. (2017). Co-creating stakeholder and brand identities: Introduction to the special section. *Journal of Business Research*, 70, 395–398.

Wider, S., von Wallpach, S., & Muhlbacher, H. (2018). Brand management: Unveiling the delusion of control. *European Management Journal*, 36(3), 301–305.

Yablonsky, S. (2018). Multi-sided platforms (MSPs) and sharing strategies in the digital economy: Emerging research and opportunities: Emerging research and opportunities. Hershey, PA: IGI Global.

Yoo, Y. (2010). Computing in everyday life: A call for research on experiential computing. *MIS Quarterly*, 34(2), 213–231.

## Brands in Action

Asmussen, B., Harridge-March, S., Occhiocupo, N., & Farquhar, J. (2013). The multilayered nature of the internet-based democratization of brand management. *Journal of Business Research*, 66(9), 1473–1483. <http://doi.org/10.1016/j.jbusres.2012.09.010>

Balmer, J. M. T., & Burghausen, M. (2015). Introducing organizational heritage: Linking corporate heritage, organisational identity and organisational memory. *Journal of Brand Management*, 22, 385–411. <http://doi.org/10.1057/bm.2015.25>

Bechky, B. A. (2003). Sharing meaning across occupational communities: The transformation of understanding on a production floor. *Organization Science*, 14(3), 312–330. <http://doi.org/10.1287/orsc.14.3.312.15162>

Berthon, P., Pitt, L. F., & Campbell, C. (2009). Does brand meaning exist in similarity or singularity? *Journal of Business Research*, 62(3), 356–361. <http://doi.org/10.1016/j.jbusres.2008.05.015>

Briers, M., & Chua, W. F. (2001). The role of actor-networks and boundary objects in management accounting change: A field study of an implementation of activity-based costing. *Accounting Organizations and Society*, 26(3), 237–269. [http://doi.org/10.1016/S0361-3682\(00\)00029-5](http://doi.org/10.1016/S0361-3682(00)00029-5)

Christiansen, J. K., Varnes, C., Hollensen, B., & Blomberg, B. C. (2009). Co-constructing the brand and the product. *International Journal of Innovation Management*, 13(3), 319–348.

Csaba, F. F., & Bengtsson, A. (2006). Rethinking identity in brand management. In J. E. Schröder & M. Mörling (Eds.), *Brand culture* (pp. 118–135). London: Routledge.

Czarniawska, B. (1997). *Narrating the organization – Dramas of institutional identity*. Chicago, IL: The University of Chicago Press Ltd. <http://doi.org/10.2307/2655183>

Czarniawska, B. (2002). Remembering while forgetting: The role of automorphism in city management in Warsaw. *Public Administration Review*, 62(2), 163–173. <http://doi.org/10.1111/0033-3352.00167>

Czarniawska, B. (2004). On time, space, and action nets. *Organization*, 11(6), 773–791. <http://doi.org/10.1177/1350508404047251>

Czarniawska, B. (2007). Complex organizations still complex. *International Public Management Journal*, 10(2), 137–151. <http://doi.org/10.1080/10967490701323662>

Czarniawska, B. (2008). *A theory of organizing*. Cheltenham: Edward Elgar.

Czarniawska, B. (2009). Emerging institutions: Pyramids or anthills? *Organization Studies*, 30(4), 423–441. <http://doi.org/10.1177/0170840609102282>

Czarniawska, B., & Joerges, B. (1996). Travels of ideas. In B. Czarniawska & G. Sevón (Eds.), *Translating organizational change* (pp. 13–48). de Gruyter. [http://doi.org/10.1016/S0956-5221\(97\)84646-5](http://doi.org/10.1016/S0956-5221(97)84646-5)

Deleuze, G., Guattari, F., & Massumi, B. (1987). *A thousand plateaus: Capitalism and schizophrenia*. Minneapolis, MN: University of Minnesota Press.

Dietrich, A., Walter, L., & Czarniawska, B. (2011). Boundary stories: Constructing the validation centre in west Sweden. *Scandinavian Journal of Public Administration*, 15(1), 3–20.

Gergen, K. J. (1999). *An invitation to social construction*. London: Sage.

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <http://doi.org/10.1362/026725707X178558>

Greimas, A. J., & Courtés, J. (1982). *Semiotics and language: An analytical dictionary*. Bloomington, IN: Indiana University Press.

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493. <http://doi.org/10.1016/j.jbusres.2012.02.045>

Gyrd-Jones, R., Marrilees, B., & Miller, D. (2013). Revisiting the complexities of corporate branding: Issues, paradoxes, solutions. *Journal of Brand Management*, 20(7), 571–589. <http://doi.org/10.1057/bm.2013.1>

Harré, R. (1982). Theoretical preliminaries to the study of action. In M. von Cranach & R. Harré (Eds.), *The analysis of action: Recent theoretical and empirical advances* (pp. 5–33). Cambridge: Cambridge University Press.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <http://doi.org/10.1057/bm.2010.14>

Hemetsberger, A. (2012). The democratization of markets through participative and collaborative practices. In C. Lynne, A. Ostendorf, M. Thoma, & W. G. Weber (Eds.), *Democratic competences and social practices in organizations* (pp. 17–33). Springer. <http://doi.org/10.1007/978-3-531-19631-2>

Hemetsberger, A., & Mühlbacher, H. (2009). Do brands have an identity? A critical reflection and extension of the brand identity construct. *Proceedings of the European Marketing Academy Conference*, Nantes.

Hillebrand, B., Driessen, P., & Koll, O. (2015). Stakeholder marketing: Theoretical foundations and consequences for marketing capabilities. *Journal of the Academy of Marketing Science*, 43(4), 411–428. <http://doi.org/10.1007/s11747-015-0424-y>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720. <http://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. <http://doi.org/10.1057/bm.2013.8>

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporic, N. (2020a). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <http://doi.org/10.1016/j.indmarman.2019.09.008>

- Keller, K. L. (1993). Conceptualizing, measuring and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22. <http://doi.org/10.1177/002224299305700101>
- Kjellberg, H., & Helgesson, C.-F. (2007). On the nature of markets and their practices. *Marketing Theory*, 7(2), 137–162. <http://doi.org/10.1177/1470593107076862>
- Kozinets, R. V. (2002). The field behind the screen: Using netnography for marketing research in online communities. *Journal of Marketing Research*, 39(1), 61–72. <http://doi.org/10.1509/jmkr.39.1.61.18935>
- Kozinets, R. V., Abrantes Ferreira, D., & Chimenti, P. (2021). How do platforms empower consumers? Insights from the affordances and constraints of Reclame Aqui. *Journal of Consumer Research*. <http://doi.org/10.1093/jcr/ucab014>
- Kozinets, R. V., Hemetsberger, A., & Schau, H. J. (2008). The wisdom of consumer crowds: Collective innovation in the age of networked marketing. *Journal of Macromarketing*, 28(4), 339–354. <http://doi.org/10.1177/0276146708325382>
- Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253. <http://doi.org/10.1016/j.jbusres.2020.04.026>
- Lash, S., & Lury, C. (2007). *Global culture industry: The mediation of things*. Cambridge: Polity Press.
- Latour, B. (1998). *Artefaktens återkomst*. Stockholm: Nerenius & Santerus. <https://libris.kb.se/bib/7771504>
- Lindberg, K., & Czarniawska, B. (2006). Knotting the action net, or organizing between organizations. *Scandinavian Journal of Management*, 22(4), 292–306.
- Löbler, H. (2011). Position and potential of service-dominant logic – Evaluated in an 'ism' frame for further development. *Marketing Theory*, 11(1), 51–73. <http://doi.org/10.1177/1470593110393711>
- Lucarelli, A., & Hallin, A. (2015). Brand transformation: A performative approach to brand regeneration. *Journal of Marketing Management*, 31(1–2), 84–106. <http://doi.org/10.1080/0267257X.2014.982688>
- Lundkvist, A., Liljander, V., Gummerus, J., & van Riel, A. (2013). The impact of storytelling on the consumer brand experience: The case of a firm-originated story. *Journal of Brand Management*, 20(4), 278–283. <http://doi.org/10.1057/bm.2012.15>
- Lury C. (2009). Brands as assemblage; assembling cultures. *Journal of Cultural Economy*, 2(1–2), 67–82. <https://doi.org/10.1080/17530350903064022>
- Lusch, R. F., & Webster Jr., F. E. (2011). A stakeholder-unifying, cocreation philosophy for marketing. *Journal of Macromarketing*, 31(2), 129–134. <https://doi.org/10.1177/0276146710397369>
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344. <https://doi.org/10.1007/s11747-009-0143-3>
- Mica, A. (2013). From diffusion to translation and back. Disembedding – Re-embedding and re-invention in sociological studies of diffusion. *Polish Sociological Review*, 181(1), 3–19.
- Mühlbacher, H., & Hemetsberger, A. (2008). Cosa diamine è un brand? Un tentativo di integrazione e le sue conseguenze per la ricerca e il management. *Micro & Macro Marketing*, 2, 271–292.
- Muñoz Jr., A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432. <https://doi.org/10.1086/319618>
- Onyas, W. I., & Ryan, A. (2014). Exploring the brand's world-as-assemblage: The brand as a market shaping device. *Journal of Marketing Management*, 31(1–2), 141–166. <https://doi.org/10.1080/0267257X.2014.977333>
- Parmentier, M.-A., & Fischer, E. (2015). Things fall apart: The dynamics of brand audience dissipation. *Journal of Consumer Research*, 41(5), 1228–1251. <https://doi.org/10.1086/678907>
- Payne, A. F., Storbacka K., Frow, P., & Knox, S. (2009). Co-creating brands: Diagnosing and designing the relationship experience. *Journal of Business Research*, 62(3), 379–389. <https://doi.org/10.1016/j.jbusres.2008.05.013>
- Phillips, J. W. P. (2006). Agencement/assemblage. *Theory Culture & Society*, 23(2–3), 108–109. <https://doi.org/10.1177/026327640602300219>
- Schau, H. J., Muñoz Jr., A. M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73(5), 30–51. <https://doi.org/10.1509/jmkg.73.5.30>
- Schleifer, R. (1987). *A.J. Greimas and the nature of meaning: Linguistics, semiotics and discourse theory*. London & Sydney: Croom Helm.
- Schouten, J. W., & McAlexander, J. H. (1995). Subcultures of consumption: An ethnography of the new bikers. *Journal of Consumer Research*, 22(1), 43–61. <https://doi.org/10.1086/209434>
- Schütz, A. (1953). Common-sense and scientific interpretation of human action. *Philosophy and Phenomenological Research*, 14(1), 1–38. [https://doi.org/10.1007/978-94-010-2851-6\\_1](https://doi.org/10.1007/978-94-010-2851-6_1)
- Serres, M. (1982). *Hermes: Literature, science, philosophy* (J. V. Harari & D. F. Bell, Eds.). Baltimore, MD: Johns Hopkins University Press.
- Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. *Journal of Consumer Research*, 21(3), 491–503. <https://doi.org/10.1086/209413>

Star, S. L., & Griesemer, J. R. (1989). Institutional ecology, 'translations' and boundary objects: Amateurs and professionals in Berkeley's museum of vertebrae zoology, 1907–1939. *Social Studies of Science*, 19, 387–420. <https://doi.org/10.1177/030631289019003001>

Stevenson, A. (2010). *Oxford dictionary of English* (3rd ed.). Oxford: Oxford University Press. <https://doi.org/10.1093/acref/9780199571123.001.0001>

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multistakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>

von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70C, 443–452. <https://doi.org/10.1016/j.jbusres.2016.06.021>

Wider, S., von Wallpach, S., & Mühlbacher, H. (2018). Brand management: Unveiling the delusion of control. *European Management Journal*, 36(3), 301–305. <https://doi.org/10.1016/Ej.emj.2018.03.006>

## Reconceptualizing Corporate Brand Identity from a Co-Creational Perspective

Aaker, D. (1991). *Managing brand equity*. New York: The Free Press.

Aaker, D. (1996). *Building strong brands*. New York: The Free Press.

Abboud, L. (2021, March 15). Danone board ousts Emmanuel Faber as chief and chairman. *Financial Time*. Retrieved from [www.ft.com/content/8e7ae718-eb18-4d2f-bd18-59e6349540f2](http://www.ft.com/content/8e7ae718-eb18-4d2f-bd18-59e6349540f2)

Albert, S., & Whetten, D. A. (1985). Organizational identity, research in organizational behavior. In M. J. Hatch & M. Schultz (Eds.), *Organizational identity, a reader* (pp. 89–118, 2004, Vol. 7). Oxford: Oxford University Press.

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997. <https://doi.org/10.1108/03090560310477627>

Balmer, J. M. T., & Greyser, S. A. (2003). *Revealing the corporation. Perspectives on identity, image, reputation, corporate branding and corporate-level marketing*. London: Routledge. <https://doi.org/10.4324/9780203422786>

Bick, G., Jacobson, M. C., & Abratt, R. (2003). The corporate identity management process revisited. *Journal of Marketing Management*, 19, 835–855. <https://doi.org/10.1080/0267257X.2003.9728239>

Burmann, C., Hegner, S., & Riley, N. (2009). Towards an identity-based branding. *Marketing Theory*, 9, 113–118. <https://doi.org/10.1177/1470593108100065>

Collins, J. C., & Porras, J. L. (1994). *Built to last: Successful habits of visionary companies*. New York: Harper Collins Publishing.

Cooper, H., Miller, D., & Merrilees, B. (2015). Restoring luxury corporate heritage brands: From crisis to ascendancy. *Journal of brand Management*, 22(5), 448–466. <https://doi.org/10.1057/bm.2015.9>

Cornelissen, J., Christensen, L. T., & Kinuthia, K. (2012). Corporate brands and identity: Developing stronger theory and a call for shifting the debate. *European Journal of Marketing*, 46(7–8), 1093–1102. <https://doi.org/10.1108/03090561211230214>

Cova, B., & Dallı, D. (2009). Working consumers: The next step in marketing theory? *Marketing Theory*, 9(3), 315–339. <https://doi.org/10.1177/1470593109338144>

da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66, 28–36. <https://doi.org/10.1016/j.jbusres.2011.07.020>

Davies, G., Chun, R., & Kamins, M. A. (2010). Reputation gaps and the performance of service organizations. *Strategic Management Journal*, 31(5), 530–546. <https://doi.org/10.1002/smj.825>

de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1–3), 157–179. <https://doi.org/10.1362/026725799784870432>

de Chernatony, L., Drury, S., & Segal-Horn, S. (2004). Identifying and sustaining services brands' values. *Journal of Marketing Communications*, 10(2), 73–93. <https://doi.org/10.1080/13527260410001693785>

Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *The Academy of Management Journal*, 34(3), 517–554. <https://doi.org/10.5465/256405>

Fink, L. (2017, January 24). Annual Letter to CEOs. Retrieved from [www.businessinsider.com/blackrock-ceo-larry-fink-letter-to-ceos-2017-1](http://www.businessinsider.com/blackrock-ceo-larry-fink-letter-to-ceos-2017-1)

Fournier, S., & Avery, J. (2011). The uninvited brand. *Business Horizons*, Special Issue on Web 2.0, Consumer-Generated Content and Social Media, 54, 193–207. <https://doi.org/10.1016/j.bushor.2011.01.001>

Gallagher, B. (2017, December 7). The history of Burberry's check. Retrieved from [www.grailed.com/drycleanonly/history-of-the-burberry-check](http://www.grailed.com/drycleanonly/history-of-the-burberry-check)

Gardner, B. B., & Levy, S. J. (1955, March–April). The product and the brand. *Harvard Business Review*, 33–39.

Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organizational identity, image, and adaptive instability. *Academy Management Review*, 25(1), 63–81. <https://doi.org/10.5465/amr.2000.2791603>

Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26, 1–8. <https://doi.org/10.1057/s41262-018-0112-6>

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <https://doi.org/10.1362/026725707X178558>

Greyser, S. A., & Urde, M. (2019, February). What does your corporate brand stand for? *Harvard Business Review*, 82–89. Retrieved from <https://hbr.org/2019/01/what-does-your-corporate-brand-stand-for>

Handelman, J. M. (2006). Corporate identity and the societal constituent. *Journal of the Academy of Marketing Science*, 34(2), 107–114. <https://doi.org/10.1177/0092070305284970>

Hatch, M. J., & Schultz, M. (2002). The dynamics of organizational identity. *Human Relations*, 55(8), 989–1018. <https://doi.org/10.1177/0018726702055008181>

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7), 1041–1064. <https://doi.org/10.1108/03090560310477654>

Hatch, M. J., & Schultz, M. (2004). *Organizational Identity*. Oxford: Oxford University Press. Retrieved from <https://global.oup.com/ushe/product/organizational-identity-9780199269471?cc=fr&lang=en&>

Henderson, R. M., & Johnson, R. (2012). *Nestlé SA: Nutrition, health and wellness strategy* (HBS No. 9–311–119). Boston, MA: Harvard Business School Publishing.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. [https://doi.org/10.1057/978-1-352-00008-5\\_9](https://doi.org/10.1057/978-1-352-00008-5_9)

Iglesias, O., Ind, N., & Schultz, M. (2020a). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60. <https://doi.org/10.1016/j.bushor.2019.09.005>

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020b). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321. <https://doi.org/10.1057/s41262-017-0051-7>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Interbrand. (2007). *Building a powerful and enduring brand: The past, present, and future of the energy star® brand*. Interbrand Publication for the U.S. Environmental Protection Agency.

Interbrand. (2020). *Best global brand 2020 Report*. Retrieved from <https://interbrand.com/thinking/best-global-brands-2020-download/>

Kapferer, J.-N. (1986, June 4–6). Beyond positioning, retailer's identity. *Esomar Seminar Proceedings*. Brussels, 167–176.

Kapferer, J.-N. (1997). *Strategic brand management: Creating and sustaining brand equity long term* (2nd ed.). London: Kogan Page.

Kapferer, J.-N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. London: Kogan Page. Retrieved from [www.koganpage.com/product/the-new-strategic-brand-management-9780749465155](http://www.koganpage.com/product/the-new-strategic-brand-management-9780749465155)

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 36(1), 1–10. <https://doi.org/10.1007/s11747-009-0143-3>

Merz, M. A., Zarantonello, L., & Grapi, S. (2018). How valuable are your customers in the brand co-creation process? The development of a customer co-creation value (CCCV) scale? *Journal of Business Research*, 82, 79–89. <https://doi.org/10.1016/j.jbusres.2017.08.018>

Michel, G. (2017). From brand identity to polysemous brands: Commentary on 'Performing identities: Processes of brand and Stakeholder identity co-construction'. *Journal of Business Research*, 70, 453–455. <https://doi.org/10.1016/j.jbusres.2016.06.022>

Porter, M. E., Kramer, M. R., Herman, K., & McAra, S. (2017). *Nestlé's creating shared value strategy* (HBS No. 8–716–422). Boston, MA: Harvard Business School Publishing.

Ramaswamy, V. (2011). It's about human experiences . . . and beyond, to co-creation. *Industrial Marketing Management*, 40, 195–196. <https://doi.org/10.1016/j.indmarman.2010.06.026>

Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106. <https://doi.org/10.1016/j.ijresmar.2015.07.001>

- Ramaswamy, V., & Ozcan, K. (2018). Offerings as digitalized interactive platforms: A conceptual framework and implications. *Journal of Marketing*, 82( July), 19–31. <https://doi.org/10.1509/jm.15.0365>
- Ranjan, K. R., & Read, S. (2016). Value co-creation: Concept and measurement. *Journal of the Academy of Marketing Science*, 44, 290–315. <https://doi.org/10.1007/s11747-014-0397-2>
- Schultz, H., & Gordon, J. (2012). *Onward: How Starbucks fought for its life without losing its soul*. New York: Rodale.
- Simões, C., Singh, J., & Perin, M. (2015). Corporate brand expressions in business-to-business companies' websites: Evidence from Brazil and India. *Industrial Marketing Management*, 51, 59–68. <https://doi.org/10.1016/j.indmarman.2015.05.017>
- Swaminathan, V., Sorescu, A., Steenkamp, J.-B. E. M., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 24–46. <https://doi.org/10.1177/0022242919899905>
- Taylor, D. B. (2021, March 9). Maker of Dove soap will drop the world 'Normal' from beauty products. *The New York Times*. Retrieved from [www.nytimes.com/2021/03/09/business/unilever-normal-pos-itive-beauty.html](http://www.nytimes.com/2021/03/09/business/unilever-normal-pos-itive-beauty.html)
- Unilever. (2021a, March 9–10). Conference 'The Unilever Compass – Our sustainable business strategy'. Virtual event hosted by Alan Jope, CEO & Annemarieke de Haan, EVP Benelux. Retrieved from <https://unilever.6connex.eu/event/VirtualEvents/theunilevercompass/login>
- Unilever. (2021b, March 9). Unilever says no to 'normal' with new positive beauty vision. Unilever Website. Retrieved from [www.unilever.com/news/press-releases/2021/unilever-says-no-to-normal-with-new-positive-beauty-vision.html](http://www.unilever.com/news/press-releases/2021/unilever-says-no-to-normal-with-new-positive-beauty-vision.html)
- Upshaw, L. (1995). Building brand identity. New York: John Wiley. Retrieved from [www.wiley.com/en-us/Building+Brand+Identity%3A+A+Strategy+for+Success+in+a+Hostile+Marketplace-p-9780471042204](http://www.wiley.com/en-us/Building+Brand+Identity%3A+A+Strategy+for+Success+in+a+Hostile+Marketplace-p-9780471042204)
- Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>
- van Riel, C. B. M., & Balmer, J. (1997). Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31(5–6), 340–355. <https://doi.org/10.1108/eb060635>
- Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1–10. <https://doi.org/10.1007/s11747-007-0069-6>
- von Wallpach, S., Hemestsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452. <https://doi.org/10.1016/j.jbusres.2016.06.021>

## In Search of Corporate Brand Alignment

- Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, 46(3), 6–18. <https://doi.org/10.1177/000812560404600301>
- Abratt, R., & Mingione, M. (2017). Corporate identity, strategy and change. *Journal of Brand Management*, 24(2), 129–139. <https://doi.org/10.1057/s41262-017-0026-8>
- Addis, M., & Podestà, S. (2005). Long life to marketing research: A postmodern view. *European Journal of Marketing*, 39(3–4), 386–412. <https://doi.org/10.1108/03090560510581836>
- Anderson, P. F. (1983). Marketing, scientific progress, and scientific method. *The Journal of Marketing*, 47(4), 18–31. <https://doi.org/10.1177/002224298304700403>
- Anisimova, T. (2010). Corporate brand: The company-customer misalignment and its performance implications. *Journal of Brand Management*, 17(7), 488–503. <https://doi.org/10.1057/bm.2010.7>
- Anisimova, T., & Mavondo, F. (2010). The performance implications of company-salesperson corporate brand misalignment. *European Journal of Marketing* 44(6), 771–795. <https://doi.org/10.1108/03090561011032711>
- Anisimova, T., & Mavondo, F. (2014). Aligning company and dealer perspectives in corporate branding: Implications for dealer satisfaction and commitment. *Journal of Business-to-Business Marketing*, 21(1), 35–56. <https://doi.org/10.1080/1051712X.2014.857501>
- Anells, M. (1996). Grounded theory method: Philosophical perspectives, paradigm of inquiry, and postmodernism. *Qualitative Health Research*, 6(3), 379–393. <https://doi.org/10.1177/104973239600600306>
- Balmer, J. M. T. (2008). Identity based views of the corporation. Insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity, and corporate image. *European Journal of Marketing*, 42(9–10), 879–906. <https://doi.org/10.1108/03090560810891055>
- Balmer, J. M. T. (2009). Corporate marketing: Apocalypse, advent and epiphany. *Management Decision*, 47(4), 544–572. <https://doi.org/10.1108/00251740910959413>



Balmer, J. M. T. (2011). Corporate heritage brands and the precepts of corporate heritage brand management: Insights from the British Monarchy on the eve of the royal wedding of Prince William (April 2011) and Queen Elizabeth II's Diamond Jubilee (1952–2012). *Journal of Brand Management*, 18(8), 517–544. <https://doi.org/10.1057/bm.2011.21>

Balmer, J. M. T. (2012a). Corporate brand management imperatives: Custodianship, credibility, and calibration. *California Management Review*, 54(3), 6–33. <https://doi.org/10.1525/cmr.2012.54.3.6>

Balmer, J. M. T. (2012b). Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7–8), 1064–1092. <https://doi.org/10.1108/03090561211230205>

Balmer J. M. T. (2017). Explicating corporate brands and their management: Reflections and directions from 1995. In J. M. T. Balmer, S. M. Powell, J. Kernstock, & T. O. Brexendorf (Eds.), *Advances in corporate branding. Journal of brand management: Advanced collections*. London: Palgrave Macmillan. [https://doi.org/10.1057/978-1-352-00008-5\\_2](https://doi.org/10.1057/978-1-352-00008-5_2)

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7/8), 972–997. <https://doi.org/10.1108/03090560310477627>

Balmer, J. M. T., Johansen, T. S., & Ellerup Nielsen, A. (2016). Guest editors' introduction. Scrutinizing stakeholder thinking: Orthodoxy or heterodoxy? *International Studies of Management & Organization*, 46(4), 205–215. <https://doi.org/10.1080/00208825.2016.1140517>

Balmer, J. M. T., & Liao, M. N. (2007). Student corporate brand identification: An exploratory case study. *Corporate Communications: An International Journal*, 12(4), 356–375. <https://doi.org/10.1108/13563280710832515>

Balmer, J. M. T., Lin, Z., Chen, W., & He, X. (2020). The role of corporate brand image for B2B relationships of logistics service providers in China. *Journal of Business Research*, 117, 850–861. <https://doi.org/10.1016/j.jbusres.2020.03.043>

Balmer, J. M. T., & Soenen, G. B. (1999). The acid test of corporate identity management™. *Journal of Marketing Management*, 15(1–3), 69–92. <https://doi.org/10.1362/026725799784870441>

Balmer, J. M. T., Stuart, H., & Greyser, S. A. (2009). Aligning identity and strategy: Corporate branding at British Airways in the late 20th century. *California Management Review*, 51(3), 6–23. <https://doi.org/10.2307/41166491>

Balmer, J. M. T., & Thomson, I. (2009). The shared management and ownership of corporate brands: The case of Hilton. *Journal of General Management*, 34(4), 15–37. <https://doi.org/10.1177/030630700903400402>

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497–529.

Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. *Business Horizons*, 57(3), 311–317. <https://doi.org/10.1016/j.bushor.2014.01.001>

Bernstein, D. (1984). *Company image and reality: A critique of corporate communications*. New York: Rinehart and Winston Holt.

Burrell, G., & Morgan, G. (1979). *Sociological paradigms and organisational analysis*. London: Heinemann Educational Books.

Carlini, J., & Grace, D. (2021). The corporate social responsibility (CSR) internal branding model: Aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management*, 1–29. <https://doi.org/10.1080/0267257X.2020.1860113>

Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (2001). *Qualitative marketing research*. Los Angeles, CA: SAGE.

Chong, M. (2007). The role of internal communication and training in infusing corporate values and delivering brand promise: Singapore Airlines' experience. *Corporate Reputation Review*, 10(3), 201–212. <https://doi.org/10.1057/palgrave.crr.1550051>

Chun, R., & Davies, G. (2006). The influence of corporate character on customers and employees: Exploring similarities and differences. *Journal of the Academy of Marketing Science*, 34(2), 138–146. <https://doi.org/10.1177/0092070305284975>

Combe, L. A. (1999). Multiple strategy paradigms: An integrational framework. *Journal of Marketing Management*, 15(5), 341–359. <https://doi.org/10.1362/026725799784870289>

Cornelissen, J., Christensen, L. T., & Kinuthia, K. (2012). Corporate brands and identity: Developing stronger theory and a call for shifting the debate. *European Journal of Marketing*, 46(7–8), 1093–1102. <https://doi.org/10.1108/03090561211230214>

Curtis, T., Abratt, R., & Minor, W. (2009). Corporate brand management in higher education: The case of ERAU. *Journal of Product & Brand Management*, 18(6), 404–413. <https://doi.org/10.1108/10610420910989721>

Davies, G., & Chun, R. (2002). Gaps between the internal and external perceptions of the corporate brand. *Corporate Reputation Review*, 5(2–3), 144–158. <https://doi.org/10.1057/palgrave.crr.1540171>

Davies, G., Chun, R., da Silva, R. V., & Roper, S. (2004). A corporate character scale to assess employee and customer views of organization reputation. *Corporate Reputation Review*, 7(2), 125–146. <https://doi.org/10.1057/palgrave.crr.1540216>

de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1–3), 157–179. <https://doi.org/10.1362/026725799784870432>

de Chernatony, L., & Cottam, S. (2008). Interactions between organisational cultures and corporate brand. *Journal of Product & Brand Management*, 17(1), 13–24. <https://doi.org/10.1108/10610420810856477>

Dowling, G. R. (1986). Managing your corporate images. *Industrial Marketing Management*, 15(2), 109–115. [https://doi.org/10.1016/0019-8501\(86\)90051-9](https://doi.org/10.1016/0019-8501(86)90051-9)

Foreman, J., & Argenti, P. A. (2005). How corporate communication influences strategy implementation, reputation and the corporate brand: An exploratory qualitative study. *Corporate Reputation Review*, 8(3), 245–264. <https://doi.org/10.1057/palgrave.crr.1540253>

Gioia, D. A., Donnellon, A., & Sims Jr, H. P. (1989). Communication and cognition in appraisal: A tale of two paradigms. *Organization Studies*, 10(4), 503–529. <https://doi.org/10.1177/017084068901000403>

Gioia, D. A., & Pitre, E. (1990). Multiparadigm perspectives on theory building. *Academy of Management Review*, 15(4), 584–602. <https://doi.org/10.5465/amr.1990.4310758>

Glanfield, K., Ackfeldt, A. L., & Melewar, T. C. (2018). Corporate branding's influence on front-line employee and consumer value co-creation in UK household consumer markets. *Journal of General Management*, 43(2), 63–69. <https://doi.org/10.1177/0306307017740184>

Golant, B. D. (2012). Bringing the corporate brand to life: The brand manager as practical author. *Journal of Brand Management*, 20(2), 115–127. <https://doi.org/10.1057/bm.2012.44>

Grönroos, C., & Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41(2), 133–150. <https://doi.org/10.1007/s11747-012-0308-3>

Grossman, H. A. (2005). Refining the role of the corporation: The impact of corporate social responsibility on shareholder primacy theory. *Deakin Law Review*, 10(2), 572–596.

Gupta, S., Polonsky, M., & Lazaravic, V. (2019). Collaborative orientation to advance value co-creation in buyer – Seller relationships. *Journal of Strategic Marketing*, 27(3), 191–209. <https://doi.org/10.1080/0965254X.2017.1384747>

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493. <https://doi.org/10.1016/j.jbusres.2012.02.045>

Gyrd-Jones, R. I., Merrilees, B., & Miller, D. (2013). Revisiting the complexities of corporate branding: Issues, paradoxes, solutions. *Journal of Brand Management*, 20(7), 1–19. <https://doi.org/10.1057/bm.2013.1>

Hanson, D., & Grimmer, M. (2007). The mix of qualitative and quantitative research in major marketing journals, 1993–2002. *European Journal of Marketing*, 41(1–2), 58–70. <https://doi.org/10.1108/03090560710718111>

Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3/4), 441–456. <https://doi.org/10.1108/03090560110382101>

Hatch, M. J., & Cunliffe, A. L. (2012). *Organization theory: Modern, symbolic and postmodern perspectives*. Oxford: Oxford University Press.

Hatch, M. J., & Rubin, J. (2006). The hermeneutics of branding. *Journal of Brand Management*, 14(1–2), 40–59. <https://doi.org/10.1057/palgrave.bm.2550053>

Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 79(2), 128–134.

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064. <https://doi.org/10.1108/03090560310477654>

Hatch, M. J., & Schultz, M. (2008). Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding. San Francisco, CA: Jossey-Bass.

Hatch, M. J., & Schultz, M. (2009). Of bricks and brands: From corporate to enterprise branding. *Organizational Dynamics*, 38(2), 117–130. <https://doi.org/10.1016/J.ORGDM.2009.02.008>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>

Helm, C., & Jones, R. (2010). Extending the value chain – A conceptual framework for managing the governance of co-created brand equity. *Journal of Brand Management*, 17(8), 579–589. <https://doi.org/10.1057/bm.2010.19>

Holt, D. B. (2002). Why do brands cause trouble? A dialectical theory of consumer culture and branding. *Journal of Consumer Research*, 29(1), 70–90. <https://doi.org/10.1086/339922>

Hunt, S. D. (1991). Positivism and paradigm dominance in consumer research: Toward critical pluralism and rapprochement. *Journal of Consumer Research*, 18(1), 32–44. <https://doi.org/10.1086/209238>

Hunt, S. D. (1994). On rethinking marketing: Our discipline, our practice, our methods. *European Journal of Marketing*, 28(3), 13–25. <https://doi.org/10.1108/03090569410057263>

Hunt, S. D. (2003). *Controversy in marketing theory: For reason, realism, truth and objectivity*. Armonk, NY: M. E. Sharpe.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264. <https://doi.org/10.1108/09534811211213937>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. [https://doi.org/10.1057/978-1-352-00008-5\\_9](https://doi.org/10.1057/978-1-352-00008-5_9)

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Ind, N., & Horlings, S. (2016). *Brands with a conscience: How to build a successful and responsible brand*. New York: Kogan Page.

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Jones, R. (2005). Finding sources of brand value: Developing a stakeholder model of brand equity. *Journal of Brand Management*, 13(1), 10–32. <https://doi.org/10.1057/palgrave.bm.2540243>

Kay, M. J. (2006). Strong brands and corporate brands. *European Journal of Marketing*, 40(7–8), 742–760. <https://doi.org/10.1108/03090560610669973>

Kennedy, S. H. (1977). Nurturing corporate images. *European Journal of Marketing*, 11(3), 119–164. <https://doi.org/10.1108/EUM0000000005007>

Knox, S., & Bickerton, D. (2003). The six conventions of corporate branding. *European Journal of Marketing*, 37(7–8), 998–1016. <https://doi.org/10.1108/03090560310477636>

Lahtinen, S., & Närvänen, E. (2020). Co-creating sustainable corporate brands: A consumer framing approach. *Corporate Communications: An International Journal*, 25(3), 447–461. <https://doi.org/10.1108/CCIJ-11-2019-0121>

Lambert, D. M., & Enz, M. G. (2012). Managing and measuring value co-creation in business-to-business relationships. *Journal of Marketing Management*, 28(13–14), 1588–1625. <https://doi.org/10.1080/0267257X.2012.736877>

Lee, A. S. (1991). Integrating positivist and interpretive approaches to organizational research. *Organization Science*, 2(4), 342–365. <https://doi.org/10.1287/orsc.2.4.342>

Lewis, M. W., & Kelemen, M. L. (2002). Multiparadigm inquiry: Exploring organizational pluralism and paradox. *Human Relations*, 55(2), 251–275. <https://doi.org/10.1177/0018726702055002185>

Lowe, S., Carr, A. N., & Thomas, M. (2004). Paradigm mapping marketing theory. *European Journal of Marketing*, 38(9–10), 1057–1064. <https://doi.org/10.1108/03090560410548861>

Lowe, S., Carr, A. N., Thomas, M., & Watkins-Mathys, L. (2005). The fourth hermeneutic in marketing theory. *Marketing Theory*, 5(2), 185–203. <https://doi.org/10.1177/1470593105052471>

Maon, F., Lindgreen, A., & Swaen, V. (2009). Designing and implementing corporate social responsibility: An integrative framework grounded in theory and practice. *Journal of Business Ethics*, 87(1), 71–89. <https://doi.org/10.1007/s10551-008-9804-2>

Maon, F., Swaen, V., & De Roeck, K. (2021). Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective. *Journal of Business Research*, 126, 64–77. <https://doi.org/10.1016/j.jbusres.2020.12.057>

Mayan, M. J. (2009). *Essentials of qualitative inquiry*. Walnut Creek, CA: Left Coast Press.

Melewar, T. C., Gotsi, M., & Andriopoulos, C. (2012). Shaping the research agenda for corporate branding: Avenues for future research. *European Journal of Marketing*, 46(5), 600–608. <https://doi.org/10.1108/03090561211235138>

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344. <https://doi.org/10.1007/s11747-009-0143-3>

Mingione, M. (2015). Inquiry into corporate brand alignment: A dialectical analysis and directions for future research. *Journal of Product & Brand Management*, 24(5), 518–536. <https://doi.org/10.1108/JPBM-05-2014-0617>

Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: Imperatives for transforming born-digital startups into successful corporate brands. *Journal of Marketing Management*, 36(11–12), 981–1008. <https://doi.org/10.1080/0267257X.2020.1750453>

Mingione, M., Cristofaro, M., & Mondì, D. (2020). 'If I give you my emotion, what do I get?' Conceptualizing and measuring the co-created emotional value of the brand. *Journal of Business Research*, 109, 310–320.

<https://doi.org/10.1016/j.jbusres.2019.11.071>

Mingione, M., & Leoni, L. (2020). Blurring B2C and B2B boundaries: Corporate brand value co-creation in B2B2C markets. *Journal of Marketing Management*, 36(1–2), 72–99. <https://doi.org/10.1080/0267257X.2019.1694566>

Morgan, G., & Smircich, L. (1980). The case for qualitative research. *Academy of Management Review*, 5(4), 491–500. <https://doi.org/10.5465/amr.1980.4288947>

Morsing, M. (2006). Corporate moral branding: Limits to aligning employees. *Corporate Communications: An International Journal*, 11(2), 97–108. <https://doi.org/10.1108/13563280610661642>

Morsing, M., & Kristensen, J. (2001). The question of coherency in corporate branding – Over time and across stakeholders. *Journal of Communication Management*, 6(1), 24–40. <https://doi.org/10.1108/13632540210806919>

Payne, A., Storbacka, K., Frow, P., & Knox, S. (2009). Co-creating brands: Diagnosing and designing the relationship experience. *Journal of Business Research*, 62(3), 379–389. <https://doi.org/10.1016/j.jbusres.2008.05.013>

Peters, L. D., Löbner, H., Brodie, R. J., Breidbach, C. F., Hollebeek, L. D., Smith, S. D., & Varey, R. J. (2014). Theorizing about resource integration through service-dominant logic. *Marketing Theory*, 14(3), 249–268. <https://doi.org/10.1177/1470593114534341>

Point, S., Fendt, J., & Jonsen, K. (2017). Qualitative inquiry in management: Methodological dilemmas and concerns in meta-analysis. *European Management Review*, 14(2), 185–204. <https://doi.org/10.1111/emre.12097>

Pope, S., & Wæraas, A. (2016). CSR-washing is rare: A conceptual framework, literature review, and critique. *Journal of Business Ethics*, 137(1), 173–193. <https://doi.org/10.1007/s10551-015-2546-z>

Prahalad, C. K., & Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Cambridge, MA: Harvard Business School Press.

Rindell, A., Svensson, G., Mysen, T., Billström, A., & Wilén, K. (2011). Towards a conceptual foundation of 'Conscientious Corporate Brands'. *Journal of Brand Management*, 18(9), 709–719. <https://doi.org/10.1057/bm.2011.38>

Roper, S., & Davies, G. (2007). The corporate brand: Dealing with multiple stakeholders. *Journal of Marketing Management*, 23(1–2), 75–90. <https://doi.org/10.1362/026725707X178567>

Roy, D., & Banerjee, S. (2014). Identification and measurement of brand identity and image gap: A quantitative approach. *Journal of Product & Brand Management*, 23(3), 207–219. <https://doi.org/10.1108/JPBM-01-2014-0478>

Salzer-Mörling, M., & Strannegård, L. (2004). Silence of the brands. *European Journal of Marketing*, 38(1–2), 224–238. <https://doi.org/10.1108/03090560410511203>

Savigny, H. (2007). Ontology and epistemology in political marketing: Keeping it real? *Journal of Political Marketing*, 6(2–3), 33–47. [https://doi.org/10.1300/J199v06n02\\_03](https://doi.org/10.1300/J199v06n02_03)

Schau, H. J., Muñiz Jr, A. M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73(5), 30–51. <https://doi.org/10.1509/jmkg.73.5.30>

Scherer, A. G., & Steinmann, H. (1999). Some remarks on the problem of incommensurability in organization studies. *Organization Studies*, 20(3), 519–544. <https://doi.org/10.1177/0170840699203006>

Schultz, M., & Hatch, M. J. (1996). Living with multiple paradigms the case of paradigm interplay in organizational culture studies. *Academy of Management Review*, 21(2), 529–557. <https://doi.org/10.5465/amr.1996.9605060221>

Schultz, M., & Hatch, M. J. (2003). The cycles of corporate branding: The case of the LEGO Company. *California Management Review*, 46(1), 6–26. <https://doi.org/10.2307/41166229>

Shee, P. S. B., & Abratt, R. (1989). A new approach to the corporate image management process. *Journal of Marketing Management*, 5(1), 63–76. <https://doi.org/10.1080/0267257X.1989.9964088>

Siggelkow, N. (2007). Persuasion with case studies. *The Academy of Management Journal*, 50(1), 20–24. <https://doi.org/10.5465/amj.2007.24160882>

Skålén, P., Pace, S., & Cova, B. (2015). Firm-brand community value co-creation as alignment of practices. *European Journal of Marketing*, 49(3–4), 596–620. <https://doi.org/10.1108/EJM-08-2013-0409>

Tadajewski, M. (2004). The philosophy of marketing theory: Historical and future directions. *The Marketing Review*, 4(3), 307–340. <https://doi.org/10.1362/1469347042223373>

Thompson, C. J., Rindfleisch, A., & Arsel, Z. (2006). Emotional branding and the strategic value of the doppelgänger brand image. *Journal of Marketing*, 70(1), 50–64. <https://doi.org/10.1509/jmkg.70.1.050.qxd>

Törmälä, M., & Gyrd-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85. <https://doi.org/10.1016/j.indmarman.2017.05.002>

Törmälä, M., & Saraniemi, S. (2018). The roles of business partners in corporate brand image co-creation. *Journal of Product & Brand Management*, 27(1), 29–40. <https://doi.org/10.1108/JPBM-01-2016-1089>

Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing*, 37(7–8), 1017–1040. <https://doi.org/10.1108/03090560310477645>

Urde, M. (2009). Uncovering the corporate brand's core values. *Management Decision*, 47(4), 616–638. <https://doi.org/10.1108/00251740910959459>

Urde, M. (2013). The corporate brand identity matrix. *Journal of Brand Management*, 20(9), 742–761. <https://doi.org/10.1057/bm.2013.12>

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>

Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management Science*, 35(8), 942–962. <https://doi.org/10.1287/mnsc.35.8.942>

Verčič, A. T., & Verčič, D. (2007). Reputation as matching identities and images: Extending Davies and Chun's (2002) research on gaps between the internal and external perceptions of the corporate brand. *Journal of Marketing Communications*, 13(4), 277–290. <https://doi.org/10.1080/13527260701300151>

Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). Brands taking a stand: Authentic brand activism or woke washing? *Journal of Public Policy & Marketing*, 39(4), 444–460. <https://doi.org/10.1177/0743915620947359>

## Commentary on 'Co-Creating Corporate Brands with Multiple Stakeholders'

Accenture (2020). A new era in customer engagement. Retrieved May 5, 2021 from [www.accenture.com/\\_acnmedia/PDF-125/Accenture-A-New-Era-in-Customer-Engagement.pdf](http://www.accenture.com/_acnmedia/PDF-125/Accenture-A-New-Era-in-Customer-Engagement.pdf)

Amin, M., Shamim, A., Ghazali, Z., & Khan, I. (2021). Employee motivation to co-create value (EMCCV): Construction and validation of scale. *Journal of Retailing and Consumer Services*, 58, 102334.

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997.

Bhagwat, Y., Warren, N. L., Beck, J. T., & Watson IV, G. F. (2020). Corporate sociopolitical activism and firm value. *Journal of Marketing*, 84(5), 1–21.

Chandy, R. K., Johar, G. V., Moorman, C., & Roberts, J. H. (2021). Better marketing for a better world. *Journal of Marketing*, 85(3), 1–9.

Gilal, F. G., Paul, J., Gilal, N. G., & Gilal, R. G. (2021). Strategic CSR-brand fit and customers' brand passion: Theoretical extension and analysis. *Psychology & Marketing*, 38(5), 759–773.

Harmeling, C. M., Moffett, J. W., Arnold, M. J., & Carlson, B. D. (2017). Toward a theory of customer engagement marketing. *Journal of the Academy of Marketing Science*, 45(3), 312–335.

Hollebeek, L. D., Sprott, D. E., Andreassen, T. W., Costley, C., Klaus, P., Kuppelwieser, V., Karahasanovic, A., Taguchi, T., Ul Islam, J., & Rather, R. A. (2019). Customer engagement in evolving technological environments: Synopsis and guiding propositions. *European Journal of Marketing*, 53(9), 2018–2023.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020a). Corporate brand identity cocreation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.

Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020b). Co-creation: A key link between corporate social responsibility, customer trust, and customer loyalty. *Journal of Business Ethics*, 163(1), 151–166.

Kaufmann, H. R., Loureiro, S. M. C., & Manarioti, A. (2016). Exploring behavioural branding, brand love and brand co-creation. *Journal of Product & Brand Management*, 25(6), 516–526.

Kennedy, E., & Guzmán, F. (2016). Co-creation of brand identities: Consumer and industry influence and motivations. *Journal of Consumer Marketing*, 33(5), 313–323.

Kennedy, E., & Guzmán, F. (2017). When perceived ability to influence plays a role: Brand co-creation in Web 2.0. *Journal of Product and Brand Management*, 26(4), 342–350.

Kennedy, E., & Guzmán, F. (2021). No matter what you do, I still love you: An examination of consumer reaction to brand transgressions. *Journal of Product & Brand Management*, 30(4), 594–608.

Lahtinen, S., & Närvänen, E. (2020). Co-creating sustainable corporate brands: A consumer framing approach. *Corporate Communications: An International Journal*, 25(3), 447–461.

Lehmann, D. (2020). The evolving world of research in marketing and the blending of theory and data. *International Journal of Research in Marketing*, 35, 27–42.

Merrilees, B., Miller, D., & Yakimova, R. (2021). Building brands through internal stakeholder engagement and co-creation. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-03-2020-2784>.

Merz, M. A., Zarantonello, L., & Grappi, S. (2018). How valuable are your customers in the brand value co-creation process? The development of a customer co-creation value (CCCV) scale. *Journal of Business Research*, 82, 79–89.

Mingione, M., & Leoni, L. (2020). Blurring B2C and B2B boundaries: Corporate brand value co-creation in B2B2C markets. *Journal of Marketing Management*, 36(1–2), 72–99.

Moorman, C. (2020). Commentary: Brand activism in a political world. *Journal of Public Policy & Marketing*, 39(4), 388–392.

Pera, R., Occhiocupo, N., & Clarke, J. (2016). Motives and resources for value co-creation in a multistakeholder ecosystem: A managerial perspective. *Journal of Business Research*, 69(10), 4033–4041.

Price, L. L., & Coulter, R. A. (2019). Crossing bridges: Assembling culture into brands and brands into consumers' global local cultural lives. *Journal of Consumer Psychology*, 29(3), 547–554.

Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.

Ramaswamy, V., & Ozcan, K. (2020). The 'interacted' actor in platformed networks: Theorizing practices of managerial experience value co-creation. *Journal of Business & Industrial Marketing*, 35(7), 1165–1178.

Rust, R. (2020). The future of marketing. *International Journal of Research in Marketing*, 37, 15–26.

Schmidt, H., Ind, N., Guzmán, F., & Kennedy, E. (2021). Sociopolitical brand activism. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-03-2020-2805>

Shamim, A., Ghazali, Z., & Albinsson, P. A. (2016). An integrated model of corporate brand experience and customer value co-creation behavior. *International Journal of Retail & Distribution Management*, 44(2), 139–158.

Simpson, B., Robertson, J. L., & White, K. (2020). How co-creation increases employee corporate social responsibility and organizational engagement: The moderating role of self-construal. *Journal of Business Ethics*, 166(2), 331–350.

Sreejesh, S., Sarkar, J. G., & Sarkar, A. (2019). CSR through social media: Examining the intervening factors. *Marketing Intelligence & Planning*, 38(1), 103–120.

Swaminathan, V., Sorescu, A., Steenkamp, J. B. E., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 24–46.

Törmälä, M., & Saraniemi, S. (2018). The roles of business partners in corporate brand image co-creation. *Journal of Product & Brand Management*, 27(1), 29–40.

van der Westhuizen, L-M. (2018). Brand loyalty: Exploring self-brand connection and brand experience. *Journal of Product & Brand Management*, 27(2), 172–184.

Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). Brands taking a stand: Authentic brand activism or woke washing? *Journal of Public Policy & Marketing*, 39(4), 444–460.

## B\*Canvas 2.0

Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership*. New York: The Free Press.

Ahmed, J., Rogge, R., Kline, W., Bunch, R. Mason, T., Wollowski, M., & Livesay, G. (2014). The innovation canvas: An instructor's guide. 121st ASEE Annual Conference and Exposition (pp. 1–12).

Anderson, C. (2016). *TED talks – the official TED guide to public speaking*. London and Boston, MA: Nicholas Brealey.

Arrese, Á., & Pérez-Latre, F. J. (2017). The rise of brand journalism. In G. Siegert, B. M. Rimscha, & S. Grubenmann (Eds.), *Commercial communication in the digital age information or disinformation?* (pp. 121–140). Berlin: De Gruyter.

Balmer, J. M. T. (2017). Corporate brand orientation: What is it? What of it? *Journal of Brand Management*, 20(9), 723–741.

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997.

Baumgarth, C. (2010). "Living the brand": Brand orientation in the business-to-business sector. *European Journal of Marketing*, 44(5), 653–671.

Baumgarth, C. (2014). *Markenpolitik: Markentheorien, Markenwirkungen, Markenführung, Markencontrolling, Markenkontext [Brand management: Brand theories, brand effect, brand management, brand controlling, brand contexts]* (4th ed.). Wiesbaden: SpringerGabler.

Baumgarth, C. (2019). Brand Canvas: Hin zur ganzheitlichen Markenführung [Brand canvas: Towards holistic brand management]. *markenartikel*, 81(1–2), 58–61.

Baumgarth, C., & Douven, S. (2018). B-to-B-Markencontrolling: Überblick und Instrumente [B-to-B-brand controlling: Overview and tools]. Baumgarth, C. (Ed.): *B-to-B-Markenführung [B-to-B-brand management]*, (pp. 761–787, 2nd. ed.). Wiesbaden: Springer.

Baumgarth, C., Kaluza, M., & Lohrisch, N. (2016). Brand audit for cultural institutions (BAC): A validated and holistic brand controlling tool. *International Journal of Arts Management*, 19(1), 54–68.

Baumgarth, C., & Kastner, O. L. (2012). Pop-up-Stores im Modebereich: Erfolgsfaktoren einer vergänglichen Form der Kundeninspiration [Pop-up stores in the fashion sector-success factors of an ephemeral form of customer inspiration]. *Marketing Review St. Gallen*, 29(5), 34–45.

Beverland, M. B. (2009). *Building brand authenticity: 7 Habits of iconic brands*. Houndmills: Palgrave Macmillan.

Beverland, M. B. (2021). *Brand management: Co-creating meaningful brands (2nd ed.)*. Los Angeles, CA: SAGE.

Blackett, T., & Boad, B. (Eds.). (1999). *Co-branding – The science of alliance*. Houndmills: Macmillan.

Bloch, P. H. (1995). Seeking the ideal form: Product design and consumer response. *Journal of Marketing*, 59(3), 16–29.

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.

Bresciani, S., & Eppler, M. J. (2010). Brand new ventures? Insights on start-ups branding practices. *Journal of Product & Brand Management*, 19(5), 356–366.

Brexendorf, T. O., & Daecke, N. (2012). The brand manager – Current tasks and skill requirements in FMCG companies. *Marketing Review St. Gallen*, 29(6), 32–37.

Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture*. San Francisco, CA: Jossey-Bass.

Carter, M., & Carter, C. (2020). The creative business model canvas. *Social Enterprise Journal*, 16(2), 141–158.

De Cherantony, L., McDonald, M., & Wallace, E. (2011). *Creating powerful brands (4th ed.)*. Amsterdam: Elsevier.

Ebster, C. & Garaus, M. (2011). *Store design and visual merchandising: Creating store space that encourages buying*. New York: Businessexpert.

Erdogan, B. Z., Baker, M. J., & Tagg, S. (2001). Selecting celebrity endorsers. *Journal of Advertising Research*, 41(3), 39–49.

Felin, T., Gambardella, A., Stern, S., & Zenger, T. (2020). Lean startup and the business model: Experimentation revisited. *Long Range Planning*, 53(4), 101953.

Fetscherin, M. (2020). *The brand relationship playbook*. Brand Relationship Book.

Florman, M., Klingler-Vidra, R., & Facada, M. J. (2016). A critical evaluation of social impact assessment methodologies and a call to measure economic and social impact holistically through the External Rate of Return platform (Working Paper #1602). LSE Enterprise, London.

Fombrun, C. J., Gardberg, N. A., & Sever, J. M. (2000). The reputation quotient: A multi-stakeholder measure of corporate reputation. *Journal of Brand Management*, 7(4), 241–255.

Gilmore, J. H., & Pine, B. J. (2007). *Authenticity – What consumers really want*. Boston, MA: Harvard Business School.

Glaser, B. G., & Strauss, A. L. (1967). *The discovery of grounded theory: Strategies for qualitative research*. New York: Aldine.

Google. (2021). Search “Business Model Canvas”. Last access on January 17, 2021.

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73.

Ha, Y., & Lennon, S. J. (2010). Online visual merchandising (VMD). cues and consumer pleasure and arousal: Purchasing versus browsing situation. *Psychology & Marketing*, 27(2), 161–165.

Habermann, F. (2014). *Der Projekt Canvas – Eine gemeinsame Sprachplattform für Business und IT [The project canvas – A common language platform for management and IT]*. *Praxis der Wirtschaftsinformatik*, 51(5), 568–579.

Habermann, F., & Schmidt, K. (2018). *Over the fence*. Berlin: Becota.

Habermann, F., & Schmidt, K. (2020). The project canvas: Five years evolution of a project management instrument. *International Journal of Management Practice*, 13(2), 216–236.

Harris, F. & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3–4), 441–456.

Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding*. San Francisco, CA: Jossey-Bass.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.

Henderson, P. W., & Cote, J. A. (1998). Guidelines for selecting or modifying logos. *Journal of Marketing*, 62(2), 14–30.

Hesse, A., Schmidt, H. J., & Baumgarth, C. (2020). Practices of corporate influencers in the context of internal branding: The case of Pawel Dillinger from Deutsche Telekom. *Corporate Reputation Review*, 24,

191–204.

- Homburg, C., Vomberg, A., Enke, M., & Grimm, P. H. (2015). The loss of the marketing department's influence. *Journal of the Academy of Marketing Science*, 43(1), 1–13.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.
- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity cocreation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.
- Ind, N. (2007). *Living the brand – How to transform every member of your organization into a brand champion* (3rd ed.). London and Philadelphia, PA: Kogan Page.
- Ind, N. (Ed.). (2017). *Branding inside out: Internal branding in theory and practice*. London: Kogan Page.
- Ind, N., & Schmidt, H. J. (2019). *co-creating brands – Brand management from a co-creative perspective*. London: Bloomsbury Business
- Jenner, T. (2005). Funktionen und Bedeutung von Marken-Audits im Rahmen des Marken-Controllings [Functions and relevance of brand audits in the context of brand controlling]. *Marketing ZFP*, 27(3), 197–207.
- Joyce, A., & Paquin, R. L. (2016). The triple layered business model canvas. *Journal of Cleaner Production*, 135(1), 1474–1486.
- Juntunen, M. (2012). Co-creation corporate brands in start-ups. *Marketing Intelligence & Planning*, 30(2), 230–249.
- Keiningham, T. L., Aksoy, L., Cooil, B., Andreassen, T. W., & Williams, L. (2008). A holistic examination of net promoter. *Journal of Database Marketing & Customer Strategy Management*, 15(2), 79–90.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22.
- Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management: Building, measuring, and managing brand equity* (5th ed.). Harlow: Pearson.
- Kernstock, J., Esch, F.-R., & Tomczak, T. (2014). Management-Verantwortung, Prozesse und Strukturen für das Corporate Brand Management klären [Clarify management responsibilities, processes and structures for corporate brand management]. In F.-R. Esch, T. Tomczak, J. Kernstock, T. Langner, & J. Redler (Eds.) *Corporate brand management* (pp. 129–138, 2nd ed.). Wiesbaden: SpringerGabler.
- Klink, R. R. (2003). Creating meaningful brands: The relationship between brand name and brand mark. *Marketing Letters*, 14(3), 143–157.
- Knapp, J. (2016). *Sprint – How to solve big problems and test new ideas in just five days*. New York: Simon & Schuster.
- Knoll, J., & Matthes, J. (2017). The effectiveness of celebrity endorsements: A meta-analysis. *Journal of the Academy of Marketing Science*, 45(1), 55–75.
- Koch, C. (2014). *Corporate brand positioning – Case studies across firm levels and over time*. Lund: Lund University Press.
- Konecnik Ruzzier, M., & Ruzzier, M. (2015). Startup branding funnel: A new approach for developing startup brands. Proceedings of the 4th Annual International Conference on Enterprise Marketing and Globalization (EMG 2015). and 5th Annual International Conference on Innovation and Entrepreneurship (IE 2015) (pp. 32–34). Singapore.
- Kotler, P., Gregor, W., & Rodgers, W. (1977). The marketing audit comes of age. *Sloan Management Review*, 18(2), 25–43.
- Kreuzbauer, R. (2013). *Design and brand: The influence of product form on the formation of brands*. Wiesbaden: DUV.
- Kriegbaum, C. (2011). Markencontrolling: Bedeutung und Steuerung von Marken als immaterielle Vermögenswerte im Rahmen eines unternehmerischen Controlling [Brand controlling: Relevance and management of brands as intangible assets in the context of a company-oriented controlling]. München: Vahlen.
- Kübler, R. V., Colicev, A., & Pauwels, K. H. (2020). Social media's impact on the consumer mindset: When to use which sentiment extraction tool? *Journal of Interactive Marketing*, 50, 136–155.
- Laforet, S., & Saunders, J. (2007). How brand portfolios have changed: A study of grocery suppliers brands from 1994 to 2004. *Journal of Marketing Management*, 23(1–2), 39–58.
- Langner, T. (2003). *Integriertes Branding: Baupläne zur Gestaltung erfolgreicher Marken [Integrated Branding: Blueprints for designing successful brands]*. Wiesbaden: Deutscher Universitäts-Verlag.
- Lemper, T. A. (2012). Five trademark law strategies for managing brands. *Business Horizons*, 55(2), 113–117.
- Lewrick, M., Link, P., Leifer, L., & Langensano, N. (2017). *Das design thinking playbook [The design thinking playbook]*. München: Vahlen.
- Lim, K., & O'Cass, A. (2001). Consumer brand classifications: An assessment of culture-of-origin versus country-of-origin. *Journal of Product & Brand Management*, 10(2), 120–136.



- Liu, B. (2020). *Sentiment analysis: Mining opinions, sentiments, and emotions* (2nd ed.). Cambridge: Cambridge University Press.
- Lou, C., & Yuan, S. (2019). Influencer marketing: How message value and credibility affect consumer trust of branded content on social media. *Journal of Interactive Advertising*, 19(1), 58–73.
- Low, G. S., & Fullerton, R. A. (1994). Brands, brand management, and the brand manager system: A critical-historical evaluation. *Journal of Marketing Research*, 31(2), 173–190.
- Machado, J. C., de Carvalho, L. V., Torres, A., & Costa, P. (2015). Brand logo design: Examining consumer response to naturalness. *Journal of Product & Brand Management*, 24(1), 78–87.
- Michel, G., & Willing, R. (2020). *The art of successful brand collaborations: Partnerships with artists, designers, museums, territories, sports, celebrities, science, good causes . . . and more*. London and New York: Routledge.
- Nguyen, H. T., Zhang, Y., & Calantone, R. J. (2018). Brand portfolio coherence: Scale development and empirical demonstration. *International Journal of Research in Marketing*, 35, 60–80.
- Odin, Y., Odin, N., & Valette-Florence, P. (2001). Conceptual and operational aspects of brand loyalty: An empirical investigation. *Journal of Business Research*, 53(2), 75–84.
- Onken, M., & Campeau, D. (2016). Lean startups: Using the business model canvas. *Journal of Case Studies*, 34(1), 95–101.
- Osterwalder, A. (2014). *The business model ontology*. Lausanne: University of Lausanne.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. Hoboken, NJ: John Wiley & Sons.
- Raffelt, U. (2012). Architectural branding: Understanding and measuring its relevance for brand communication. München: FGM.
- Ramaswamy, V. & Ozcan, K. (2014). *The co-creation paradigm*. Stanford, CA: Stanford Business Books.
- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Crown Books.
- Rode, V. (2004). *Corporate Branding von Gründungsunternehmen [Corporate branding of startups]*. Wiesbaden: Springer.
- Rode, V., & Vallaster, C. (2005). Corporate branding for start-ups: The crucial role of entrepreneurs. *Corporate Reputation Review*, 8(2), 121–135.
- Rossiter, J. R., Percy, L., & Bergkvist, L. (2018). *Marketing communications: Objectives, strategy, tactics*. Los Angeles, CA: SAGE.
- Rus, M., Koečniak Ruzzier, M., & Ruzzier, M. (2018). Startup branding: Empirical evidence among slovenian startups. *Managing Global Transitions*, 16(1), 79–94.
- Salinas, G. (2009). *The international brand valuation manual*. Chichester: Wiley.
- Schein, E. H. (1999). *The corporate culture survival guide*. San Francisco, CA: Jossey-Bass.
- Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Bassey.
- Schmidt, H. J., & Baumgarth, C. (2018). Strengthening internal brand equity with brand ambassador programs: Development and testing of a success factor model. *Journal of Brand Management*, 25(3), 220–265.
- Sommer, S., Loch, C. H., & Dong, J. (2009). Managing complexity and unforeseeable uncertainty in startup companies: An empirical study. *Organization Science*, 20(1), 118–133.
- Sparviero, S. (2019). The case for a socially oriented business model canvas: The social enterprise model canvas. *Journal of Social Entrepreneurship*, 10(2), 232–251.
- Spence, C., Puccinelli, N. M., Grewal, D., & Roggeven, A. L. (2014). Store Atmosphere: A multisensory perspective. *Psychology & Marketing*, 31(7), 472–488.
- Stickdorn, M., & Schneider, J. (2011). *This is service design thinking*. Amsterdam: BIS Publishers.
- Strategyzer (2020). Over 5 million people use our business model canvas. Retrieved March 30, 2020 from [www.strategyzer.com](http://www.strategyzer.com).
- Strebinger, A. (2014). Rethinking brand architecture: A study on industry, company- and product-level drivers of branding strategy. *European Journal of Marketing*, 48(9–10), 1782–1804.
- Thakor, M., & Kohli, C. S. (1996). Brand origin: Conceptualization and review. *Journal of Consumer Marketing*, 13(3), 2–42.
- Tomczak, T., Kernstock, J., & Brexendorf, O. (2014). Ziele, Leistungsgrößen und Erfolgsfaktoren identifizieren und steuern [Identify and control goals, performance measures and success factors], In F.-R. Esch, T. Tomczak, J. Kernstock, T. Langner, & J. Redler (Eds.), *Corporate brand management* (2nd ed., pp. 565–582). Wiesbaden: Springer.
- Urde, M. (1994). Brand orientation: A strategy for survival. *Journal of Consumer Marketing*, 11(3), 18–32.
- Urde, M. (1999). Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management*, 15(1–3), 117–133.
- Urde, M., Baumgarth, C., & Merrilees, B. (2013). Brand orientation and market orientation, *Journal of Business Research*, 66(1), 13–20.

Verhoef, P. C., & Leeflang, P. S. H. (2009). Understanding the marketing department's influence within the firm. *Journal of Marketing*, 73(1), 14–37.

Verhoef, P. C., Leeflang, P. S. H., Reiner, J., Natter, M., & Baker, W. (2011). A cross-national investigation into the marketing department's influence within the firm. *Journal of International Marketing*, 19(3), 59–86.

Völckner, F., & Sattler, H. (2006). Drivers of brand extension success. *Journal of Marketing*, 70(2), 18–34.

Wheeler, A. (2006). *Designing brand identity: A complete guide to creating, building, and maintaining strong brands* (2nd ed.). Hoboken, NJ: John Wiley & Sons.

Wong, H. Y., & Merrilees, B. (2005). A brand orientation typology for SMEs: A case research approach. *Journal of Product & Brand Management*, 14(3), 155–162.

Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1–14.

Zolonowski, A., Weiß, C., & Böhmman, T. (2014). Representing service business models with the service business model canvas. *Proceedings of the 24th Hawaii International Conference on System Science*, 718–727.

## Brand Experience Co-Creation at the Time of Artificial Intelligence

Akaka, M. A., & Vargo, S. L. (2015). Extending the context of service: From encounters to ecosystems. *Journal of Services Marketing*, 29(6/7), 453–462.

Akaka, M. A., Vargo, S. L., & Lusch, R. F. (2012). An exploration of networks in value cocreation: A service-ecosystems view. In S. L. Vargo & R. F. Lusch (Eds.), *Review of marketing research: Special issue – Toward a better understanding of the role of value in markets and marketing* (pp. 13–50). Bingley: Emerald Group Publishing.

Amsterdamska, O. (1990). Surely you are joking, Monsieur Latour! *Science, Technology, & Human Values*, 15(4), 495–504.

André, Q., Carmon, Z., Wertenbroch, K., Crum, A., Frank, D., Goldstein, W., Huber, J., van Boven, L., Weber, B., & Yang, H. (2018). Consumer choice and autonomy in the age of artificial intelligence and big data. *Customer Needs and Solutions*, 5, 28–37.

Andreini, D., Pedeliento, G., Zarantonello, L., & Solerio, C. (2018). A renaissance of brand experience: Advancing the concept through a multi-perspective analysis. *Journal of Business Research*, 91, 123–133.

Bajde, D. (2013). Consumer culture theory (re) visits actor – Network theory: Flattening consumption studies. *Marketing Theory*, 13(2), 227–242.

Bajde, D. (2014). Consumer culture theory: Ideology, mythology and meaning in technology consumption. *International Journal of Actor-Network Theory and Technological Innovation*, 6(2), 10–25.

Balducci, B., & Marinova, D. (2018). Unstructured data in marketing. *Journal of the Academy of Marketing Science*, 46(4), 557–590.

Ballantyne, D. (2004). Dialogue and its role in the development of relationship specific knowledge. *Journal of Business & Industrial Marketing*, 19(2), 114–123.

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215.

Barhorst, J. B., McLean, G., Shah, E., & Mack, R. (2021). Blending the real world and the virtual world: Exploring the role of flow in augmented reality experiences. *Journal of Business Research*, 122, 423–436.

Bettany, S. (2007). The material semiotics of consumption or where (and what) are the objects in consumer culture theory? In R. W. Belk & J. F. Sherry (Eds.), *Consumer culture theory* (Research in Consumer Behavior, Vol. 11, pp. 41–46). Bingley: Emerald Group Publishing.

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.

Brodie, R. J. (2017). Commentary on “Working consumers: Co-creation of brand identity, consumer identity, and brand community identity”. *Journal of Business Research*, 70(1), 430–431.

Brodie, R. J., Glynn, M. S., & Little, V. (2006). The service brand and the service-dominant logic: Missing fundamental premise or the need for stronger theory? *Marketing Theory*, 6(3), 363–379.

Bueger, C., & Bethke, F. (2014). Actor-networking the ‘failed state’ – An enquiry into the life of concepts. *Journal of International Relations and Development*, 17(1), 30–60.

Bueger, C., & Mireanu, M. (2014). Proximity. In C. Aradau, J. Huysmans, A. Neal, and N. Voelkner (Eds.), *Critical security methods: New frameworks for analysis* (pp. 134–157). London: Routledge. <https://www.routledge.com/Critical-Security-Methods-New-frameworks-for-analysis/Aradau-Huysmans-Neal-Voelkner/p/book/9780415712958>

Callon, M. (1999). Actor-network theory-the market test. *The Sociological Review*, 47(1), 181–195.

Chan, A. P. H., & Tung, V. W. S. (2019). Examining the effects of robotic service on brand experience: The moderating role of hotel segment. *Journal of Travel & Tourism Marketing*, 36(4), 458–468.

Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory*, 11(1), 35–49.

Chintagunta, P., Hanssens, D. M., & Hauser, J. R. (2016). Marketing science and big data. *Marketing Science*, 35(3), 341–342.

Chui, M., Manyika, J., Miremadi, M., Henke, N., Chung, R., Nel, P., & Malhotra, S. (2018, April). Notes from the AI frontier: Applications and value of deep learning (McKinsey global institute discussion paper). Retrieved August 28, 2020 from [www.mckinsey.com/featured-insights/artificialintelligence/notes-from-the-ai-frontier-applications-and-value-of-deep-learning](http://www.mckinsey.com/featured-insights/artificialintelligence/notes-from-the-ai-frontier-applications-and-value-of-deep-learning)

Cochoy, F. (2015). Consumers at work, or curiosity at play? Revisiting the presumption/value cocreation debate with smartphones and two-dimensional bar codes. *Marketing Theory*, 15(2), 133–153.

Davenport, T., Guha, A., Grewal, D., & Bressgott, T. (2020). How artificial intelligence will change the future of marketing. *Journal of the Academy of Marketing Science*, 48(1), 24–42.

De Bruyn, A., Viswanathan, V., Beh, Y. S., Brock, J. K. U., & von Wangenheim, F. (2020). Artificial intelligence and marketing: Pitfalls and opportunities. *Journal of Interactive Marketing*, 51, 91–105.

Du, S., & Xie, C. (2020). Paradoxes of artificial intelligence in consumer markets: Ethical challenges and opportunities. *Journal of Business Research*, 129, 961–974.

Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: A social construction approach. *Journal of the Academy of Marketing Science*, 39(2), 327–339.

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of Management Journal*, 50(1), 25–32.

Gidhagen, M., Helkkula, A., Löbner, H., & Jonas, J. (2017). Human-to-nonhuman value cocreation and resource integration: Parasocial actors in a service ecosystem in Service Dominant Logic, Network and Systems Theory and Service Science: Integrating three Perspectives for a New Service Agenda. *Proceedings of the 2017 Naples Forum on Service*.

Gummerus, J. (2013). Value creation processes and value outcomes in marketing theory: Strangers or siblings? *Marketing Theory*, 13(1), 19–46.

Halliday, S. V. (2016). User-generated content about brands: Understanding its creators and consumers. *Journal of Business Research*, 69(1), 137–144.

Hatch, M. J. (2012). The pragmatics of branding: An application of Dewey's theory of aesthetic expression. *European Journal of Marketing*, 46(7/8), 885–899.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.

Helkkula, A. (2011). Characterising the concept of service experience. *Journal of Service Management*, 22(3), 367–389.

Hinsch, C., Felix, R., & Rauschnabel, P. A. (2020). Nostalgia beats the wow-effect: Inspiration, awe and meaningful associations in augmented reality marketing. *Journal of Retailing and Consumer Services*, 53, 101987.

Huang, M., & Rust, R. T. (2018). Artificial intelligence in service. *Journal of Service Research*, 21(2), 155–172.

Huang, T., & Vandoni, C. E. (1996). Computer vision: Evolution and promise. *19th CERN School of Computing, Geneva, CERN*, 21–25.

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.

Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343–354.

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together. *California Management Review*, 55(3), 5–26.

Jaakkola, E., Helkkula, A., Aarikka-Stenroos, L., Akaka, M. A., Vargo, S. L., & Schau, H. J. (2015). The context of experience. *Journal of Service Management*, 26(2), 206–223.

Jalal, M. E., Hosseini, M., & Karlsson, S. (2016). Forecasting incoming call volumes in call centers with recurrent neural networks. *Journal of Business Research*, 69(11), 4811–4814.

Javornik, A. (2016). Augmented reality: Research agenda for studying the impact of its media characteristics on consumer behaviour. *Journal of Retailing and Consumer Services*, 30, 252–261.

Jurafsky, D., & Martin, J. H. (2000). *Speech and language processing: An introduction to natural language processing, computational linguistics, and speech recognition*. Upper Saddle River, NJ: Prentice Hall.

Kaartemo, V., & Helkkula, A. (2018). A systematic review of artificial intelligence and robots in value co-creation: Current status and future research avenues. *Journal of Creating Value*, 4(2), 211–228.

- Khong, L. (2003). Actants and enframing: Heidegger and Latour on technology. *Studies in History and Philosophy of Science Part A*, 34(4), 693–704.
- Kietzmann, J., Paschen, J., & Treen, E. (2018). Artificial intelligence in advertising: How marketers can leverage artificial intelligence along the consumer journey. *Journal of Advertising Research*, 58(3), 263–267.
- Kotliar, D. M. (2020). Who gets to choose? On the socio-algorithmic construction of choice. *Science, Technology, & Human Values*, 46(2), 346–375.
- Lambrecht, A., & Tucker, C. (2019). Algorithmic bias? An empirical study of apparent gender-based discrimination in the display of STEM career ads. *Management Science*, 65(7), 2966–2981.
- Latour, B. (1992). Where are the missing masses? The sociology of a few mundane artefacts. In W. E. Bijker & J. Law (Eds.), *Shaping technology/building society*. Cambridge, MA: MIT Press.
- Latour, B. (2005). *Reassembling the social: An introduction to actor – Network theory*. Oxford: Oxford University Press.
- Law, J. (2009). Actor – Network theory and material semiotics. In B. S. Turner (Ed.), *The new blackwell companion to social theory*. Oxford: Wiley-Blackwell.
- Liu, S., Perry, P., & Gadzinski, G. (2019). The implications of digital marketing on WeChat for luxury fashion brands in China. *Journal of Brand Management*, 26(4), 395–409.
- Liu, X., Burns, A. C., & Hou, Y. (2017). An investigation of brand-related user-generated content on Twitter. *Journal of Advertising*, 46(2), 236–247.
- Liu, X., Shin, H., & Burns, A. C. (2021). Examining the impact of luxury brand's social media marketing on customer engagement: Using big data analytics and natural language processing. *Journal of Business Research*, 125, 815–826.
- Ma, L., & Sun, B. (2020). Machine learning and AI in marketing – Connecting computing power to human insights. *International Journal of Research in Marketing*, 37(3), 481–504.
- Martin, K. D., & Murphy, P. E. (2017). The role of data privacy in marketing. *Journal of the Academy of Marketing Science*, 45(2), 135–155.
- Martínez-López, F., & Casillas, J. (2013). Artificial intelligence-based systems applied in industrial marketing: An historical overview, current and future insights. *Industrial Marketing Management*, 42(4), 489–495.
- McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building brand community. *Journal of Marketing*, 66, 38–54.
- McCarthy, J., & Hayes, P. J. (1981). Some philosophical problems from the standpoint of artificial intelligence. In B. L. Webber & N. J. Nilsson (Eds.), *Readings in artificial intelligence* (pp. 431–450). Burlington: Morgan Kaufmann Publishers.
- McClure, P. K. (2018). “You're fired,” says the robot: The rise of automation in the workplace, technophobes, and fears of unemployment. *Social Science Computer Review*, 36(2), 139–156.
- McColl-Kennedy, J. R., Vargo, S. L., Dagger, T. S., Sweeney, J. C., & Kasteren, Y. V. (2012). Health care customer value cocreation practice styles. *Journal of Service Research*, 15(4), 370–389.
- Merrilees, B. (2016). Interactive brand experience pathways to customer-brand engagement and value co-creation. *Journal of Product & Brand Management*, 25(5), 402–408.
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344.
- Mohd-Any, A. A., Winklhofer, H., & Ennew, C. (2015). Measuring users' value experience on a travel website (e-value) what value is cocreated by the user? *Journal of Travel Research*, 54(4), 496–510.
- Novak, T., & Hoffman, D. L. (2018). Relationship journeys in the internet of things: A new framework for understanding interactions between consumers and smart objects. *Journal of the Academy of Marketing Science*, 47(2), 216–237.
- Payne, A., Storbacka, K., Frow, P., & Knox, S. (2009). Co-creating brands: Diagnosing and designing the relationship experience. *Journal of Business Research*, 62(3), 379–389.
- Pine, J. B., & Gilmore, J. H. (1999). *The experience economy*. Boston, MA: Harvard Business Press.
- Puntoni, S., Reczek, R. W., Giesler, M., & Botti, S. (2021). Consumers and artificial intelligence: An experiential perspective. *Journal of Marketing*, 85(1), 131–151.
- Ramaswamy, V., & Ozcan, K. (2018). What is co-creation? An interactional creation framework and its implications for value creation. *Journal of Business Research*, 84, 196–205.
- Rauschnabel, P. A., Felix, R., & Hinsch, C. (2019). Augmented reality marketing: How mobile AR-apps can improve brands through inspiration. *Journal of Retailing and Consumer Services*, 49, 43–53.
- Russell, S. J., & Norvig, P. (2016). *Artificial intelligence: A modern approach*. Englewood Cliffs, NJ: Prentice Hall.
- Salomonson, N., Åberg, A., & Allwood, J. (2012). Communicative skills that support value creation: A study of B2B interactions between customers and customer service representatives. *Industrial Marketing Management*, 41(1), 145–155.
- Schau, H. J., Muñiz Jr, A. M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73(5), 30–51.

Schembri, S. (2009). Reframing brand experience: The experiential meaning of Harley – Davidson. *Journal of Business Research*, 61(12), 1299–1310.

Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1–3), 53–67.

Scholz, J., & Duffy, K. (2018). We are at home: How augmented reality reshapes mobile marketing and consumer-brand relationships. *Journal of Retailing and Consumer Services*, 44, 11–23.

Scholz, J., & Smith, A. N. (2016). Augmented reality: Designing immersive experiences that maximize consumer engagement. *Business Horizons*, 59(2), 149–161.

Shanahan, T., Tran, T. P., & Taylor, E. C. (2019). Getting to know you: Social media personalization as a means of enhancing brand loyalty and perceived quality. *Journal of Retailing and Consumer Services*, 47, 57–65.

Syam, N., & Sharma, A. (2018). Waiting for a sales renaissance in the fourth industrial revolution: Machine learning and artificial intelligence in sales research and practice, *Industrial Marketing Management*, 69, 135–146.

Turing, A. (1950). Computing machinery and intelligence. *Mind*, 59(236), 433–460.

Vallaster, C., & Von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.

Van den Eijnden, R. J., Lemmens, J. S., & Valkenburg, P. M. (2016). The social media disorder scale. *Computers in Human Behavior*, 61, 478–487.

Van Doorn, J., Mende, M., Noble, S. M., Hulland, J., Ostrom, A. L., Grewal, D., & Petersen, J. A. (2017). Domo arigato Mr. Roboto: Emergence of automated social presence in organizational frontlines and customers' service experiences. *Journal of Service Research*, 20(1), 43–58.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1–10.

Vargo, S. L., & Lusch, R. F. (2011). It's all B2B . . . and beyond: Toward a systems perspective of the market. *Industrial Marketing Management*, 40(2), 181–187.

Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2008). On value and value co-creation: A service systems and service logic perspective. *European Management Journal*, 26(3), 145–152.

Walsham, G. (1997). Actor-network theory and its research: Current status and future prospects. In A. S. Lee, J. Liebenau, & J. I. DeGross. (Eds.), *Information systems and qualitative research*. IFIP – The international federation for information processing (pp. 466–480). Boston, MA: Springer.

West, A., Clifford, J., & Atkinson, D. (2018). "Alexa, build me a brand" an investigation into the impact of artificial intelligence on branding. *The Business & Management Review*, 9(3), 321–330.

Wirth, N. (2018). Hello marketing, what can artificial intelligence help you with? *International Journal of Market Research*, 60(5), 438–453.

## **Honey or Condensed Milk? Improving Relative Brand Attractiveness through Commercial and Social Innovations**

Aaker, D. (2007). Innovation: Brand it or lose it. *California Management Review*, 50(1), 8–24.

Aghion, P., Akcigit, U., Bergeaud, A., Blundell, R., & Hémous, D. (2019). Innovation and top income inequality. *The Review of Economic Studies*, 86, 1–45.

Al-Kwafi, S., & Zafar, A. (2015). An intellectual journey into the historical evolution of marketing research in brand switching behavior – Past, present and future. *Journal of Management History*, 21, 172–193.

Andreassen, T. W., & Lervik, L. (1999). Perceived relative attractiveness today and tomorrow as predictors of future repurchase intention. *Journal of Service Research*, 2, 164–172.

Andreassen, T. W., & Lervik-Olsen, L. (2008). The impact of customers' perception of varying degrees of customer service on commitment and perceived relative attractiveness. *Managing Service Quality*, 8, 300–328.

Bardhi, F., & Eckhardt, G. (2017). Liquid consumption. *Journal of Consumer Research*, 44(3), 582–597.

Barone, M. J., & Jewell, R. (2013). The innovator's license: A latitude to deviate from category norms. *Journal of Marketing*, 77(1), 120–134.

Bhat, S., & Reddy, S. (1998). Symbolic and functional positioning of brands. *Journal of Consumer Marketing*, 15, 32–43.

Bhattacharya, C. B., & Sen, S. (2003). Consumer – Company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2), 76–88.

- Brexendorf, T. O., Bayus, B., & Keller, K. L. (2015). Understanding the interplay between brand and innovation management: Findings and future research directions. *Journal of the Academy of Marketing Science*, 43, 548–557.
- Brexendorf, T., & Keller, K. (2017). Leveraging the corporate brand: The importance of corporate brand innovativeness and brand architecture. *European Journal of Marketing*, 51, 1530–1551.
- Brown, T. (2008). Design thinking. *Harvard Business Review*, 86(6), 84–92.
- Brown, T. J., & Dacin, P. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68–84.
- Christensen, C., Hall, T., Dillon, K., & Duncan, D. (2016). Know your customers' jobs to be done. *Harvard Business Review*, 94, 54–62.
- Corkindale, D., & Belder, M. (2009). Corporate brand reputation and the adoption of innovations. *Journal of Product & Brand Management*, 18, 242–250.
- Currás-Pérez, R., Bigné-Alcañiz, E., & Alvarado-Herrera, A. (2009). The role of self-definitional principles in consumer identification with a socially responsible company. *Journal of Business Ethics*, 89, 547–564.
- Delgado-Ballester, E., & Sabote, E. F. (2015). Brand experimental value versus brand functional value: Which matters more for the brand? *European Journal of Marketing*, 49, 1857–1879.
- Dotzel, T., Shankar, V., & Berry, L. L. (2013). Service innovativeness and firm value. *Journal of Marketing Research*, 50(2), 259–276.
- Elbedweihy, A., Jayawardhena, C., Elsharnouby, M. H., & Elsharnouby, T. H. (2016). Customer relationship building: The role of brand attractiveness and consumer-brand identification. *Journal of Business Research*, 69(8), 2901–2910.
- Elkington, J. (1997). *Cannibals with forks – Triple bottom line of 21st century business*. Stoney Creek: New Society Publishers.
- Esmailpour, F. (2015). The role of functional and symbolic brand associations on brand loyalty. *Journal of Fashion Marketing and Management*, 19, 467–484.
- Eurostat. (n.d.). Community innovation survey. Retrieved from [https://ec.europa.eu/eurostat/web/science-technology-innovation/data/database?node\\_code=inn](https://ec.europa.eu/eurostat/web/science-technology-innovation/data/database?node_code=inn)
- Fichman, R. G., Santos, B., & Zheng, Z. (2014). Digital innovation as a fundamental and powerful concept in the information systems curriculum. *MIS Quarterly*, 38, 329–343.
- Fombrun, C., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33(2), 233–258.
- Gourville, J. T. (2006). Eager sellers and stony buyers: Understanding the psychology of new-product adoption. *Harvard Business Review*, 84(6): 98–106. <https://hbr.org/2006/06/eager-sellers-and-stony-buyers-understanding-the-psychology-of-new-product-adoption>
- Gürhan-Canli, Z., & Batra, R. (2004). When corporate image affects product evaluations: The moderating role of perceived risk. *Journal of Marketing Research*, 41(2), 197–205.
- Hartmann, P., Ibáñez, V., & Saíenz, F. J. (2005). Green branding effects on attitude: Functional versus emotional positioning strategies. *Marketing Intelligence & Planning*, 23, 9–29.
- Henard, D. H., & Dacin, P. A. (2010). Reputation for product innovation: Its impact on consumers. *Journal of Product Innovation Management*, 27(3), 321–335.
- Huang, M.-H., & Rust, R. T. (2013). IT-related service: A multidisciplinary perspective. *Journal of Service Research*, 16(3), 251–258.
- Iglesias, O., & Bonet, E. (2012). Persuasive brand management. *Journal of Organizational Change Management*, 25(2), 251–264.
- Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20, 670–688.
- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., Koporcic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.
- Iglesias, O., Markovic, S., Singh, J. J. et al. (2019). Do Customer perceptions of corporate services brand ethicality improve brand equity? Considering the roles of brand heritage, brand image, and recognition benefits. *Journal of Business Ethics*, 154, 441–459.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24, 310–321.
- Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.
- Johnson, M. D., Gustafsson, A., Andreassen, T. W., Lervik, L., & Cha, J. (2001). The evolution and future of national customer satisfaction index models. *Journal of Economic Psychology*, 22(2), 217–245.
- Kay, M. J. (2006). Strong brands and corporate brands. *European Journal of Marketing*, 40(7–8), 742–760.

Keiningham, T., Aksoy, L., & Williams, L. (2015). *The wallet allocation rule: Winning the battle for share*. Hoboken, NJ: John Wiley and Sons.

Keller, K. L. (1998). *Strategic brand management building, measuring, and managing brand equity*. Upper Saddle River, NJ: Prentice Hall.

Kunz, W., Schmitt, B., & Meyer, A. (2011). How does perceived firm innovativeness affect the consumer? *Journal of Business Research*, 64(8), 816–822.

Kurtmollaiev, S., Lervik-Olsen, L., & Andreassen, T. (2018). Innovasjon: Det du gjør er ikke det de ser. *Magma*, 21–28.

Leonard, D., & Rayport, J. F. (1997). Spark innovation through empathic design. *Harvard Business Review*, 75, 102–115.

Lowe, B., & Alpert, F. (2015). Forecasting consumer perception of innovativeness. *Technovation*, 45–46, 1–14.

Marin, L., & de Maya, S. R. (2013). The role of affiliation, attractiveness and personal connection in consumer-company identification. *European Journal of Marketing*, 47, 655–673.

Marin, L., & Ruiz, S. (2007). "I Need You Too!" corporate identity attractiveness for consumers and the role of social responsibility. *Journal of Business Ethics*, 71, 245–260.

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37, 328–344.

Michel, G. (2017). From brand identity to polysemous brands: Commentary on "Performing identities: Processes of brand and stakeholder identity co-construction". *Journal of Business Research*, 70, 453–455.

Morsing, M., & Kristensen, J. (2001). The question of coherency in corporate branding – Over time and across stakeholders. *Journal of Communication Management*, 6(1), 24–40.

Nylen, D., & Holmström, J. (2015). Digital innovation strategy: A framework for diagnosing and improving digital product and service innovation. *Business Horizons*, 58(1), 57–67.

Olsen, L. (2018). Future of branding in the digital age. In A. Sasson (Ed.), *At the forefront, looking ahead*. Oslo: Universitetsforlaget.

Papaoikonomou, E., Cascón-Pereira, R., & Ryan, G. (2016). Constructing and communicating an ethical consumer identity: A Social Identity Approach. *Journal of Consumer Culture*, 16, 209–231.

Park, C. W., Jaworski, B. J., & Macinnis, D. (1986). Strategic brand concept-image management. *Journal of Marketing*, 50, 135–145.

Payne, A., Frow, P., & Eggert, A. (2017). The customer value proposition: Evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45, 467–489.

Pol, E., & Ville, S. (2009). Social innovation: Buzz word or enduring term? *Journal of Socio-economics*, 38, 878–885.

Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.

Schmidt, H. J., Ind, N., Guzmán, F. and Kennedy, E. (2021). Sociopolitical activist brands. *Journal of Product & Brand Management*. <http://doi.org/10.1108/JPBM-03-2020-2805>

Shukla, P. (2004). Effect of product usage, satisfaction and involvement on brand switching behavior. *Asia Pacific Journal of Marketing and Logistics*, 16(4), 82–104.

Sirohi, N., McLaughlin, E. W., & Wittink, D. R. (1998). A model of consumer perceptions and store loyalty intentions for a supermarket retailer. *Journal of Retailing*, 74(2), 223–245.

So, K. K. F., King, C., Hudson, S., & Meng, F. (2017). The missing link in building customer brand identification: The role of brand attractiveness. *Tourism Management*, 59, 640–651.

Sophonsiri, S., & Polyorat, K. (2009). The impact of brand personality dimensions on brand association and brand attractiveness: The case study of KFC in Thailand. *Journal of Global Business and Technology*, 5, 51–62.

Thompson, D., Hamilton, R., & Rust, R. (2005). Feature fatigue: When product capabilities become too much of a good thing. *Journal of Marketing Research*, 42(4), 431–442.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44, 5–23.

Walsh, G., & Beatty, S. E. (2007). Customer-based corporate reputation of a service firm: Scale development and validation. *Journal of the Academy of Marketing Science*, 35(1), 127–143.

Wong, H., & Merrilees, B. (2008). The performance benefits of being brand-orientated. *Journal of Product & Brand Management*, 17, 372–383.

Yen, C. H., Teng, H. Y., & Tzeng, J. C. (2020). Innovativeness and customer value co-creation behaviors: Mediating role of customer engagement. *International Journal of Hospitality Management*, 88. <http://doi.org/10.1016/j.ijhm.2020.102514>.

# A Systematic Literature Review of Sustainability in Corporate Services Branding

- Anitsal, M. M., Anitsal, I., & Anitsal, S. (2019). Is your business sustainable? A sentiment analysis of air passengers of top 10 US-based airlines. *Journal of Global Scholars of Marketing Science*, 29(1), 25–41.
- Balmer, J. M. T. (2001). The three virtues and seven deadly sins of corporate brand management. *Journal of General Management*, 27(1), 1–17. <https://doi.org/10.1177/030630700102700101>
- Berry, L. L. (1980). Services marketing is different. *Business*, 30(3), 24–29.
- Blake, J., Fourie, S., & Goldman, M. (2019). The relationship between sports sponsorships and corporate financial returns in South Africa. *International Journal of Sports Marketing and Sponsorship*, 20(1), 2–25. <https://doi.org/10.1108/IJSMS-12-2016-0088>
- Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organization structures for service firms. *Marketing of Services*, 25(3), 47–52.
- Burgess, K., Singh, P. J., & Koroglu, R. (2006). Supply chain management: A structured literature review and implications for future research. *International Journal of Operations & Production Management*, 26(7), 703–729. <https://doi.org/10.1108/01443570610672202>
- Cheng, S. M., & Lunn, S. (2015). Training and qualification: Employee training at galaxy entertainment group. In M. Zeuch (Ed.), *Handbook of human resources management* (pp. 1–13). Springer. [https://doi.org/10.1007/978-3-642-40933-2\\_8-1](https://doi.org/10.1007/978-3-642-40933-2_8-1)
- Clarivate Analytics. (2020, December 20). Web of science core collection. Retrieved from <https://clarivate.com/products/web-of-science/web-science-form/web-science-core-collection/>
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6), 1154–1191. <https://doi.org/10.1111/j.1467-6486.2009.00880.x>
- Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243–256. <https://doi.org/10.1177/0007650308315439>
- Dall'Omo Riley, F., & de Chernatony, L. (2000). The service brand as relationships builder. *British Journal of Management*, 11(2), 137–150. <https://doi.org/10.1111/1467-8551.t01-1-00156>
- Di Bella, V., & Al-Fayoumi, N. (2016). Perception of stakeholders on corporate social responsibility of Islamic Banks in Jordan. *EuroMed Journal of Business*, 11(1), 30–56. <https://doi.org/10.1108/EMJB-01-2015-0003>
- Edvardsson, B., & Enquist, B. (2009). Values-based service for sustainable business: Lessons from IKEA. London: Routledge.
- Edvardsson, B., & Enquist, B. (2011). The service excellence and innovation model: Lessons from IKEA and other service frontiers. *Total Quality Management & Business Excellence*, 22(5), 535–551. <https://doi.org/10.1080/14783363.2011.568242>
- Elkington, J. (1994). Towards the sustainable corporation win-win-win business strategies for sustainable development. *California Management Review*, 36, 90–100. <https://doi.org/10.2307/41165746>
- Elkington, J. (2018). 25 years ago I coined the phrase “triple bottom line.” Here's why it's time to rethink it. *Harvard Business Review*, 25, 2–5. Retrieved from <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>
- Fan, Y. (2005). Ethical branding and corporate reputation. *Corporate Communications: An International Journal*, 10(4), 341–350. <https://doi.org/10.1108/13563280510630133>
- Gimenez, C., Sierra, V., Rodon, J. (2012). Sustainable operations: Their impact on the triple bottom line. *International Journal of Production Economics*, 140(1), 149–159. <https://doi.org/10.1016/j.ijpe.2012.01.035>
- Goh, C. S., Chong, H. Y., Jack, L., & Faris, A. F. M. (2020). Revisiting triple bottom line within the context of sustainable construction: A systematic review. *Journal of Cleaner Production*, 252, 119884. <https://doi.org/10.1016/j.jclepro.2019.119884>
- Goldman, M. M. (2011). Post-crisis sports marketing business model shifts. *Managing Global Transitions*, 9(2), 171–184.
- Gronroos, C. (2006). Adopting a service logic for marketing. *Marketing Theory*, 6(3), 317–333. <https://doi.org/10.1177/1470593106066794>
- Gupta, S., Czinkota, M., & Melewar, T. C. (2013). Embedding knowledge and value of a brand into sustainability for differentiation. *Journal of World Business*, 48(3), 287–296.
- Han, H., Hsu, L. T. J., & Lee, J. S. (2009). Empirical investigation of the roles of attitudes toward green behaviors, overall image, gender, and age in hotel customers' eco-friendly decision-making process. *International Journal of Hospitality Management*, 28(4), 519–528. <https://doi.org/10.1016/j.ijhm.2009.02.004>
- Hanson, S., Jiang, L., Ye, J., & Murthy, N. (2019). Society or the environment? Understanding how consumers evaluate brand messages about corporate social responsibility activities. *Journal of Brand Management*, 26(1), 21–34. <https://doi.org/10.1057/s41262-018-0110-8>
- Ho, L. C. J., & Taylor, M. E. (2007). An empirical analysis of triple bottom-line reporting and its determinants: Evidence from the United States and Japan. *Journal of International Financial Management & Accounting*, 18(2), 123–150. <https://doi.org/10.1111/j.1467-646X.2007.01010.x>



Hubbard, G. (2009). Measuring organizational performance: Beyond the triple bottom line. *Business Strategy and the Environment*, 18(3), 177–191.

Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020). Co-creation: A key link between corporate social responsibility, customer trust, and customer loyalty. *Journal of Business Ethics*, 163, 151–166. <https://doi.org/10.1007/s10551-018-4015-y>

Ind, N. (1997). *The corporate brand*. Oxford: Macmillan.

Ishaq, M. I. (2020). Multidimensional green brand equity: A cross-cultural scale development and validation study. *International Journal of Market Research*. <https://doi.org/10.1177/1470785320932040>

Jensen, J. A., & Hsu, A. (2011). Does sponsorship pay off? An examination of the relationship between investment in sponsorship and business performance. *International Journal of Sports Marketing and Sponsorship*, 12(4), 72–84.

Kruger, T. S., Goldman, M., & Ward, M. (2014). The impact of new, renewal and termination sponsorship announcements on share price returns. *International Journal of Sports Marketing and Sponsorship*, 15(4), 10–25.

Lozano, R., & Huisingh, D. (2011). Inter-linking issues and dimensions in sustainability reporting. *Journal of Cleaner Production*, 19(2–3), 99–107. <https://doi.org/10.1016/j.jclepro.2010.01.004>

Luchs, M. G., Naylor, R. W., Irwin, J. R., & Raghunathan, R. (2010). The sustainability liability: Potential negative effects of ethicality on product preference. *Journal of Marketing*, 74(5), 18–31. <https://doi.org/10.1509/jmkg.74.5.018>

Luu, T. T. (2017). CSR and organizational citizenship behavior for the environment in hotel industry. *International Journal of Contemporary Hospitality Management*, 29(11), 2867–2900. <https://doi.org/10.1108/IJCHM-02-2016-0080>

Markovic, S., Iglesias, O., Singh, J. J., & Sierra, V. (2018). How does the perceived ethicality of corporate services brands influence loyalty and positive word-of-mouth? Analyzing the roles of empathy, affective commitment, and perceived quality. *Journal of Business Ethics*, 148(4), 721–740. <https://doi.org/10.1007/s10551-015-2985-6>

McKinsey. (2011). *The business of sustainability*. McKinsey global survey *results*. Retrieved from [www.mckinsey.com/business-functions/sustainability/our-insights/the-business-of-sustainability-mckinsey-global-survey-results](http://www.mckinsey.com/business-functions/sustainability/our-insights/the-business-of-sustainability-mckinsey-global-survey-results)

Organisation for Economic Cooperation and Development. (2001). *Sustainable development: Critical issues*. Retrieved from [www.oecd.org/greengrowth/sustainabledevelopmentcriticalissues-freeoverviewofthereport.htm](http://www.oecd.org/greengrowth/sustainabledevelopmentcriticalissues-freeoverviewofthereport.htm)

Pittaway, L., Robertson, M., Munir, K., Denyer, D., & Neely, A. (2004). Networking and innovation: A systematic review of the evidence. *International Journal of Management Reviews*, 5(3–4), 137–168. <https://doi.org/10.1111/j.1460-8545.2004.00101.x>

Pratihari, S. K., & Uzma, S. H. (2019). A survey on bankers' perception of corporate social responsibility in India. *Social Responsibility Journal*, 16(2), 225–253. <https://doi.org/10.1108/SRJ-11-2016-0198>

Richardson, B. J. (2009). Keeping ethical investment ethical: Regulatory issues for investing for sustainability. *Journal of Business Ethics*, 87(4), 555–572. <https://doi.org/10.1007/s10551-008-9958-y>

Sierra, V., Iglesias, O., Markovic, S., & Singh, J. J. (2017). Does ethical image build equity in corporate services brands? The influence of customer perceived ethicality on affect, perceived quality, and equity. *Journal of Business Ethics*, 144(3), 661–676. <https://doi.org/10.1007/s10551-015-2855-2>

Singh, R., & Malla, S. S. (2017). Does corporate social responsibility matter in buying behaviour? – A study of Indian consumers. *Global Business Review*, 18(3), 781–794. <https://doi.org/10.1177/0972150917692206>

Sport Marketing Frontiers. (2011). *Report: Country by ranking*. Retrieved from <http://frontiers.sportbusiness.com>

Svensson, G., Høgevold, N., Ferro, C., Varela, J. C. S., Padin, C., & Wagner, B. (2016). A triple bottom line dominant logic for business sustainability: Framework and empirical findings. *Journal of Business-to-Business Marketing*, 23(2), 153–188. <https://doi.org/10.1080/1051712X.2016.1169119>

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>

Vallaster, C., & Lindgreen, A. (2013). The role of social interactions in building internal corporate brands: Implications for sustainability. *Journal of World Business*, 48(3), 297–310. <https://doi.org/10.1016/j.jwb.2012.07.014>

Wagner, T., Lutz, R. J., & Weitz, B. A. (2009). Corporate hypocrisy: Overcoming the threat of inconsistent corporate social responsibility perceptions. *Journal of Marketing*, 73(6), 77–91. <https://doi.org/10.1509/jmkg.73.6.77>

Ward, S. (2012). *Dirtgirlworld: Corporate social responsibility and ethical consumption in the world of children's television programming*. *Media International Australia*, 145(1), 29–38. <https://doi.org/10.1177/1329878X1214500105>

- Xu, Y. (2014). Understanding CSR from the perspective of Chinese diners: The case of McDonald's. *International Journal of Contemporary Hospitality Management*, 26(6), 1002–1020. <https://doi.org/10.1108/IJCHM-01-2013-0051>
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and strategies in services marketing. *The Journal of Marketing*, 49(2), 33–46. <https://doi.org/10.1177/002224298504900203>
- Zhang, L., Wu, J., Chen, H., & Nguyen, B. (2020). Does one bad apple ruin a firm's green brand image? Examining frontline service employees' environmentally irresponsible behaviors. *European Journal of Marketing*, 54(10), 2501–2521. <https://doi.org/10.1108/EJM-11-2019-0844>

## Building Strong Corporate Brands

- Freedman, L. (2013). *Strategy: A history*. Oxford: Oxford University Press.
- Gast, A., Illanes, P., Probst, N., Schaninger, B., & Simpson, B. (2020, April 22). Purpose: Shifting from why to how. *McKinsey Quarterly*. Retrieved from <https://www.mckinsey.com/%7E/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Purpose%20Shifting%20from%20why%20to%20how/Purpose-Shifting-from-why-to-how-v3.pdf>
- Globescan. (2020, August 12). The 2020 globescan/sustainability leaders survey. Retrieved from <https://globescan.com/2020-sustainability-leaders-report/>
- Golob, U., Davies, M. A. P., Kernstock, J., & Powell, S. M. (2020). Trending topics plus future challenges and opportunities in brand management. *Journal of Brand Management*, 27, 123–129.
- Hatch, M. J. (1999). Exploring the empty spaces of organizing: How improvisational jazz helps redescribe organizational structure. *Organization Studies*, 20(1), 75–100.
- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 1–22.
- Michel, G. (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction”. *Journal of Business Research*, 70, 453–455.
- Minaya, E. (2020, May 26). The forbes corporate responders. New ranking of nation's top employers' responses to pandemic. Retrieved from [www.forbes.com](http://www.forbes.com)
- Nadella, S. (2017). *Hit refresh. The quest to rediscover Microsoft's soul and imagine a better future for everyone*. London: William Collins.
- Younger, R., Mayer, C., & Eccles, R. (2020). *Enacting purpose within the modern corporation: A framework for boards of directors*. Oxford: EPI.

## Corporate Brand Management and Multiple Voices

- Aggerholm, H. K. (2018). Cocreation of meaning. In R. L. Heath & W. Johansen (Eds.), *The international encyclopedia of strategic communication* (pp. 1–5). New York: Wiley & Sons. <https://doi.org/10.1002/9781119010722.iesc0022>
- Aggerholm, H. K., & Thomsen, C. (2015). Strategic communication: The role of polyphony in management team meetings. In D. Holzhausen & A. Zerfass (Eds.), *The Routledge handbook of strategic communication* (pp. 172–189). London: Routledge.
- Aggerholm, H. K., & Thomsen, C. (2020). Change management and communication in public sector organizations. The Gordian knot of complexity, accountability and legitimacy. In V. Luomaaho & M. Canel (Eds.), *The handbook of public sector communication* (pp. 197–213). Hoboken, NJ: John Wiley & Sons Inc.
- Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*. London: Routledge.
- Bakhtin, M. M. (1984). *Problems of Dostoevsky's poetics*. Minneapolis, MN: University of Minnesota Press. <https://doi.org/10.5749/j.ctt22727z1>
- Batey, M. (2008). *Brand meaning*. London: Routledge.
- Belova, O. (2010). Polyphony and the sense of self in flexible organizations. *Scandinavian Journal of Management*, 26(1), 67–76. <https://doi.org/10.1016/j.scaman.2009.11.009>
- Belova, O., King, I., & Sliwa, M. (2008). Introduction: Polyphony and organization studies: Mikhail Bakhtin and beyond. *Organization Studies*, 29(4), 493–500. <https://doi.org/10.1177%2F0170840608088696>

Brunsson, N. (1989). *The organization of hypocrisy. Talk, decisions and actions in organizations*. New York: Wiley.

Carter, C., Clegg, S. Hogan, J., & Kornberger, M. (2003). The polyphonic spree: The case of the Liverpool Dockers. *Industrial Relations Journal*, 34(4), 290–304. <https://doi.org/10.1111/1468-2338.00276>

Christodoulides, G. (2007). Breaking free from the industrial age paradigm of branding. *Journal of Brand Management*, 15(4), 291–293. <https://doi.org/10.1057/palgrave.bm.2550134>.

Eisenberg, E. M. (1984). Ambiguity as strategy in organizational communication. *Communication Monographs*, 51(3), 227–242. <https://doi.org/10.1080/03637758409390197>

Esmann Andersen, S., & Antorini, Y. M. (2013). Brand management: Teoretisk introduktion. In K. Eiberg, S. Nørholm Just, E. K. Karlsholt, & S. Møberg Torp (Eds.), *Markedskommunikation i praksis* (pp. 77–91). Frederiksberg: Samfundslitteratur.

Foucault, M. (1972). *The archeology of knowledge and the discourse on language*. New York: Pantheon Books.

Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24(4), 343–373. <https://doi.org/10.1086/209515>

Fredriksson, M., & Pallas, J. (2016). Characteristics of public sectors and their consequences for strategic communication. *International Journal of Strategic Communication*, 10(3), 149–152. <https://doi.org/10.1080/1553118X.2016.1176572>

Galvagno, M., & Dalli, D. (2014). Theory of value co-creation: A systematic literature review. *Managing Service Quality*, 24(6), 643–683. <https://doi.org/10.1108/MSQ-09-2013-0187>.

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <https://doi.org/10.1362/026725707X178558>

Hatch, M. J., & Schultz, M. (2008). Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding. San Francisco, CA: Jossey-Bass.

Hatch, M. J., & Schultz, M. (2009). Of bricks and brands: From corporate to enterprise branding. *Organizational Dynamics*, 38(2), 117–130. <https://doi.org/10.1016/j.orgdyn.2009.02.008>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>.

Hazen, M. A. (1993). Towards polyphonic organization. *Journal of Organizational Change Management*, 6(5), 15–26. <https://doi.org/10.1108/09534819310072747>.

Heath, R. L., & Bryant, J. (1992). *Human communication theory and research: Concepts, contexts, and challenges*. London: Routledge.

Heding, T., Knudtzen, C., & Bjerre, M. (2020). *Brand management: Mastering research, theory and practice* (3rd ed.). London: Routledge.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264. <https://doi.org/10.1108/09534811211213937>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. <https://doi.org/10.1057/BM.2013.8>

Ind, N. (2019). Whose brand is it anyways? Retrieved from <http://cocreatingbrands.org/wp-content/uploads/2019/11/Whose-brand-is-it.pdf>

Ind, N. (2015). How participation is changing the practice of managing brands. *Journal of Brand Management*, 21(9), 734–742. <https://doi.org/10.1057/bm.2014.35>

Ind, N., & Bjerke, R. (2007). *Branding governance: A participatory approach to the brand building process*. New York: Wiley.

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Ind, N., & Schmidt, H. J. (2019). *Co-creating brands. Brand management from a co-creative perspective*. London: Bloomsbury.

Johansen, T. S. (2018). Branding/brand management. In R. L. Heath & W. Johansen (Eds.), *The international encyclopedia of strategic communication* (pp. 1–15). New York: Wiley & Sons. <https://doi.org/10.1002/9781119010722.iesc0013>

Johansen, T. S., & Esmann Andersen, S. (2012). Co-creating ONE: Rethinking integration within communication. *Corporate Communication: An International Journal*, 17(3), 272–288. <https://doi.org/10.1108/13563281211253520>

Karmark, E. (2013). Corporate branding and corporate reputation. In C. E. Carroll (ed.). *The handbook of communication and corporate reputation* (pp. 446–459). Chichester: Wiley-Blackwell. <https://doi.org/10.1002/9781118335529.ch36>

- Keller, K. L. (2008). *Strategic brand management: Building, measuring, and managing brand equity* (3rd ed.). Old Tappan: Pearson Education.
- Kornberger, M., Clegg, S. R., & Carter, C. (2006). Rethinking polyphonic organization: Managing as discursive practice. *Scandinavian Journal of Management*, 22(1), 3–30. <https://doi.org/10.1016/j.scaman.2005.05.004>
- Letiche, H. (2010). Polyphony and its other. *Organization Studies*, 31(3), 261–277. <https://doi.org/10.1177%2F0170840609357386>
- Maitlis, S., & Christianson, M. (2014). Sensemaking in organizations: Taking stock and moving forward. *Academy of Management Annals*, 8(1), 57–125. <http://dx.doi.org/10.1080/19416520.2014.873177>
- Melewar, T. C., & Nguyen, B. (2015). Five areas to advance branding theory and practice. *Journal of Brand Management*, 21(9), 758–769. <https://doi.org/10.1057/bm.2014.31>
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37, 328–344. <https://doi.org/10.1007/s11747-009-0143-3>
- Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business Review*, 72(1), 107–114. <https://hbr.org/1994/01/the-fall-and-rise-of-strategic-planning>
- Putnam, L. L., & Cheney, G. (1985). *Organizational communication: Historical development and future directions*. In T. W. Denson (Ed.), *Speech communication in the twentieth century* (pp. 13–56). Carbondale, IL: Southern Illinois University Press.
- Sandberg, J., & Tsoukas, H. (2015). Making sense of the sensemaking perspective: Its constituents, limitations, and opportunities for further development. *Journal of Organizational Behavior*, 36(1), 6–32. <https://doi.org/10.1002/job.1937>
- Schmeltz, L., & Kjeldsen, A. K. (2016). Naming as strategic communication: Understanding corporate name change through an integrative framework encompassing branding, identity and institutional theory. *International Journal of Strategic Communication*, 10(4), 309–331. <https://doi.org/10.1080/1553118X.2016.1179194>
- Schmeltz, L., & Kjeldsen, A. K. (2019a). Co-creating polyphony or cacophony? A case study of a public organization's brand co-creation process and the challenge of orchestrating multiple internal voices. *Journal of Brand Management*, 26(3), 304–316. <https://doi.org/10.1057/s41262-018-0124-2>
- Schmeltz, L., & Kjeldsen, A. K. (2019b). The case of SMK – Co-creation in the context of the Danish National Gallery. In N. Ind & H. J. Schmidt (Eds.), *Co-creating brands. Brand management from a co-creative perspective* (pp. 257–263). London: Bloomsbury.
- Schmidt, H. J., & Redler, J. (2018). How diverse is corporate brand management research? Comparing schools of corporate brand management with approaches to corporate strategy. *Journal of Product and Brand Management*, 27(2), 185–202. <https://doi.org/10.1108/JPBM-05-2017-1473>
- Schultz, M., Antorini, Y. M., & Csaba, F. F. (2005). *Corporate branding, purpose/people/process: Towards the second wave of corporate branding*. Copenhagen: Copenhagen Business School Press.
- Shotter, J. (2008). Dialogism and polyphony in organizing theorizing in organization studies: Action guiding anticipations and the continuous creation of novelty. *Organization Studies*, 29(4), 501–524. <https://doi.org/10.1177%2F0170840608088701>
- Sullivan, P., & McCarthy, J. (2008). Managing the polyphonic sounds of organizational truths. *Organization Studies*, 29(4), 525–541. <https://doi.org/10.1177%2F0170840608088702>
- Thelander, Å., & Säwe, F. (2015). The challenge of internal stakeholder support for co-creational branding strategy. *Public Relations Inquiry*, 4(3), 323–341. <https://doi.org/10.1177/2046147X15573882>
- Van Dijk, H., Van Engen, M. L., & Van Knippenberg, D. (2012). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior and Human Decision Processes*, 119(1), 38–53. <https://doi.org/10.1016/j.obhdp.2012.06.003>
- Van Ruler, B. (2005). Co-creation of meaning theory. In R. L. Heath (Ed.), *Encyclopaedia of public relations* (pp. 135–138). Los Angeles: Sage.
- Weick, K. E. (1995). *Sensemaking in organizations*. Los Angeles, CA: Sage.
- Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the process of sensemaking. *Organization Science*, 16(4), 409–421. <https://doi.org/10.1287/orsc.1050.0133>

## Polysemic Corporate Branding

- Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. *Journal of Consumer Research*, 31(4), 868–882. <https://doi.org/10.1086/426626>
- Arnould, E. J., & Thompson, C. J. (2015). Introduction: Consumer culture theory: Ten years gone (and beyond). In E. J. Arnould & C. J. Thompson (Eds.), *Consumer culture theory* (pp. 1–21). Bingley: Emerald

Group Publishing Limited. <https://doi.org/10.1108/S0885-211120150000017001>

Balmer, J. M. (2012). Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7–8), 1064–1092. <https://doi.org/10.1108/03090561211230205>

Balmer, J. M., & Soenen, G. B. (1999). The acid test of corporate identity management™. *Journal of Marketing Management*, 15(1–3), 69–92. <https://doi.org/10.1362/026725799784870441>

Belk, R. W. (1988). Possessions and the extended self. *Journal of Consumer Research*, 15(2), 139–168. <https://doi.org/10.1086/209154>

Belk, R. W. (2013). Extended self in a digital world. *Journal of Consumer Research*, 40(3), 477–500. <https://doi.org/10.1086/671052>

Bengtsson, A., Bardhi, F., & Venkatraman, M. (2010). How global brands travel with consumers: An examination of the relationship between brand consistency and meaning across national boundaries. *International Marketing Review*, 27(5), 519–540. <https://doi.org/10.1108/02651331011076572>

Berthon, P., Holbrook, M. B., Hulbert, J. M., & Pitt, L. (2007). Viewing brands in multiple dimensions. *MIT Sloan Management Review*, 48(2), 37–43.

Broniarczyk, S. M., & Alba, J. W. (1994). The importance of the brand in brand extension. *Journal of Marketing Research*, 31(2), 214–228. <https://doi.org/10.1177/002224379403100206>

Brown, S. (2006). Ambi-brand culture. In J. Schroeder & M. S. Morling (Eds.), *Brand culture* (pp. 16–26). London: Routledge. <https://doi.org/10.4324/9780203002445>

Brown, S. (2014). She was fine when she left here: Polysemy, patriarchy, and personification in brand titanic's birthplace. *Psychology & Marketing*, 31(1), 93–102. <https://doi.org/10.1002/mar.20678>

Burghausen, M. (2022). Toward a co-creational perspective on corporate heritage and corporate heritage brands. In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Cohen, A. (1982). A polyethnic London carnival as a contested cultural performance. *Ethnic and Racial Studies*, 5(1), 23–41. <https://doi.org/10.1080/01419870.1982.9993358>

Csaba, F. F., & Bengtsson, A. (2006). Rethinking identity in brand management. In J. Schroeder & M. S. Morling (Eds.), *Brand culture* (pp. 118–135). London: Routledge. <https://doi.org/10.4324/9780203002445>

Diamond, N., Sherry Jr., J. F., Muñiz Jr., A. M., McGrath, M. A., Kozinets, R. V., & Borghini, S. (2009). American girl and the brand gestalt: Closing the loop on sociocultural branding research. *Journal of Marketing*, 73(3), 118–134. <https://doi.org/10.1509/jmkg.73.3.118>

Eckhardt, G. M. (2015). Commentary: The cultural approach to branding. In J. E. Schroeder (Ed.), *Brands: Interdisciplinary perspectives* (pp. 107–115). London: Routledge.

Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366–375. <https://doi.org/10.1016/j.jbusres.2018.07.015>

Ger, G. (1999). Localizing in the global village: Local firms competing in global markets. *California Management Review*, 41(4), 64–83. <https://doi.org/10.2307/41166010>

Getz, D. (2010). The nature and scope of festival studies. *International Journal of Event Management Research*, 5(1), 1–47.

Harrison, S. H., & Corley, K. G. (2011). Clean climbing, carabiners, and cultural cultivation: Developing an open-systems perspective of culture. *Organization Science*, 22(2), 391–412. <https://doi.org/10.1287/orsc.1100.0538>

Hatch, M. J., & Schultz, M. (2009). From corporate to enterprise branding. *Organizational Dynamics*, 38(2), 117–130. <https://doi.org/10.1016/j.orgdyn.2009.02.008>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>

Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically: Historicizing in the Carlsberg Group. *Administrative Science Quarterly*, 62(4), 657–697. <https://doi.org/10.1177/0001839217692535>

Holt, D. B. (2004). *How brands become icons: The principles of cultural branding*. Boston, MA: Harvard Business Press.

Holt, D., & Cameron, D. (2010). *Cultural strategy: Using innovative ideologies to build breakthrough brands*. Oxford: Oxford University Press.

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264. <https://doi.org/10.1108/09534811211213937>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. [https://doi.org/10.1057/978-1-352-00008-5\\_9](https://doi.org/10.1057/978-1-352-00008-5_9)

Illia, L., & Zamparini, A. (2016). Legitimate distinctiveness, historical bricolage, and the fortune of the commons. *Journal of Management Inquiry*, 25(4), 397–414. <https://doi.org/10.1177/1056492616637917>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Joachimsthaler, E., & Aaker, D. A. (2009). *Brand leadership: Building assets in an information economy*. New York: Simon and Schuster.

Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. London: Kogan Page.

Keller, K. L. (1999). Brand mantras: Rationale, criteria and examples. *Journal of Marketing Management*, 15(1–3), 43–51. <https://doi.org/10.1362/026725799784870513>

Kjeldsen, A. K., & Schmeltz, L. (2022). Corporate brand management and multiple voices: Polyphony or cacophony? In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Kornberger, M., Clegg, S. R., & Carter, C. (2006). Rethinking the polyphonic organization: Managing as discursive practice. *Scandinavian Journal of Management*, 22(1), 3–30. <https://doi.org/10.1016/j.scaman.2005.05.004>

Kozinets, R. V. (2002). Can consumers escape the market? Emancipatory illuminations from Burning Man. *Journal of Consumer Research*, 29(1), 20–38. <https://doi.org/10.1086/339919>

Lanseng, E. J., & Olsen, L. E. (2012). Brand alliances: The role of brand concept consistency. *European Journal of Marketing*, 46(12), 1108–1126. <https://doi.org/10.1108/03090561211247874>

Lee, S. A., & Jeong, M. (2014). Enhancing online brand experiences: An application of congruity theory. *International Journal of Hospitality Management*, 40, 49–58. <https://doi.org/10.1016/j.ijhm.2014.03.008>

Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61(1), 56–64. <https://doi.org/10.1016/j.jbusres.2006.05.009>

Levy, S. (2015). The technology of branding. In J. E. Schroeder (Ed.), *Brands: Interdisciplinary perspectives* (pp. 187–192). London: Routledge.

Matthiesen, I., & Phau, I. (2005). The 'HUGO BOSS' connection: Achieving global brand consistency across countries. *Journal of Brand Management*, 12(5), 325–338. <https://doi.org/10.1057/palgrave.bm.2540229>

McHugh, K. (2020, November 10). Spéculoos: How Belgium's beloved biscuit is unifying a divided nation. *Euronews*. Retrieved from [www.euronews.com/2020/11/10/speculoos-how-belgium-s-beloved-biscuit-is-unifying-a-divided-nation](http://www.euronews.com/2020/11/10/speculoos-how-belgium-s-beloved-biscuit-is-unifying-a-divided-nation)

Michel, G. (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction.” *Journal of Business Research*, 70, 453–455. <https://doi.org/10.1016/j.jbusres.2016.06.022>

Moisio, R., & Arnould, E. J. (2005). Extending the dramaturgical framework in marketing: Drama structure, drama interaction and drama content in shopping experiences. *Journal of Consumer Behaviour*, 4(4), 246–256. <https://doi.org/10.1002/cb.10>

Müller, M. (2017). 'Brand-centred control': A study of internal branding and normative control. *Organization Studies*, 38(7), 895–915. <https://doi.org/10.1177/0170840616663238>

Muñiz, A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432. <https://doi.org/10.1086/319618>

Munro, I., & Jordan, S. (2013). 'Living Space' at the Edinburgh Festival Fringe: Spatial tactics and the politics of smooth space. *Human Relations*, 66(11), 1497–1525. <https://doi.org/10.1177/0018726713480411>

Park, C. W., Milberg, S., & Lawson, R. (1991). Evaluation of brand extensions: The role of product feature similarity and brand concept consistency. *Journal of Consumer Research*, 18(2), 185–193. <https://doi.org/10.1086/209251>

Payne, E. M., Peltier, J. W., & Barger, V. A. (2017). Omni-channel marketing, integrated marketing communications and consumer engagement. *Journal of Research in Interactive Marketing*, 11(2), 185–197. <https://doi.org/10.1108/JRIM-08-2016-0091>

Payne, J., Bettman, J. R., & Johnson, E. J. (1991). Consumer decision making. *Handbook of Consumer Behaviour*, 50–84.

Petty, R. E., & Cacioppo, J. T. (1986). The elaboration likelihood model of persuasion. In: *Communication and persuasion. Springer series in social psychology* (pp. 1–24). Heidelberg: Springer. [https://doi.org/10.1007/978-1-4612-4964-1\\_1](https://doi.org/10.1007/978-1-4612-4964-1_1)

Ramaswamy, V. (2022). Embracing a co-creation paradigm of experience value creation. In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Ramaswamy, V., & Ozcan, K. (2018). Offerings as digitalized interactive platforms: A conceptual framework and implications. *Journal of Marketing*, 82(4), 19–31. <https://doi.org/10.1509/jm.15.0365>

Rao, H., & Dutta, S. (2012). Free spaces as organizational weapons of the weak: Religious festivals and regimental mutinies in the 1857 Bengal Native Army. *Administrative Science Quarterly*, 57(4), 625–668. <https://doi.org/10.1177/0001839212467744>

Schultz, M., & Hernes, T. (2013). A temporal perspective on organizational identity. *Organization Science*, 24(1), 1–21. <https://doi.org/10.1177/0001839212467744>

Stokburger-Sauer, N., Ratneshwar, S., & Sen, S. (2012). Drivers of consumer – Brand identification. *International Journal of Research in Marketing*, 29(4), 406–418. <https://doi.org/10.1016/j.ijresmar.2012.06.001>

Toraldo, M. L., & Islam, G. (2019). Festival and organization studies. *Organization Studies*, 40(3), 309–322. <https://doi.org/10.1177/0170840617727785>

Troisi, O., Santovito, S., Carrubbo, L., & Sarno, D. (2019). Evaluating festival attributes adopting SD logic: The mediating role of visitor experience and visitor satisfaction. *Marketing Theory*, 19(1), 85–102. <https://doi.org/10.1177/1470593118772207>

Urde, M. (2022). What does your corporate brand stand for? In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>

Van Laer, T., De Ruyter, K., Visconti, L. M., & Wetzels, M. (2014). The extended transportation-imagery model: A meta-analysis of the antecedents and consequences of consumers' narrative transportation. *Journal of Consumer Research*, 40(5), 797–817. <https://doi.org/10.1086/673383>

Vicente, A., & Falkum, I. (2017). Polysemy. *Oxford Research Encyclopedia of Linguistics*. Retrieved from <https://oxfordre.com/linguistics/view/10.1093/acrefore/9780199384655.001.0001/acrefore-9780199384655-e-325>

Visconti, L. M. (2010). Ethnographic case study (ECS): Abductive modeling of ethnography and improving the relevance in business marketing research. *Industrial Marketing Management*, 39(1), 25–39. <https://doi.org/10.1016/j.indmarman.2008.04.019>

Visconti, L. M., Peñaloza, L., & Toulouse, N. (Eds.). (2020). *Marketing management: A cultural perspective*. London: Routledge.

Volonterio, G. (1997). *Dalle suggestioni del parco alla grande festa del cinema*. Venezia: Marsilio.

von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452. <https://doi.org/10.1016/j.jbusres.2016.06.021>

Walsh, D. (2018). A new paradigm for brand touchpoints. In A. Sundar (Ed.), *Brand touchpoints* (pp. 3–18). Nova.

Yoganathan, V., Osburg, V. S., & Akhtar, P. (2019). Sensory stimulation for sensible consumption: Multisensory marketing for e-tailing of ethical brands. *Journal of Business Research*, 96, 386–396. <https://doi.org/10.1016/j.jbusres.2018.06.005>

## Visitors' Destination Brand Engagement's Effect on Co-Creation

Aaker, D. A. (1996). Should you take your brand to where the action is? *Harvard Business Review*, 75(5), 135–142.

Ahn, J., & Back, K.-J. (2018, September). Antecedents and consequences of customer brand engagement in integrated resorts. *International Journal of Hospitality Management*, 75, 144–152.

Alalwan, A. A., Rana, N. P., Dwivedi, Y. K., & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. *Telematics and Informatics*, 34(7), 1177–1190.

Ambrose, M., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology*, 88(2), 295–305.

Baldus, B. J., Clay, V., & Roger, C. (2015). Online brand community engagement: Scale development and validation. *Journal of Business Research*, 68(5), 978–985.

Berry, L. L. (2000). Cultivating service brand equity. *Journal of Academy of Marketing Science*, 28(1), 128–137.

Binkhorst, E., & Dekker, T. D. (2009). Agenda for co-creation tourism experience research. *Journal of Hospitality Marketing & Management*, 18(2–3), 311–327.

Blazquez-Resino, J. J., Molina, A., & Esteban-Talaya, A. (2015). Service-dominant logic in tourism: The way to loyalty. *Current Issues in Tourism*, 18(8), 706–724.

Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research*, 14(3), 252–271.

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105–114.

Byrne, B. M. (2013). *Structural equation modeling with AMOS*. London: Routledge.

Chathoth, P. K., Ungson, G. R., Altinay, L., Chan, E. S. W., Harrington, R., & Okumus, F. (2014). Barriers affecting organisational adoption of higher order customer engagement in tourism service interactions. *Tourism Management*, 42, 181–193.

Chathoth, P. K., Ungson, G. R., Harrington, R. J., & Chan, E. S. W. (2016). Co-creation and higher order customer engagement in hospitality and tourism services. *International Journal of Contemporary Hospitality Management*, 28(2), 222–245.

Chen, T., Drennan, J., Andrews, L., & Hollebeek, L. (2018). User experience sharing: Understanding customer initiation of value co-creation in online communities. *European Journal of Marketing*, 52(5–6), 1154–1184.

Choi, E.-K. (Cindy), Fowler, D., Goh, B., & Yuan, J. (Jessica). (2016). Social media marketing: Applying the uses and gratifications theory in the hotel industry. *Journal of Hospitality Marketing & Management*, 25(7), 771–796.

Clark, M., Lages, C., & Hollebeek, L. (2020). Friend or foe? Customer engagement's value-based effects on fellow customers and the firm. *Journal of Business Research*, 121, 549–556.

De Valck, K., van Bruggen, G. H., & Wierenga, B. (2009). Virtual communities: A marketing perspective. *Decision Support Systems*, 47(3), 185–203.

De Vries, N. J., & Carlson, J. (2014). Examining the drivers and brand performance implications of customer engagement with brands in the social media environment. *Journal of Brand Management*, 21(6), 495–515.

Ebrahimi, P., Hajmohammadi, A., & Khajeheian, D. (2019). Place branding and moderating role of social media. *Current Issues in Tourism*, 23(14), 1723–1731.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.

Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24(4), 343–373.

Gensler, S., Völckner, F., Liu-Thompkins, Y., & Wiertz, C. (2013). Managing brands in the social media environment. *Journal of Interactive Marketing*, 27(4), 242–256.

Grissmann, U. S., & Stokburger-Sauer, N. E. (2012). Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance. *Tourism Management*, 33(6), 1483–1492.

Groeger, L., Moroko, L., & Hollebeek, L. D. (2016). Capturing value from non-paying consumers' engagement behaviours: Field evidence and development of a theoretical model. *Journal of Strategic Marketing*, 24(3–4), 190–209.

Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a facebook brand community. *Management Research Review*, 35(9), 857–877.

Hair, J. F., Tomas, G., Hult, M., Ringle, C. M., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: SAGE.

Hajli, N., Shanmugam, M., Papagiannidis, S., Zahay, D., & Richard, M.-O. (2017). Branding co-creation with members of online brand communities. *Journal of Business Research*, 70, 136–144.

Hankinson, G. (2007). The management of destination brands: Five guiding principles based on recent developments in corporate branding theory. *Journal of Brand Management*, 14(3), 240–254.

Harrigan, P., Evers, U., Miles, M. O., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, 59, 597–609.

Harrigan, P., Evers, U., Miles, M. O., & Daly, T. (2018). Customer engagement and the relationship between involvement, engagement, self-brand connection and brand usage intent. *Journal of Business Research*, 88, 388–396.

Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 128–134.

Hollebeek, L. D. (2011a). Exploring customer brand engagement: Definition & themes. *Journal of Strategic Marketing*, 19(7), 555–573.

Hollebeek, L. D. (2011b). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, 27(7–8), 785–807.

Hollebeek, L. D. (2019). Developing business customer engagement through social media engagement-platforms: An integrative SD logic/RBV-informed model. *Industrial Marketing Management*, 81, 89–98.

Hollebeek, L. D., Andreassen, T. W., Smith, D. L. G., Grönquist, D., Karahasanovic, A., & Marquez, A. (2018). Epilogue – Service innovation actor engagement: An integrative model. *Journal of Services Marketing*, 32(1), 95–100.



- Hollebeek, L. D., & Chen, T. (2014). Exploring positively-versus negatively-valenced brand engagement: A conceptual model. *Journal of Product & Brand Management*, 23(1), 62–74.
- Hollebeek, L. D., Clark, M., Andreassen, T., Sigurdsson, V., & Smith, D. (2020a). Virtual reality through the customer journey: Framework and propositions. *Journal of Retailing & Consumer Services*, 55. <https://doi.org/10.1016/j.jretconser.2020.102056>
- Hollebeek, L. D., Das, K., & Shukla, Y. (2021a, December). Game on! How gamified loyalty programs boost customer engagement value. *International Journal of Information Management*, 61, 102308. <https://doi.org/10.1016/j.ijinfomgt.2021.102308>
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing*, 28(2), 149–165.
- Hollebeek, L. D., Kumar, V., & Srivastava, R. K. (2020b). From customer-, to actor-, to stakeholder engagement: Taking stock, conceptualization, and future directions. *Journal of Service Research*, 1–16. <https://doi.org/10.1177/1094670520977680>. <https://journals.sagepub.com/doi/10.1177/1094670520977680>
- Hollebeek, L. D., & Macky, K. (2019). Digital content marketing's role in fostering consumer engagement, trust, and value: Framework, fundamental propositions, and implications. *Journal of Interactive Marketing*, 45(1), 27–41.
- Hollebeek, L. D., Malthouse, E. C., & Block, M. P. (2016). Sounds of music: Exploring consumers' musical engagement. *Journal of Consumer Marketing*, 33(6), 417–427.
- Hollebeek, L. D., & Rather, R. A. (2019). Service innovativeness and tourism customer outcomes. *International Journal of Contemporary Hospitality Management*, 31(11), 4227–4246.
- Hollebeek, L. D., Smith, D. L. G., Kasabov, E., Hammedi, W., Warlow, A., & Clark, M. K. (2020c). Customer brand engagement during service lockdown. *Journal of Services Marketing*, 35(2), 201–209.
- Hollebeek, L. D., Sprott, D. E., Andreassen, T. W., Costley, C., Klaus, P., Kuppelwieser, V., Karahasanovic, A., Taguchi, T., Ul Islam, J., & Rather, R. A. (2019a). Customer engagement in evolving technological environments: Synopsis and guiding propositions. *European Journal of Marketing*, 53(9), 2018–2023.
- Hollebeek, L. D., Sprott, D., & Brady, M. (2021b). Rise of the machines? Customer engagement in automated service interactions. *Journal of Service Research*, 24(1), 3–8.
- Hollebeek, L. D., Srivastava, R. K., & Chen, T. (2019b). SD logic – Informed customer engagement: Integrative framework, revised fundamental propositions, and application to CRM. *Journal of the Academy of Marketing Science*, 47(1), 161–185.
- Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 1–11. <https://doi.org/10.1057/s41262-020-00205-7>.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20, 670–688.
- Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011). The role of brand experience and affective commitment in determining brand loyalty. *Journal of Brand Management*, 18(8), 570–582.
- Im, J., & Qu, H. (2017). Drivers and resources of customer co-creation: A scenario-based case in the restaurant industry. *International Journal of Hospitality Management*, 64, 31–40.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.
- Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.
- Islam, J. U., Hollebeek, L. D., Rahman, Z., Khan, I., & Rasool, A. (2019). Customer engagement in the service context: An empirical investigation of the construct, its antecedents and consequences. *Journal of Retailing and Consumer Services*, 50, 277–285.
- Islam, J. U., & Rahman, Z. (2017). The impact of online brand community characteristics on customer engagement: An application of stimulus-organism-response paradigm. *Telematics and Informatics*, 34(4), 96–109.
- Islam, J. U., Shahid, S., Rasool, A., Rahman, Z., Khan, I., & Rather, R. A. (2020). Impact of website attributes on customer engagement in banking: A solicitation of stimulus-organism-response theory. *International Journal of Bank Marketing*, 38(6), 1279–1303.
- Itani, O. S., & Hollebeek, L. (2021). Light at the end of the tunnel: Visitors' virtual reality (versus in-person) attraction site tour-related behavioral intentions during and post-COVID-19. *Tourism Management*, 84, 104290.
- Itani, O. S., Kassar, A.-N., & Loureiro, S. M. C. (2019). Value get, value give: The relationships among perceived value, relationship quality, customer engagement, and value consciousness. *International Journal of Hospitality Management*, 80, 78–90.
- Kamboj, S., Sarmah, B., Gupta, S., & Dwivedi, Y. (2018). Examining branding co-creation in brand communities on social media: Applying the paradigm of stimulus-organism-response. *International Journal of Information Management*, 39, 169–185.

- Katz, E., & Foulkes, D. (1962). On the use of the mass media as escape: Clarification of a concept. *Public Opinion Quarterly*, 26(3), 377–388.
- Kaur, H., Paruthi, M., Islam, J. U., & Hollebeek, L. D. (2020). The role of brand community identification and reward on consumer brand engagement and brand loyalty in virtual brand communities. *Telematics and Informatics*, 46. <https://doi.org/10.1016/j.tele.2019.101321>.
- Kavaratzis, M., & Hatch, M. J. (2013). The dynamics of place brands: An identity-based approach to place branding theory. *Marketing Theory*, 13(1), 69–86.
- Kim, H.-Y. (2013). Statistics notes for clinical researchers: Assessing normal distribution using skewness and kurtosis. *Restorative Dentistry & Endodontics*, 38(1), 52–54.
- Ko, H., Cho, C.-H., & Roberts, M. S. (2005). Internet uses and gratifications: A structural equation model of interactive advertising. *Journal of Advertising*, 3(2), 57–70.
- Ku, Y.-C., Chu, T.-H., & Tseng, C.-H. (2013). Gratifications for using CMC technologies: A comparison among SNS, IM, and e-mail. *Computers in Human Behavior*, 29(1), 226–234.
- Kumar, V., & Kaushik, A. (2020). Does experience affect engagement? Role of destination brand engagement in developing brand advocacy and revisit intentions. *Journal of Travel & Tourism Marketing*, 37(3), 332–346.
- Kumar, V., & Pansari, A. (2016). Competitive advantage through engagement. *Journal of Marketing Research*, 53, 497–514.
- Kumar, V., Rajan, B., Gupta, S., & Pozza, I. D. (2019). Customer engagement in service. *Journal of the Academy of Marketing Science*, 47(1), 138–160.
- Lam, S. K., Ahearne, M., Hu, Y., & Schillewaert, N. (2010). Resistance to brand switching when a radically new brand is introduced: A social identity theory perspective. *Journal of Marketing*, 74(6), 128–146.
- Li, F., Larimo, J., & Leonidou, L. C. (2020). Social media marketing strategy: Definition, conceptualization, taxonomy, validation, and future agenda. *Journal of the Academy of Marketing Science*, 1–20.
- Lim, H., & Kumar, A. (2019). Variations in consumers' use of brand online social networking: A uses and gratifications approach. *Journal of Retailing and Consumer Services*, 51, 450–457.
- MacInnis, D. (2011, July). A framework for conceptual contributions in marketing. *Journal of Marketing*, 75, 136–154.
- Malthouse, E. C., Haenlein, M., Skiera, B., Wege, E., & Zhang, M. (2013). Managing customer relationships in the social media era: Introducing the social CRM house. *Journal of Interactive Marketing*, 27(4), 270–280.
- Marketing Science Institute (MSI). (2020). Research priorities 2020–2022. Retrieved from [www.msi.org/wp-content/uploads/2020/06/MSI\\_RP20-22.pdf](http://www.msi.org/wp-content/uploads/2020/06/MSI_RP20-22.pdf)
- Melnyk, V., & Bijmolt, T. (2015). The effects of introducing and terminating loyalty programs. *European Journal of Marketing*, 9(3), 398–419.
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of Academy of Marketing Science*, 37(3), 328–344.
- Mittal, B., & Lee, M.-S. (1989). A causal model of consumer involvement. *Journal of Economic Psychology*, 10(3), 363–389.
- Mollen, A. H. W. (2010). Engagement, telepresence and interactivity in online consumer experience: Reconciling scholastic and managerial perspectives. *Journal of Business Research*, 63(9–10), 919–925.
- Narangajavana, Y., Fiol, L. J. C., Tena, M. A. M., Artola, R. M. R., & García, J. S. (2017). The influence of social media in creating expectations. An empirical study for a tourist destination. *Annals of Tourism Research*, 65, 60–70.
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63(1), 33–44.
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70(4), 136–153.
- Pansari, A., & Kumar, V. (2017). Customer engagement: The construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, 45(3), 294–311.
- Parrey, S. H., Hakim, I. A., & Rather, R. A. (2019). Mediating role of government initiatives and media influence between perceived risks and destination image: A study of conflict zone. *International Journal of Tourism Cities*, 5(1), 90–106.
- Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, 78(1), 79–90.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 18(2), 5–14.
- Prebensen, N. K., Kim, H., & Uysal, M. (2015). Cocreation as moderator between the experience value and satisfaction relationship. *Journal of Travel Research*, 55(7), 934–945.
- Prebensen, N. K., Woo, E., & Uysal, M. S. (2014). Experience value: Antecedents and consequences. *Current Issues in Tourism*, 17(10), 910–928.
- Prentice, C., Han, X. Y., Hua, L.-L., & Hu, L. (2019). The influence of identity-driven customer engagement on purchase intention. *Journal of Retailing and Consumer Services*, 47, 339–347.

- Prentice, C., Wang, X., & Lin, X. (2018). An organic approach to customer engagement and loyalty. *Journal of Computer Information Systems*. <https://doi.org/10.1080/08874417.2018.1485528>.
- Ranjan, K. R., & Read, S. (2016). Value co-creation: Concept and measurement. *Journal of the Academy of Marketing Science*, 44, 290–315.
- Rather, R. A. (2017). Investigating the impact of customer brand identification on hospitality brand loyalty: A social identity perspective. *Journal of Hospitality Marketing and Management*, 27(5), 487–513.
- Rather, R. A. (2018). Exploring customers' attitudes towards the hospitality brands in India: A social identity perspective. In M. A. Camilleri (Ed.), *The branding of tourist destinations: Theoretical and empirical insights* (pp. 207–231). Bingley: Emerald Publishing.
- Rather, R. A. (2019). Consequences of consumer engagement in service marketing: An empirical exploration. *Journal of Global Marketing*, 32(2), 116–135.
- Rather, R. A. (2020). Customer experience and engagement in tourism destinations: The experiential marketing perspective. *Journal of Travel & Tourism Marketing*, 37(1), 15–32.
- Rather, R. A. (2021a). Monitoring the impacts of tourism-based social media, risk perception and fear on tourists' attitude and revisiting behaviour in the wake of COVID-19 pandemic. *Current Issues in Tourism*, 24(23), 1–9.
- Rather, R. A. (2021b). Demystifying the effects of perceived risk and fear on customer engagement, co-creation and revisit intention during COVID-19: A protection motivation theory approach. *Journal of Destination Marketing & Management*, 20, June 2021, 100564. <https://doi.org/10.1016/j.jdmm.2021.100564>
- Rather, R. A., & Camilleri, M. A. (2019a). The effects of service quality and consumer-brand value congruity on hospitality brand loyalty. *Anatolia*, 30(4), 547–559.
- Rather, R. A., & Camilleri, M. A. (2019b). The customers' brand identification with luxury hotels: A social identity perspective. In *Academy of Marketing Science World Marketing Congress* (pp. 429–443). Cham: Springer.
- Rather, R. A., & Hollebeek, L. D. (2019). Exploring and validating social identification and social exchange-based drivers of hospitality customer loyalty. *International Journal of Contemporary Hospitality Management*, 31(3), 1432–1451.
- Rather, R. A., & Hollebeek, L. D. (2020). Experiential marketing for tourism destinations. In S. K. Dixit (Ed.), *The Routledge handbook of tourism experience management and marketing*. London: Routledge.
- Rather, R. A., & Hollebeek, L. D. (2021). Customers' service-related engagement, experience, and behavioral intent: Moderating role of age. *Journal of Retailing & Consumer Services*, 60, May 2021, 102453. <https://doi.org/10.1016/j.jretconser.2021.102453>
- Rather, R. A., Hollebeek, L. D., & Islam, J. U. (2019). Tourism-based customer engagement: The construct, antecedents, and consequences. *The Service Industries Journal*, 39(7–8), 519–540.
- Rather, R. A., Hollebeek, L. D., & Rasoolimanesh, S. M. (2021). First-time versus repeat tourism customer engagement, experience, and value cocreation: An empirical investigation. *Journal of Travel Research*. Online first. <https://doi.org/10.1177/0047287521997572>
- Rather, R. A., Najar, A. H., & Jaziri, D. (2020). Destination branding in tourism: Insights from social identification, attachment and experience theories. *Anatolia*, 31(2), 29–43.
- Rather, R. A., & Parray, S. H. (2018). Customer engagement in increasing affective commitment within hospitality sector. *Journal of Hospitality Application and Research*, 13(1), 72–91.
- Rather, R. A., & Sharma, J. (2018). Customer engagement for evaluating customer relationships in hotel industry. *European Journal of Tourism, Hospitality and Recreation*, 8(1), 1–13.
- Rather, R. A., & Sharma, J. (2019). Dimensionality and consequences of customer engagement: A social exchanges perspective. *Vision*, 23(3), 255–266.
- Rather, R. A., Tehseen, S., & Parrey, S. H. (2018). Promoting customer brand engagement and brand loyalty through customer brand identification and value congruity. *Spanish Journal of Marketing*, 1, 23–32.
- Raza, A., Rather, R. A., Iqbal, M. K., & Bhutta, U. S. (2020). An assessment of corporate social responsibility on customer company identification and loyalty in banking industry: A PLS-SEM analysis. *Management Research Review*, 43(11), 1337–1370.
- Riel, C. B. M., & Balmer, J. M. T. (1997). Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31, 340–355.
- Ritchie, J. R. B., & Ritchie, R. J. B. (1998). The branding of tourism destinations. In *Annual congress of international association of scientific experts in tourism* (pp. 1–31), Marrakech, Morocco.
- Sasser, S., Kilgour, M., & Hollebeek, L. D. (2014). Marketing in an interactive world: The evolving nature of communication processes using social media. In A. Ayanso & K. Lertwachara (Eds.), *Harnessing the power of social media and web analytics* (pp. 29–52). Hershey: IGI Global.
- Shams, G., Rather, R. A., Rehman, M. A., & Lodhi, R. N. (2020b). Hospitality-based service recovery, outcome favourability, satisfaction with service recovery and consequent customer loyalty: An empirical analysis. *International Journal of Culture, Tourism and Hospitality Research*, 15(2), 266–284.

Shams, G., Rehman, M. A., Samad, S., & Rather, R. A. (2020a). The impact of the magnitude of service failure and complaint handling on satisfaction and brand credibility in the banking industry. *Journal of Financial Services Marketing*, 25, 25–34.

Skinner, H. (2008). The emergence and development of place marketing's confused identity. *Journal of Marketing Management*, 24(9–10), 915–928.

Smock, A. D., Ellison, N. B., Lampe, C., & Wohn, D. Y. (2011). Facebook as a toolkit: A uses and gratification approach to unbundling feature use. *Computers in Human Behavior*, 27(6) 2322–2329.

So, K. K. F., King, C., & Sparks, B. (2014). Customer engagement with tourism brands: Scale development and validation. *Journal of Tourism Research & Hospitality*, 38(3), 304–329.

So, K. K. F., Wei, W., & Martin, D. (2020). Understanding customer engagement and social media activities in tourism: A latent profile analysis and cross-validation. *Journal of Business Research*.

Soper, D. S. (2014). A-priori sample size calculator for structural equation models [software]. Retrieved from [www.danielsoper.com/statcalc/calculator.aspx?id=89](http://www.danielsoper.com/statcalc/calculator.aspx?id=89).

Spohrer, J., Maglio, P. P., Bailey, J., & Gruhl, D. (2007). Steps toward a science of service systems. *IEEE Computer*, 40(1), 71–77.

Tajfel, H., & Turner, J. (1979). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* Nelson-hall (pp. 33–47). Chicago, IL: Chicago University Press.

Touni, R., Kim, W. G., & Ali, M. A. (2020). Antecedents and an outcome of customer engagement with hotel brand community on Facebook. *Journal of Hospitality & Tourism Research*, 44(2), 278–299.

Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, 13(3), 253–266.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44, 5–23.

Viswanathan, V., Hollebeek, L., Malthouse, E., Maslowska, E., Kim, S. J., & Xie, W. (2017). The dynamics of consumer engagement with mobile technologies. *Service Science*, 9(1), 36–49.

Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, 22(4), 401–420.

Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, 20(2), 122–146.

Wang, Z., & Kim, H. G. (2019). Can social media marketing improve customer relationship capabilities and firm performance? Dynamic capability perspective. *Journal of Interactive Marketing*, 39, 15–26.

Zaichkowsky, J. L. (1985). Measuring the involvement construct. *Journal of Consumer Research*, 12(3), 341–352.

Zhang, M., Guo, L., Hu, M., & Liu, W. (2017). Influence of customer engagement with company social networks on stickiness: Mediating effect of customer value creation. *International Journal of Information Management*, 37(3), 229–240.

## Corporate Brand Narratives

Argenti, P. A. (2022). Integrating multiple voices when crafting a corporate brand narrative. In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: the next key challenge in brand management. *Journal of Brand Management*, 27, 710–720.

Ketokivi, M., Mantere, S., & Cornelissen, J. (2017). Reasoning by analogy and the progress of theory. *Academy of Management Review*, 42, 637–658.

Michel, G. (2017). From brand identity to polysemous brands: Commentary on 'Performing identities: Processes of brand and stakeholder identity co-construction'. *Journal of Business Research*, 70, 453–455.

Rather, R. A., Hollebeek, L., Smith, D. L. G., Kuk, J., & Ghasemi, M. (2022). Visitors' destination brand engagement's effect on co-creation: An empirical study. In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Schmeltz, L., & Kjeldsen, A. K. (2022). Corporate brand management and multiple voices: Polyphony or cacophony? In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

Zamparini, A., Visconti, L. M., & Lurati, F. (2022). Polysemic corporate branding: Managing the idea. In O. Iglesias, N. Ind, & M. Schultz (Eds.), *The Routledge companion to corporate branding*. London: Routledge.

# Towards a Co-Creational Perspective on Corporate Heritage Branding

- Aaker, D. A. (1996). Building strong brands. New York: The Free Press.
- Adam, B. (1995). Timewatch. Cambridge: Polity Press.
- Andersen, M. A. (2020). Times are changing: The role of heritage identity on employee identification in a Danish family-owned company. *Corporate Communications: An International Journal*, 25(3), 477–494. <https://doi.org/10.1108/CCIJ-04-2020-0076>
- Anteby, M., & Molnar, V. (2012). Collective memory meets organizational identity: Remembering to forget in a firm's rhetorical history. *Academy of Management Journal*, 55(3), 515–540. <https://doi.org/10.5465/amj.2010.0245>
- Assmann, A. (2013). Ist die Zeit aus den Fugen? München (Munich): Hanser.
- Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 351–373. <https://doi.org/10.1177/030630709502100102>
- Balmer, J. M. T. (2010). Explicating corporate brands and their management: Reflections and directions from 1995. *Journal of Brand Management*, 18(3), 180–196. <https://doi.org/10.1057/bm.2010.46>
- Balmer, J. M. T. (2011a). Corporate heritage identities, corporate heritage brands and the multiple heritage identities of the British Monarchy. *European Journal of Marketing*, 45(9–10), 1380–1398. <https://doi.org/10.1108/03090561111151817>
- Balmer, J. M. T. (2011b). Corporate heritage brands and the precepts of corporate heritage brand management. *Journal of Brand Management*, 18(8), 517–544. <https://doi.org/10.1057/bm.2011.21>
- Balmer, J. M. T. (2012). Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7–8), 1064–1092. <https://doi.org/10.1108/03090561211230205>
- Balmer, J. M. T. (2013). Corporate heritage, corporate heritage marketing, and total corporate heritage communications. *Corporate Communications: An International Journal*, 18(3), 290–326. <https://doi.org/10.1108/CCIJ-05-2013-0031>
- Balmer, J. M. T. (Ed.). (2017). Foundations of corporate heritage. London: Routledge.
- Balmer, J. M. T., & Burghausen, M. (2015a). Explicating corporate heritage, corporate heritage brands and organisational heritage. *Journal of Brand Management*, 22(5), 364–384. <https://doi.org/10.1057/bm.2015.26>
- Balmer, J. M. T., & Burghausen, M. (2015b). Introducing organisational heritage: Linking corporate heritage, organisational identity and organisational memory. *Journal of Brand Management*, 22(5), 385–411. <https://doi.org/10.1057/bm.2015.25>
- Balmer, J. M. T., & Burghausen, M. (2019). Marketing, the past and corporate heritage. *Marketing Theory*, 19(2), 217–227. <https://doi.org/10.1177/1470593118790636>
- Balmer, J. M. T., & Chen, W. (2015). Corporate heritage brands in China. Consumer engagement with China's most celebrated corporate heritage brand – Tong Ren Tang: . *Journal of Brand Management*, 22(3), 194–210. <https://doi.org/10.1057/bm.2015.14>
- Balmer, J. M. T., & Chen, W. (2017). Corporate heritage brands, augmented role identity and customer satisfaction. *European Journal of Marketing*, 51(9–10), 1510–1521. <https://doi.org/10.1108/EJM-07-2017-0449>
- Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997. <https://doi.org/10.1108/03090560310477627>
- Balmer, J. M. T., & Greyser, S. A. (Eds.). (2003). Revealing the corporation. An anthology. London: Routledge.
- Balmer, J. M. T., Greyser, S. A., & Urde, M. (2006). The crown as a corporate brand: Insights from monarchies. *Journal of Brand Management*, 14(1–2), 137–161. <https://doi.org/10.1057/palgrave.bm.2550031>
- Bargenda, A. (2015). Corporate heritage brands in the financial sector: The role of corporate architecture. *Journal of Brand Management*, 22(5), 431–447. <https://doi.org/10.1057/bm.2015.16>
- Berthon, P., Holbrook, M. B., & Hulbert, J. M. (2003). Understanding and managing the brand space. *Sloan Management Review*, 41(1), 49–54.
- Biraghi, S., & Gambetti, R. C. (2015). Corporate branding: Where are we? A systematic communication-based inquiry. *Journal of Marketing Communications*, 21(4), 260–283. <https://doi.org/10.1080/13527266.2013.768535>
- Brown, S., Kozinets, R. V., & Sherry, J. F. (2003). Teaching old brands new tricks: Retro Branding and the revival of brand meaning. *Journal of Marketing*, 67(3), 19–33. <https://doi.org/10.1509/jmkg.67.3.19.18657>
- Brunninge, O., & Hartmann, B. J. (2019). Inventing a past: Corporate heritage as dialectical relationships of past and present. *Marketing Theory*, 19(2), 229–234. <https://doi.org/10.1177/1470593118790625>
- Bucheli, M., & Wadhvani, R. D. (Eds.). (2013). Organizations in time. Oxford: Oxford University Press.
- Burghausen, M. (2013). Explicating corporate heritage identity stewardship theory from a corporate marketing perspective: A qualitative case study of Great Britain's oldest brewer [Doctoral dissertation, Brunel University]. BURA. Retrieved from <http://bura.brunel.ac.uk/handle/2438/13067>

Burghausen, M. (forthcoming). The presence of the omni-temporal: Theoretical foundations of (corporate) brand heritage design. *Journal of Brand Management*.

Burghausen, M., & Balmer, J. M. T. (2014a). Repertoires of the corporate past: Explanation and framework. Introducing an integrated and dynamic perspective. *Corporate Communications: An International Journal*, 19(4), 384–402. <https://doi.org/10.1108/CCIJ-05-2013-0032>

Burghausen, M., & Balmer, J. M. T. (2014b). Corporate heritage identity management and the multimodal implementation of a corporate heritage identity. *Journal of Business Research*, 67(11), 2311–2323. <https://doi.org/10.1016/j.jbusres.2014.06.019>

Burghausen, M., & Balmer, J. M. T. (2015). Corporate heritage identity stewardship: A corporate marketing perspective. *European Journal of Marketing*, 49(1–2), 22–61. <https://doi.org/10.1108/EJM-03-2013-0169>

Clark, P., & Rowlinson, M. (2004). The treatment of history in organisation studies: Towards an 'historic turn'? *Business History*, 46(3), 331–352. doi:10.1080/0007679042000219175

Cooper, H., Merrilees, B., & Miller, D. (2015). Corporate heritage brand management: Corporate heritage brands versus contemporary corporate brands. *Journal of Brand Management*, 22(5), 412–430. <https://doi.org/10.1057/bm.2015.17>

Cooper, H., Merrilees, B., & Miller, D. (2020). The corporate heritage brand paradox: Managing the tension between continuity and change in luxury brands. *Australasian Marketing Journal*, 6(1). <https://doi.org/10.1016/j.ausmj.2020.08.003>

Cornelissen, J. P., Christensen, L. T., & Kinuthia, K. (2012). Corporate brands and identity: Developing stronger theory and a call for shifting the debate. *European Journal of Marketing*, 46(7–8), 1093–1102. doi:10.1108/03090561211230214

Dawson, P., & Sykes, C. S. (2016). *Organizational change and temporality*. London: Routledge.

Emirbayer, M., & Mische, A. (1998). What is agency? *American Journal of Sociology*, 103(4), 962–1023. <https://doi.org/10.1086/231294>

Fisher, D., & Smith, S. (2011). Cocreation is chaotic: What it means for marketing when no one has control. *Marketing Theory*, 11(3), 325–350. <https://doi.org/10.1177/1470593111408179>

Gregory, A. (2007). Involving stakeholders in developing corporate brands: The communication dimension. *Journal of Marketing Management*, 23(1–2), 59–73. <https://doi.org/10.1362/026725707X178558>

Groot, J. (2009). *Consuming history*. London: Routledge.

Handelman, J. M. (2006). Corporate identity and the societal constituent. *Journal of the Academy of Marketing Science*, 34(2), 107–114. <https://doi.org/10.1177/0092070305284970>

Hartog, F. (2015). *Regimes of historicity: Presentism and experiences of time*. New York: Columbia University Press.

Hatch, M. J., & Schultz, M. (1997). Relations between organizational culture, identity and image. *European Journal of Marketing*, 31(5), 356–365. <https://doi.org/10.1108/03090569710167583>

Hatch, M. J., & Schultz, M. (2000). Scaling the tower of babel. In M. Schultz, M. J. Hatch, & M. Holten Larsen (Eds.), *The expressive organization* (pp. 11–35). Oxford: Oxford University Press.

Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 79(2), 128–134.

Hatch, M. J., & Schultz, M. (2009). Of bricks and brands. *Organizational Dynamics*, 38(2), 117–130. <https://doi.org/10.1016/j.orgdyn.2009.02.008>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. doi:10.1057/bm.2010.14

Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically. *Administrative Science Quarterly*, 29. <https://doi.org/10.1177/0001839217692535>

Hernes, T., & Schultz, M. (2020). Translating the distant into the present: How actors address distant past and future events through situated activity. *Organization Theory*, 1(1). <https://doi.org/10.1177/2631787719900999>

Holbrook, M. B., & Schindler, R. M. (2003). Nostalgic bonding: Exploring the role of nostalgia in the consumption experience. *Journal of Consumer Behaviour*, 3(2), 107–127. <https://doi.org/10.1002/cb.127>

Hudson, B. T. (2011). Brand heritage and the renaissance of Cunard. *European Journal of Marketing*, 45(9–10), 1538–1556. doi:10.1108/03090561111151880

Hudson, B. T., & Balmer, J. M. T. (2013). Corporate heritage brands: Mead's theory of the past. *Corporate Communications: An International Journal*, 18(3), 347–361. <https://doi.org/10.1108/CCIJ-Apr-2012-0027>

Iglesias, O., & Bonet, E. (2012). Persuasive brand management: How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264. <https://doi.org/10.1108/09534811211213937>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. <https://doi.org/10.1057/bm.2013.8>

Iglesias, O., Ind, N., & Schultz, M. (2020). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60. <https://doi.org/10.1016/j.bushor.2019.09.005>

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity cocreation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>

Ind, N. (1997). *The corporate brand*. London: Palgrave Macmillan.

Ind, N. (2014). How participation is changing the practice of managing brands. *Journal of Brand Management*, 21(9), 734–742. <https://doi.org/10.1057/bm.2014.35>

Ind, N., & Coates, N. (2013). The meanings of co-creation. *European Business Review*, 25(1), 86–95. <https://doi.org/10.1108/09555341311287754>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of cocreation. *California Management Review*, 55(3), 5–26. <https://doi.org/10.1525/cmr.2013.55.3.5>

Johansen, T. S., & Nielsen, A. E. (2011). Strategic stakeholder dialogues: A discursive perspective on relationship building. *Corporate Communications: An International Journal*, 16(3), 204–217. <https://doi.org/10.1108/13563281111156871>

Jones, D. G. B., & Tadjewski, M. (Eds.). (2016). *The Routledge companion to marketing history*. London: Routledge.

Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. *Marketing Science*, 25(6), 740–759. <https://doi.org/10.1287/mksc.1050.0153>

Knox, S., & Bickerton, D. (2003). The six conventions of corporate branding. *European Journal of Marketing*, 37(7–8), 998–1016. <https://doi.org/10.1108/03090560310477636>

Kornum, N., Gyrd-Jones, R., Al Zagir, N., & Brandis, K. A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70, 432–440. <https://doi.org/10.1016/j.jbusres.2016.06.019>

Landwehr, A. (2016). *Die anwesende Abwesenheit der Vergangenheit*. Frankfurt a. M.: S. Fischer.

Lee, Z., & Davies, I. (2019). Navigating relative invariance: Perspectives on corporate heritage identity and organizational heritage identity in an evolving nonprofit institution. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2019.05.038>

Lowenthal, D. (1998). *The heritage crusade and the spoils of history*. Cambridge: Cambridge University Press.

Macleane, M., Clegg, S., & Suddaby, R. (Eds.). (2020). *Historical organization studies: Theory and applications*. Abingdon, Oxon: Routledge.

Mencarelli, R., Chaney, D., & Pulh, M. (2020). Consumers' brand heritage experience: Between acceptance and resistance. *Journal of Marketing Management*, 36(1–2), 30–50. <https://doi.org/10.1080/0267257X.2019.1692057>

Moingeon, B., & Ramanantsoa, B. (1997). Understanding corporate identity: The French school of thought. *European Journal of Marketing*, 31(5–6), 383–395. <https://doi.org/10.1108/eb060638>

Moussa, A., & de Barnier, V. (2020). How can corporate heritage identity stewardship lead to brand ambidexterity? *Journal of Strategic Marketing*, 27(4), 1–16. <https://doi.org/10.1080/0965254X.2020.1786845>

Muehling, D. D., & Sprott, D. E. (2004). The power of reflection: An empirical examination of nostalgia advertising effects. *Journal of Advertising*, 33(3), 25–35. <https://doi.org/10.2307/4189264>

O'Brien, H. (2021, May 11). The bells vs the boutique hotel: The battle to save Britain's oldest factory. *The Guardian*. Retrieved from [www.theguardian.com/news/2021/may/11/whitechapel-bell-foundry-battle-save-britains-oldest-factory](http://www.theguardian.com/news/2021/may/11/whitechapel-bell-foundry-battle-save-britains-oldest-factory).

Orth, U. R., Rose, G. M., & Merchant, A. (2019). Preservation, rejuvenation, or confusion?: Changing package designs for heritage brands. *Psychology & Marketing*, 36(9), 831–843. <https://doi.org/10.1002/mar.21215>

Palazzo, G., & Basu, K. (2007). The ethical backlash of corporate branding. *Journal of Business Ethics*, 73(4), 333–346. <https://doi.org/10.1007/s10551-006-9210-6>

Pecot, F., & de Barnier, V. (2017). Corporate heritage or corporate inheritance: A French perspective. In J. M. T. Balmer (Ed.), *Foundations of corporate heritage* (pp. 302–314). London: Routledge.

Pecot, F., & de Barnier, V. (2018). Brands using historical references: A consumers' perspective. *Journal of Brand Management*, 25(2), 171–184. <https://doi.org/10.1057/s41262-017-0076-y>

Pecot, F., Valette-Florence, P., & de Barnier, V. (2019). Brand heritage as a temporal perception: Conceptualisation, measure and consequences. *Journal of Marketing Management*, 108(1), 1–20. <https://doi.org/10.1080/0267257X.2019.1667414>

Polkinghorne, D. E. (1998). Narrative Psychologie und Geschichtsbewusstsein: Beziehungen und Perspektiven. In J. Straub (Ed.), *Erzählung, Identität und historisches Bewusstsein* (pp. 12–45). Frankfurt a. M.: Suhrkamp.

Ravasi, D., Rindova, V., & Stigliani, I. (2019). The stuff of legend: History, memory, and the temporality of organizational identity construction. *Academy of Management Journal*, 62(5), 1523–1555. <https://doi.org/10.5465/amj.2016.0505>

Ricoeur, P. (1990). *Time and narrative*, volume 3. Chicago, IL: University of Chicago Press.

Rose, G. M., Merchant, A., Orth, U. R., & Horstmann, F. (2016). Emphasizing brand heritage: Does it work? And how? *Journal of Business Research*, 69(2), 936–943. <https://doi.org/10.1016/j.jbusres.2015.06.021>

Sammour, A., Chen, W., Balmer, J. M. T., Botchie, D., & Faraday, J. (2020). Crafting the forever now: Corporate heritage brand innovation at John Lewis Partnership. *Strategic Change*, 29(1), 115–126. <https://doi.org/10.1002/jsc.2315>

Santos, F. P., Burghausen, M., & Balmer, J. M. T. (2016). Heritage branding orientation: The case of Ach. Brito and the dynamics between corporate and product heritage brands. *Journal of Brand Management*, 23(1), 67–88. <https://doi.org/10.1057/bm.2015.48>

Schmeltz, L., & Kjeldsen, A. K. (2019). Co-creating polyphony or cacophony? A case study of a public organization's brand co-creation process and the challenge of orchestrating multiple internal voices. *Journal of Brand Management*, 26(3), 304–316. <https://doi.org/10.1057/s41262-018-0124-2>

Schug, A. (2003). *History marketing*. Bielefeld: Transcript.

Schultz, M., & Hernes, T. (2013). A Temporal perspective on organizational identity. *Organization Science*, 24(1), 1–21. <https://doi.org/10.1287/orsc.1110.0731>

Silveira, C. da, Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36. <https://doi.org/10.1016/j.jbusres.2011.07.020>

Spielmann, N., Discua Cruz, A., Tyler, B. B., & Beukel, K. (2019). Place as a nexus for corporate heritage identity: An international study of family-owned wineries. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2019.05.024>

Stach, J. (2019). Meaningful experiences: An embodied cognition perspective on brand meaning cocreation. *Journal of Brand Management*, 26(3), 317–331. <https://doi.org/10.1057/s41262-018-0133-1>

Suddaby, R., Coraiola, D., Harvey, C., & Foster, W. (2019). History and the micro-foundations of dynamic capabilities. *Strategic Management Journal*, 1(2), 131. <https://doi.org/10.1002/smj.3058>

Tamm, M., & Olivier, L. (Eds.). (2019). *Rethinking historical time*. London: Bloomsbury.

Urde, M., Greyser, S. A., & Balmer, J. M. T. (2007). Corporate brands with a heritage. *Journal of Brand Management*, 15(1), 4–19. <https://doi.org/10.1057/palgrave.bm.2550106>

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multistakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>

Wadhwani, R. D., Suddaby, R., Mordhorst, M., & Popp, A. (2018). History as organizing: Uses of the past in organization studies. *Organization Studies*, 39(12), 1663–1683. <https://doi.org/10.1177/0170840618814867>

Wallpach, S. von, Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452. <https://doi.org/10.1016/j.jbusres.2016.06.021>

Wiedmann, K.-P., Hennigs, N., Schmidt, S., & Wuestefeld, T. (2011). The importance of brand heritage as a key performance driver in marketing management. *Journal of Brand Management*, 19(3), 182–194. <https://doi.org/10.1057/bm.2011.36>

Zerubavel, E. (2004). *Time maps*. Chicago, IL: University of Chicago Press.

## Cross-Fertilization of Heritage between Product and Corporate Branding

Aaker, D. (1996). *Building strong brands*. New York: The Free Press.

Balmer, J. M. T. (2011). Corporate heritage identities, corporate heritage brands and the multiple heritage identities of the British Monarchy. *European Journal of Marketing*, 45(9–10), 1380–1398. <https://doi.org/10.1108/03090561111151817>

Balmer, J. M. T. (2013). Corporate heritage, corporate heritage marketing, and total corporate heritage communications: What are they? What of them? *Corporate Communications: An International Journal*, 18(3), 290–326. <https://doi.org/10.1108/CCIJ-05-2013-0031>

Balmer, J. M. T., & Burghausen, M. (2019). Marketing, the past and corporate heritage. *Marketing Theory*, 19(2), 217–227. <https://doi.org/10.1177/1470593118790636>

Balmer, J. M. T., & Chen, W. (2017). Corporate heritage brands, augmented role identity and customer satisfaction. *European Journal of Marketing*, 51(9–10), 1510–1521. <https://doi.org/10.1108/EJM-07-2017-0449>

Balmer, J. M. T., Greyser, S., & Urde, M. (2006). The crown as a corporate brand: Insights from monarchies. *Journal of Brand Management*, 14(1–2), 137–161. <https://doi.org/10.1057/palgrave.bm.2550031>

Barnes, A. (2017). Telling stories: The role of graphic design and branding in the creation of ‘authenticity’ within food packaging. *International Journal of Food Design*, 2(2), 183–202. [https://doi.org/10.1386/ijfd.2.2.183\\_1](https://doi.org/10.1386/ijfd.2.2.183_1)



Baumert, T., de Obesso, M., & de las, M. (2021). Brand antiquity and value perception: Are customers willing to pay higher prices for older brands? *Journal of Business Research*, 123, 241–254. <https://doi.org/10.1016/j.jbusres.2020.09.060>

Blombäck, A., & Brunninge, O. (2009). Corporate identity manifested through historical references. *Corporate Communications: An International Journal*, 14(4), 404–419. <https://doi.org/10.1108/13563280910998754>

Blombäck, A., & Scandellius, C. (2013). Corporate heritage in CSR communication: A means to responsible brand image? *Corporate Communications: An International Journal*, 18(3), 362–382.

Brown, S., Kozinets, R. V., & Sherry, J. F. (2003). Teaching old brands new tricks: Retro branding and the revival of brand meaning. *Journal of Marketing*, 67(3), 19–33. <https://doi.org/10.1509/jmkg.67.3.19.18657>

Brunninge, O., & Hartmann, B. J. (2019). Inventing a past: Corporate heritage as dialectical relationships of past and present. *Marketing Theory*. <https://doi.org/10.1177/1470593118790625>

Burghausen, M., & Balmer, J. M. T. (2014). Corporate heritage identity management and the multimodal implementation of a corporate heritage identity. *Journal of Business Research*, 67(11), 2311–2323. <https://doi.org/10.1016/j.jbusres.2014.06.019>

Burghausen, M., & Balmer, J. M. T. (2015). Corporate heritage identity stewardship: A corporate marketing perspective. *European Journal of Marketing*, 49(1–2), 22–61. <https://doi.org/10.1108/EJ-01-2014-0022>

Carvajal Pérez, D., Masson, P. Le, Araud, A., Chaperon, V., & Weil, B. (2020). Creative heritage: Overcoming tensions between innovation and tradition in the luxury industry identity. *Creativity and Innovation Management*, 1–12. <https://doi.org/10.1111/caim.12378>

Celhay, F., Magnier, L., & Schoormans, J. (2020). Hip and authentic. Defining neo-retro style in package design. *International Journal of Design*, 13(3), 1–29.

Chaney, D., Pulh, M., & Mencarelli, R. (2017). When the arts inspire businesses: Museums as a heritage redefinition tool of brands. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2017.10.023>

Cooper, H., Miller, D., & Merrilees, B. (2015). Restoring luxury corporate heritage brands: From crisis to ascendancy. *Journal of Brand Management*, 22(5), 448–466. <https://doi.org/10.1057/bm.2015.9>

Dion, D., & Borraz, S. (2015). Managing heritage brands: A study of the sacralization of heritage stores in the luxury industry. *Journal of Retailing and Consumer Services*, 22, 77–84. <https://doi.org/10.1016/j.jretconser.2014.09.005>

Dion, D., & Mazzalovo, G. (2016). Reviving sleeping beauty brands by rearticulating brand heritage. *Journal of Business Research*, 69(12), 5894–5900. <https://doi.org/10.1016/j.jbusres.2016.04.105>

Fritz, K., Schoenmueller, V., & Bruhn, M. (2017). Authenticity in branding – Exploring antecedents and consequences of brand authenticity. *European Journal of Marketing*, 51(2), 324–348. <https://doi.org/10.1108/EJM-10-2014-0633>

Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31(2), 296–312. <https://doi.org/10.1086/422109>

Hakala, U., Lätti, S., & Sandberg, B. (2011). Operationalising brand heritage and cultural heritage. *Journal of Product & Brand Management*, 20(6), 447–456. <https://doi.org/10.1108/10610421111166595>

Halwani, L. (2020). Heritage luxury brands: Insight into consumer motivations across different age groups. *Qualitative Market Research: An International Journal*. <https://doi.org/10.13140/RG.2.2.30269.90089>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>

Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically: historicizing in the Carlsberg group. *Administrative Science Quarterly*, 62(4). <https://doi.org/10.1177/0001839217692535>

Hemonnet-Goujot, A., Manceau, D., & Abecassis-Moedas, C. (2019). Drivers and pathways of NPD success in the marketing – External design relationship. *Journal of Product Innovation Management*, 36(2), 196–223. <https://doi.org/10.1111/jpim.12472>

Holbrook, M. B. (1993). Nostalgia and consumption preferences: Some emerging patterns of consumer tastes. *Journal of Consumer Research*, 20(2), 245. <https://doi.org/10.1086/209346>

Hudson, B. T. (2011). Brand heritage and the renaissance of Cunard. *European Journal of Marketing*, 45(9–10), 1538–1556. <https://doi.org/10.1108/0309056111151880>

Hudson, B. T., & Balmer, J. M. T. (2013). Corporate heritage brands: Mead's theory of the past. *Corporate Communications: An International Journal*, 18(3), 347–361. <https://doi.org/10.1108/CCIJ-Apr-2012-0027>

Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688. <https://doi.org/10.1057/bm.2013.8>

Iglesias, O., Ind, N., & Schultz, M. (2019). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63(1), 51–60. <https://doi.org/10.1016/j.bushor.2019.09.005>

Ikäheimo, J. P. (2021). Arctic narratives: Brewing a brand with neolocalism. *Journal of Brand Management*. <https://doi.org/10.1057/s41262-021-00232-y>

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together. *California Management Review*, 55(3), 5–27. Retrieved from [www.majkenschultz.com/wp-content/uploads/AcademicPublications/BuildingBrandsTogether.2013.pdf](http://www.majkenschultz.com/wp-content/uploads/AcademicPublications/BuildingBrandsTogether.2013.pdf)

Joy, A., Wang, J. J., Chan, T. S., Sherry, J. F., & Cui, G. (2014). M(Art)worlds: Consumer perceptions of how luxury brand stores become art institutions. *Journal of Retailing*, 90(3), 347–364. <https://doi.org/10.1016/j.jretai.2014.01.002>

Keller, K. L. & Lehmann, D. R. (2006). Brand and branding: Research findings and future priorities. *Marketing Science*, 25(6), 740–759. <https://doi.org/10.1287/mksc.1050.0153>

Kessous, A., Valette-Florence, P., & De Barnier, V. (2017). Luxury watch possession and dispossession from father to son: A poisoned gift? *Journal of Business Research*, 77, 212–222. <https://doi.org/10.1016/j.jbusres.2016.12.006>

Lee, Z., & Davies, I. (2019). Navigating relative invariance: Perspectives on corporate heritage identity and organizational heritage identity in an evolving nonprofit institution. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2019.05.038>

Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34(4), 481–493. <https://doi.org/10.1177/0092070306288403>

Martino, V., & Lovari, A. (2016). When the past makes news: Cultivating media relations through brand heritage. *Public Relations Review*, 42(4), 539–547. <https://doi.org/10.1016/j.pubrev.2016.03.009>

Mencarelli, R., Chaney, D., & Pulh, M. (2019). Consumers' brand heritage experience: Between acceptance and resistance. *Journal of Marketing Management*, 1–21. <https://doi.org/10.1080/0267257X.2019.1692057>

Merchant, A., & Rose, G. M. (2013). Effects of advertising-evoked vicarious nostalgia on brand heritage. *Journal of Business Research*, 66(12), 2619–2625. <https://doi.org/10.1016/j.jbusres.2012.05.021>

Merrilees, B., Miller, D., & Yakimova, R. (2021, December). Building brands through internal stakeholder engagement and co-creation. *Journal of Product and Brand Management*. <https://doi.org/10.1108/JPBM-03-2020-2784>

Minkiewicz, J., Evans, J., & Bridson, K. (2014). How do consumers co-create their experiences? An exploration in the heritage sector. *Journal of Marketing Management*, 30(1–2). <https://doi.org/10.1080/0267257X.2013.800899>

Närvänen, E., & Goulding, C. (2016). Sociocultural brand revitalization: The role of consumer collectives in bringing brands back to life. *European Journal of Marketing*, 50(7–8), 1521–1546. <https://doi.org/10.1108/02656710210415703>

Nevett, T. (1989). The uses of history in marketing education. *Journal of Marketing Education*, 11(2), 48–53. <https://doi.org/10.1177/027347538901100208>

Orth, U. R., Rose, G. M., & Merchant, A. (2019). Preservation, rejuvenation, or confusion? Changing package designs for heritage brands. *Psychology & Marketing*. <https://doi.org/10.1002/mar.21215>

Paek, W., Ryu, H., & Jun, S. (2020). Heritage-based value of a corporate brand: Antecedents and effects on the firm's financial value. *Journal of Product and Brand Management*. <https://doi.org/10.1108/JPBM-06-2019-2431>

Pecot, F., & de Barnier, V. (2018). Brands using historical references: A consumers' perspective. *Journal of Brand Management*, 25(1), 171–184. <https://doi.org/10.1057/s41262-017-0076-y>

Pecot, F., & De Barnier, V. (2017). Brand heritage: The past in the service of brand management. *Recherche et Applications En Marketing*, 32(4), 72–90. <https://doi.org/10.1177/2051570717699376>

Pecot, F., Merchant, A., Valette-Florence, P., & De Barnier, V. (2018). Cognitive outcomes of brand heritage: A signaling perspective. *Journal of Business Research*, 85, 304–316. <https://doi.org/10.1016/j.jbusres.2018.01.016>

Pecot, F., Valette-Florence, P., & de Barnier, V. (2019). Brand heritage as a temporal perception: Conceptualisation, measure and consequences. *Journal of Marketing Management*, 1–20. <https://doi.org/10.1080/0267257X.2019.1667414>

Phillips, B. J., McQuarrie, E. F., & Griffin, W. G. (2014). The face of the brand: How art directors understand visual brand identity. *Journal of Advertising*, 43(4), 318–332. <https://doi.org/10.1080/00913367.2013.867824>

Pizzi, G., & Scarpi, D. (2019). The year of establishment effect on brand heritage and attitudes. *Journal of Consumer Marketing*. <https://doi.org/10.1108/JCM-05-2018-2665>

Rindell, A., Santos, F. P., & De Lima, A. P. (2015). Two sides of a coin: Connecting corporate brand heritage to consumers' corporate image heritage. *Journal of Brand Management*, 22(5), 467–484. <https://doi.org/10.1057/bm.2015.20>

Rose, G., Merchant, A., Orth, U. R., & Horstmann, F. (2016). Emphasizing brand heritage: Does it work? And how? *Journal of Business Research*, 69(2), 936–943. <https://doi.org/10.1016/j.jbusres.2015.06.021>

Rose, M., Rose, G. M., & Merchant, A. (2017). Is old gold? How heritage “sells” the university to prospective students: The impact of a measure of brand heritage on attitudes toward the university. *Journal of Advertising Research*, 57(3), 335–351. <https://doi.org/10.2501/JAR-2017-038>

Sammour, A. A., Chen, W., & Balmer, J. M. T. (2020). Corporate heritage brand traits and corporate heritage brand identity: The case study of John Lewis. *Qualitative Market Research*, 23(3), 447–470. <https://doi.org/10.1108/QMR-03-2018-0039>

Santos, F. P., Burghausen, M., & Balmer, J. M. T. (2016). Heritage branding orientation: The case of Ach. Brito and the dynamics between corporate and product heritage brands. *Journal of Brand Management*, 23(1), 67–88. <https://doi.org/10.1057/bm.2015.48>

Schroeder, J., Borgerson, J., & Wu, Z. (2015). A brand culture approach to Chinese cultural heritage brands. *Journal of Brand Management*, 22(3), 261–279. <https://doi.org/10.1057/bm.2015.12>

Simms, C. D., & Trott, P. (2006). The perceptions of the BMW Mini brand: The importance of historical associations and the development of a model. *Journal of Product & Brand Management*, 15(4), 228–238. <https://doi.org/10.1108/10610420610679593>

Skålén, P., & Hackley, C. (2011). Marketing-as-practice. Introduction to the special issue. *Scandinavian Journal of Management*, 27(2), 189–195. <https://doi.org/10.1016/j.scaman.2011.03.004>

Solja, E., Liljander, V., & Söderlund, M. (2018). Short brand stories on packaging: An examination of consumer responses. *Psychology & Marketing*, 35(4), 294–306. <https://doi.org/10.1002/mar.21087>

Sørensen, A. R., & Heller, M. (2018). A bittersweet past: The negative equity of corporate heritage brands. *Journal of Consumer Culture*. <https://doi.org/10.1177/1469540518773803>

Spielmann, N., Discua, A., Tyler, B. B., & Beukel, K. (2019). Place as a nexus for corporate heritage identity: An international study of family-owned wineries. *Journal of Business Research*, 1–12. <https://doi.org/10.1016/j.jbusres.2019.05.024>

Urde, M., & Greyser, S. A. (2015). The Nobel Prize: The identity of a corporate heritage brand. *Journal of Product and Brand Management*, 24(4), 318–332. <https://doi.org/10.1108/JPBM-11-2014-0749>

Urde, M., Greyser, S. A., & Balmer, J. M. T. (2007). Corporate brands with a heritage. *Journal of Brand Management*, 15(1), 4–19. <https://doi.org/10.1057/palgrave.bm.2550106>

Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515. <https://doi.org/10.1016/j.jbusres.2012.09.012>

Wagner, K. (2018). Nostalgic photographs in the contemporary image ecology: The example of Tyrrells crisp packaging. *Journal of Aesthetics and Culture*, 10(1). <https://doi.org/10.1080/20004214.2017.1421375>

Wuestefeld, T., Hennigs, N., Schmidt, S., & Wiedmann, K.-P. (2012). The impact of brand heritage on customer perceived value. *Der Markt*, 51(2–3), 51–61. <https://doi.org/10.1007/s12642-012-0074-2>

Youn, S., & Jin, S. V. (2017). Reconnecting with the past in social media: The moderating role of social influence in nostalgia marketing on Pinterest. *Journal of Consumer Behaviour*, 16(6), 565–576. <https://doi.org/10.1002/cb.1655>

## Closing Corporate Branding Gaps through Authentic Internal Brand Strategies

Aaker, D. (2018). *Creating signature stories: Strategic messaging that energizes, persuades and inspires*. New York: Morgan James Publishing.

Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. *Journal of Consumer Research*, 31(4), 868–882. <https://doi.org/10.1086/426626>

Arnould, E. J., & Price, L. L. (2000). Authenticating acts and authoritative performances: Questing for self and community. In S. Ratneshwar, D. G. Mick, & C. Huffman (Eds.), *The why of consumption: Contemporary perspectives on consumer motives, goals, and desires* (pp. 140–163). London: Routledge.

Arsel, Z., & Thompson, C. J. (2011). Demythologizing consumption practices: How consumers protect their field-dependent identity investments from devaluing marketplace myths. *Journal of Consumer Research*, 37(5), 791–806. <https://doi.org/10.1086/656389>

Avery, J., Eckhardt, G. M., & Beverland, M. B. (2020). *Brand storytelling at Shinola* (Case N-520-102). Boston, MA: Harvard Business School Publishing.

Balmer, J. M. T., Stuart, H., & Greyser, S. A. (2009). Aligning identity and strategy: Corporate branding at British Airways in the late 20th century. *California Management Review*, 51(3), 6–23. <https://doi.org/10.2307/41166491>

Bastos, W., & Levy, S. J. (2012). A history of the concept of branding: Practice and theory. *Journal of Historical Research in Marketing*, 4(3), 347–368. <https://doi.org/10.1108/17557501211252934>

Becker, M., Wiegand, N., & Reinartz, W. J. (2019). Does it pay to be real? Understanding authenticity in TV advertising. *Journal of Marketing*, 83(1), 24–50. <https://doi.org/10.1177/0022242918815880>

Beverland, M. B. (2005). Crafting brand authenticity: The case of luxury wines. *Journal of Management Studies*, 42(5), 1003–1029. <https://doi.org/10.1111/j.1467-6486.2005.00530.x>

- Beverland, M. B. (2009). *Building brand authenticity: 7 habits of iconic brands*. London: Palgrave Macmillan.
- Beverland, M. B. (2021). *Brand management: Co-creating brand meaning* (2nd ed.). Los Angeles, CA: SAGE.
- Beverland, M. B., & Farrelly, F. J. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. *Journal of Consumer Research*, 36(5), 838–856. <https://doi.org/10.1086/615047>
- Beverland, M. B., Farrelly, F. J., & Quester, P. G. (2010). Authentic subcultural membership: Antecedents and consequences of authenticating acts and authoritative performances. *Psychology & Marketing*, 27(7), 698–716. <https://doi.org/10.1002/mar.20352>
- Beverland, M. B., Lindgreen, A., & Vink, M. (2008). Projecting authenticity through advertising: Consumer judgments of advertisers' claims. *Journal of Advertising*, 37(1), 5–15. <https://doi.org/10.2753/JOA0091-3367370101>
- Beverland, M. B., Wilner, S. J., & Micheli, P. (2015). Reconciling the tension between consistency and relevance: Design thinking as a mechanism for brand ambidexterity. *Journal of the Academy of Marketing Science*, 43(5), 589–609. <https://doi.org/10.1007/s11747-015-0443-8>
- Beverland, M. B., & Ewing, M. T. (2005, September–October). Slowing the adoption and diffusion process to enhance brand repositioning: The consumer driven repositioning of Dunlop Volley. *Business Horizons*, 48, 385–391. <https://doi.org/10.1016/j.bushor.2005.01.001>
- Brodie, R. J. (2009). From goods to service branding: An integrative perspective. *Journal of Service Research*, 9(1), 107–111. <https://doi.org/10.1177/1470593108100064>
- Beverland, M. B. & Cankurtaran, P. (2019). Lovehoney: Selling sexual wellness in the USA (p. 24). Case Centre 519–0156–1. TU Delft Research Portal.
- Carroll, G. R., & Swaminathan, A. (2000). Why the microbrewery movement? Organizational dynamics of resource partitioning in the US brewing industry. *American Journal of Sociology*, 106(3), 715–762. <https://doi.org/10.1086/318962>
- Carù, A., Ostilio, M. C., & Leone, G. (2017). Corporate museums to enhance brand authenticity in luxury goods companies: The case of Salvatore Ferragamo. *International Journal of Arts Management*, 19(2), 32–45.
- Chung, S. Y. A., & Byrom, J. (2021). Co-creating consistent brand identity with employees in the hotel industry. *Journal of Product & Brand Management*, 30(1), 74–89. <https://doi.org/10.1108/JPBm-08-2019-2544>
- De Chernatony, L., & Segal-Horn, S. (2003). The criteria for successful services brands. *European Journal of Marketing*, 37(7–8), 1095–1118. <https://doi.org/10.1108/03090560310477681>
- Deephhouse, D. L., & Carter, S. M. (2005). An examination of differences between organizational legitimacy and organizational reputation. *Journal of Management Studies*, 42, 329–360. <https://doi.org/10.1111/j.1467-6486.2005.00499.x>
- Delbridge, R., & Edwards, T. (2008). Challenging conventions: Roles and processes during non-isomorphic institutional change. *Human Relations*, 61(3), 299–325. <https://doi.org/10.1177/0018726708088996>
- Dickinson-Delaporte, S., Beverland, M. B., & Lindgreen, A. (2010). Building corporate reputation with stakeholders: Exploring the role of message ambiguity for social marketers. *European Journal of Marketing*, 44(11–12), 1856–1874. <https://doi.org/10.1108/03090561011079918>
- Fine, G. A. (2003). Crafting authenticity: The validation of identity in self-taught art. *Theory and Society*, 32(2), 153–180. <https://doi.org/10.1023/A:1023943503531>
- Fournier, S., & Eckhardt, G. M. (2019). Putting the person back into person-brands: Understanding and managing the two-bodied brand. *Journal of Marketing Research*, 56(4), 602–619. <https://doi.org/10.1177/0022243719830654>
- Fournier, S., & Lee, L. (2009). Getting brand communities right. *Harvard Business Review*, 87(4), 105–111.
- Giesler, M. (2012). How doppelgänger brand images influence the market creation process: Longitudinal insights from the rise of Botox cosmetic. *Journal of Marketing*, 76(6), 55–68. <https://doi.org/10.1509/jm.10.0406>
- Gilmore, J. H., & Pine, B. J. (2007). *Authenticity: What consumers really want*. Boston, MA: Harvard Business School Press.
- Glynn, M. A., & Lounsbury, M. (2005). From the critics' corner: Logic blending, discursive change and authenticity in a cultural production system. *Journal of Management Studies*, 42(5), 1031–1055. <https://doi.org/10.1111/j.1467-6486.2005.00531.x>
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31(2), 296–312. <https://doi.org/10.1086/422109>
- Greyser, S. A., & Urde, M. (2019, January–February). What does your corporate brand stand for? *Harvard Business Review*, 80–88.

Harrison, S. H., & Corley, K. G. (2011). Clean climbing, carabiners, and cultural cultivation: Developing an open-systems perspective of culture. *Organization Science*, 22(2), 391–412. <https://doi.org/10.1287/orsc.1100.0538>

Hatch, M. J., & Schultz, M. (2013). The dynamics of corporate brand charisma: Routinization and activation at Carlsberg IT. *Scandinavian Journal of Management*, 29(2), 147–162. <https://doi.org/10.1016/j.scaman.2013.03.005>

Hatch, M. J., & Schultz, M. (2001, February). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 79, 128–134.

Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding*. New York: John Wiley & Sons.

Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically: Historicizing in the Carlsberg Group. *Administrative Science Quarterly*, 62(4), 657–697. <https://doi.org/10.1177/0001839217692535>

Hernandez, M. (2012). Toward an understanding of the psychology of stewardship. *Academy of Management Review*, 37(2), 172–193. <https://doi.org/10.5465/amr.2010.0363>

Hietanen, J., & Rokka, J. (2015). Market practices in countercultural market emergence. *European Journal of Marketing*, 49(9–10), 1563–1588. <https://doi.org/10.1108/EJM-02-2014-0066>

Hobsbawn, E., & Ranger, T. (1983). *The invention of tradition*. Cambridge: Cambridge University Press.

Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. Berkeley, CA: University of California Press.

Holt, D. B. (2002). Why do brands cause trouble? A dialectical theory of consumer culture and branding. *Journal of Consumer Research*, 29(1), 70–90. <https://doi.org/10.1086/339922>

Holt, D. B. (2004). *How brands become icons: The principles of cultural branding*. Boston, MA: Harvard Business School Press.

Holt, D. B., & Thompson, C. J. (2004). Man-of-action heroes: The pursuit of heroic masculinity in everyday consumption. *Journal of Consumer Research*, 31(2), 425–440. <https://doi.org/10.1086/422120>

Hyatt, J., & Simons, H. (1999). Cultural codes – Who holds the key? The concept and conduct of evaluation in Central and Eastern Europe. *Evaluation*, 5(1), 23–41. <https://doi.org/10.1177/13563899922208805>

Iglesias, O., & Saleem, F. Z. (2015). How to support consumer-brand relationships: The role of corporate culture and human resources policies and practices. *Marketing Intelligence & Planning*, 33(2), 216–234. <https://doi.org/10.1108/MIP-10-2014-0196>

Ind, N. (2014). Living the brand. In K. Kompella (Ed.), *The definitive book on branding* (pp. 199–218). London: SAGE.

Ind, N., & Schmidt, H. J. (2019). *Co-creating brands: Brand management from a co-creation perspective*. London: Bloomsbury.

Interbrand. (2019). *Best global brands ranking 2019*. Retrieved September 29, 2020 from [www.interbrand.com/best-brands/best-global-brands/2019/ranking/](http://www.interbrand.com/best-brands/best-global-brands/2019/ranking/)

Jones, C., Anand, N., & Alvarez, J. L. (2005). Guest editors' introduction: Manufactured authenticity and creative voice in cultural industries. *Journal of Management Studies*, 42(5), 893–899. <https://doi.org/10.1111/j.1467-6486.2005.00525.x>

Jones, D., & Smith, K. (2005). Middle-earth meets New Zealand: Authenticity and location in the making of *The Lord of the Rings*. *Journal of Management Studies*, 42(5), 923–945. <https://doi.org/10.1111/j.1467-6486.2005.00527.x>

Jones, R. (2017). *Branding: A short introduction*. Oxford: Oxford University Press.

Kates, S. M. (2004). The dynamics of brand legitimacy: An interpretive study in the gay men's community. *Journal of Consumer Research*, 31(2), 455–464. <https://doi.org/10.1086/422122>

Keinan, A., Eckhardt, G. M., & Beverland, M. B. (2018). *Kodak: The rebirth of an iconic brand* (Case 9–519–051). Boston, MA: Harvard Business School Publishing.

Keinan, A., Farrelly, F. J., & Beverland, M. B. (2012). *Introducing iSnack2.0: The new Vegemite* (Case 9–512–020). Boston, MA: Harvard Business School Publishing.

Keller, K. L. (2003). *Strategic brand management* (2nd ed.). Old Tappan, NJ: Pearson Education.

Kraak, J. M., & Holmqvist, J. (2017). The authentic service employee: Service employees' language use for authentic service experiences. *Journal of Business Research*, 72(3), 199–209. <https://doi.org/10.1016/j.jbusres.2016.04.182>

Lehman, D. W., O'Connor, K., Kovács, B., & Newman, G. E. (2019). Authenticity. *Academy of Management Annals*, 13(1), 1–42. <https://doi.org/10.5465/annals.2017.0047>

Levy, S. J. (1959, July–August). Symbols for sale. *Harvard Business Review*, 117–124.

Marotta, S. (2021). Old Detroit, new Detroit: “Makers” and the impasse of place change. *Cultural Geographies*, 28(2), 377–391. <https://doi.org/10.1177%2F1474474020978481>

Merrilees, B., Miller, D., & Yakimova, R. (2020). Building brands through internal stakeholder engagement and co-creation. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-03-2020-2784>

Miles, S. J., & Mangold, W. G. (2005). Positioning Southwest Airlines through employee branding. *Business Horizons*, 48(6), 535–545. <https://doi.org/10.1016/j.bushor.2005.04.010>

Moore, K., & Reid, S. (2008). The birth of the brand: 4000 years of branding. *Business History*, 50(4), 419–432. <https://doi.org/10.1080/00076790802106299>

Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, 25(2), 200–218. <https://doi.org/10.1016/j.jcps.2014.11.006>

Napoli, J., Dickinson-Delaporte, S., Beverland, M. B., & Farrelly, F. J. (2014). Measuring consumer-based brand authenticity. *Journal of Business Research*, 67(6), 1090–1098. <https://doi.org/10.1016/j.jbusres.2013.06.001>

Newman, G. E. (2019). The psychology of authenticity. *Review of General Psychology*, 23(1), 8–18. <https://doi.org/10.1037/gpr0000158>

Peterson, R. A. (2005). In search of authenticity. *Journal of Management Studies*, 42(5), 1083–1098. <https://doi.org/10.1111/j.1467-6486.2005.00533.x>

Potter, A. (2011). *The authenticity hoax: Why the "real" things we seek don't make us happy*. New York: Harper Perennial.

Preece, C., Kerrigan, F., & O'Reilly, D. (2019). License to assemble: Theorizing brand longevity. *Journal of Consumer Research*, 46(2), 330–350. <https://doi.org/10.1093/jcr/ucy076>

Ravasi, D., & Phillips, N. (2011). Strategies of alignment: Organizational identity management and strategic change at Bang & Olufsen. *Strategic Organization*, 9(2), 103–135. <https://doi.org/10.1177/1476127011403453>

Rose, R. L., & Wood, S. L. (2005). Paradox and the consumption of authenticity through reality television. *Journal of Consumer Research*, 32(2), 284–296. <https://doi.org/10.1086/432238>

Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43–57. <https://doi.org/10.1108/JPBM-11-2014-0751>

Schau, H. J., Muñiz, A. M. Jr., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73(5), 30–51. <https://doi.org/10.1509/jmkg.73.5.30>

Sharifonnasabi, Z., Bardhi, F., & Luedicke, M. K. (2020). How globalization affects consumers: Insights from 30 years of CCT globalization research. *Marketing Theory*, 20(3), 273–298. <https://doi.org/10.1177/1470593119887469>

Spiggle, S., Nguyen, H. T., & Caravella, M. (2012). More than fit: Brand extension authenticity. *Journal of Marketing Research*, 49(6), 967–983. <https://doi.org/10.1509/jmr.11.0015>

Thompson, C. J., Rindfleisch, A., & Arsel, Z. (2006). Emotional branding and the strategic value of the doppelgänger brand image. *Journal of Marketing*, 70(1), 50–64. <https://doi.org/10.1509/jmkg.70.1.050.qxd>

Umbach, M., & Humphrey, M. (2017). *Authenticity: The cultural history of a political concept*. London: Palgrave Macmillan.

Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing*, 37(7–8), 1017–1040. <https://doi.org/10.1108/03090560310477645>

Van Laer, T., De Ruyter, K., Visconti, L. M., & Wetzels, M. (2014). The extended transportation-imagery model: A meta-analysis of the antecedents and consequences of consumers' narrative transportation. *Journal of Consumer Research*, 40(5), 797–817. <https://doi.org/10.1086/673383>

Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). Brands taking a stand: Authentic brand activism or woke washing? *Journal of Public Policy & Marketing*, 39(4), 444–460. <https://doi.org/10.1177/0743915620947359>

## When History Inspires Brand Strategy

Anholt, S. (2007). *Competitive identity, the new brand management for countries, regions and cities*. London: Palgrave Macmillan.

Ashworth, G. J. (2012). From history to heritage, from heritage to identity: In search of concepts and models. In G. J. Ashworth & P. Larkham (Eds.), *Building a new heritage: Tourism, culture and identity in the New Europe* (pp. 13–30). London: Routledge.

Ashworth, G. J., & Graham, B. (2016). Senses of place, senses of time and heritage. In G. J. Ashworth & B. Graham (Eds.), *Senses of place: Senses of time* (pp. 3–14). London: Routledge.

Ashworth, G. J., & Kavaratzis, M. (2011). Why brand the future with the past? The role of heritage in the construction and promotion of place brand reputations. In F. Go & R. Govers (Eds.), *International place branding yearbook 2011* (pp. 25–46). London: Palgrave Macmillan.

Braun, E. (2011). History matters: The path dependency of place brands. In F. Go & R. Govers (Eds.), *International place branding yearbook 2011*. London: Palgrave Macmillan.

Brunninge, O. (2009). Using history in organizations how managers make purposeful reference to history in strategy processes. *Journal of Organizational Change Management*, 22(1), 8–26.

Campelo, A., Aitken, R., Thyne, M., & Gnoth, J. (2014). Sense of place: The importance for destination branding. *Journal of Travel Research*, 53(2), 154–166.

Czarniawska, B. (2000). Identity lost or identity found? Celebration and lamentation over the postmodern view of identity in social science and fiction. In M. Schultz, M. J. Hatch & M. H. Larsen (Eds.), *The expressive organization: Linking identity, reputation and the corporate brand* (pp. 271–283). Oxford: Oxford University Press.

Du Gay, P., Hall, S., Jones, L., Mackay, H., & Negus, K. (1997). *Doing cultural studies: The history of the Sony Walkman*. Los Angeles, CA: SAGE.

Ericson, M. (2006). Exploring the future, exploiting the past. *Journal of Management History*, 12(2), 121–136.

Garud, R., & Karnøe, P. (2001). Path creation as a process of mindful deviation. In R. Garud & P. Karnøe (Eds.), *Path dependence and creation* (pp. 1–39). New York: Lawrence Earlbaum Associates.

Govers, R., & Go, F. (2009). *Place branding: Glocal, virtual and physical identities, constructed imagined and experienced*. Basingstoke: Palgrave MacMillan.

Hall, S. (1997). *Representation: Cultural representations and signifying practices*. London: Sage.

Hankinson, G. (2007). The management of destination brands: five guiding principles based on recent developments in corporate branding Theory. *Journal of Brand Management*, 14(3), 240–254.

Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically: Historicizing in the Carlsberg Group. *Administrative Science Quarterly*, 62(4), 657–697.

Holt, D. (2004). *How brands become icons: The principles of cultural branding*. Cambridge, MA: Harvard University Press.

Iglesias, O., Ind, N., & Schultz, M. (2020). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63, 51–60.

Ind, N., & Holm, E. (2012). Beyond place branding. In F. Go & R. Govers (Eds.), *International place branding yearbook 2012* (pp. 45–55). London: Palgrave Macmillan.

Ind N., & Todd L. (2011). Beyond the fringe: Creativity and the city. In F. Go & R. Govers (Eds.), *International place branding yearbook 2011* (pp. 47–59). London: Palgrave Macmillan.

Ingram, M. (2016). Emplacement and the politics of heritage in low-income neighbourhoods of Marseille. *International Journal of Heritage Studies*, 22(2), 117–130.

Kavaratzis, M., & Ashworth, G. J. (2015). Hijacking culture: The disconnection between place culture and place brands. *Town Planning Review*, 86(2), 155–176.

Kavaratzis, M., & Hatch, M. J. (2021). The elusive destination brand and the ATLAS wheel of place brand management. *Journal of Travel Research*, 60(1), 3–15.

Kavaratzis, M., & Kalandides, A. (2015). Rethinking the place brand: The interactional formation of place brands and the role of participatory place branding. *Environment and Planning A*, 47, 1368–1382.

Kornberger, M. (2012). Governing the city: From planning to urban strategy. *Theory, Culture & Society*, 29(2), 84–106.

Kornberger, M., & Klegg, S. R. (2011). Strategy as performative practice: The case of Sydney 2030. *Strategic Organization*, 9(2), 136–162.

Lichrou, M., O'Malley, L., & Patterson. M. (2014). On the marketing implications of place narratives. *Journal of Marketing Management*, 30(9–10), 832–856.

Lynch, K. (1972). *What time is this place?* Cambridge, MA: MIT Press.

Maclaran, P. (2009). Building brand cultures. In E. Parsons & P. Maclaran (Eds.), *Contemporary issues in marketing and consumer behaviour* (pp. 73–88). Amsterdam: Elsevier.

Miles, M. (2007). *Cities and culture*. London: Routledge.

Nayak, A., & Jeffrey, A. (2011). *Geographical thought: An introduction to ideas in human geography*. London: Routledge.

Pecot, F., Velette-Florence, P., & de Barnier, V. (2019). Brand heritage as a temporal perception: conceptualisation, measure and consequences. *Journal of Marketing Management*, 35(17–18), 1624–1643.

Rose, G. M., Merchant, A., Orth, U. R., & Horstmann, F. (2016). Emphasizing brand heritage: Does it work? And how? *Journal of Business Research*, 69(2), 936–943.

Schroeder, J. E. (2009). The cultural codes of branding. *Marketing Theory*, 9(1), 123–126.

Orousoff, A. (2010). *Wall street at war: The secret struggle for the global economy*. Cambridge, UK: Polity Press.

Van Assche, K., Devlieger, P., Teampau, P., & Verschraegen, G. (2009). Forgetting and remembering in the margins: Constructing past and future in the Romanian Danube Delta. *Memory Studies*, 2(2), 211–234.

Yagi, T., & Frenzel, F. (2020, June 25–26). Heritage slum: Tour guides and the production of cultural value [Conference presentation]. International Seminar Series of Tourism and Place Making (TAPLAM) Group, Leicester, UK.

# Balancing the Past and Future in Corporate Branding

- Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, 46(3), 6–18. <https://doi.org/10.2307/41166218>.
- Adam, B. (2004). *Time*. Cambridge: Polity Press.
- Aeon, B., & Lamertz, K. (2021). Those who control the past control the future: The dark side of rhetorical history. *Organization Studies*, 42(4). <https://doi.org/10.1177/0170840619844284>
- Ancona, D. G., Goodman, P. S., Lawrence, B. S., & Tushman, M. L. (2001). Time: A new research lens. *Academy of Management Review*, 26, 645–663.
- Augustine, G., Soderstrom, S., Milner, D., & Weber, K. (2019). Constructing a distant future: Imaginaries in geoeengineering. *Academy of Management Journal*, 62(6), 1930–1960.
- Balmer, J. M. T. (2009). Scrutinising the British monarchy: The corporate brand that was shaken, stirred and survived. *Management Decision*, 47(4), 639–675.
- Balmer, J. M. T. (2011). Corporate heritage identities, corporate heritage brands and the multiple heritage identities of the British Monarchy. *European Journal of Marketing*, 45(9–10): 1380–1398.
- Bluedorn, A. C., & Standifer, R. L. (2006). Time and the temporal imagination. *Academy of Management Learning & Education* 5, 196–206.
- Brunninge, O. (2009). Using history in organizations: How managers make purposeful reference to history in strategy processes. *Journal of Organizational Change Management*, 22(1), 8–26.
- Emirbayer, M., & Mische, A. (1998). What is agency? *American Journal of Sociology*, 103, 962–1023.
- Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How corporations can align strategy, culture and identity through corporate branding*. San Francisco, CA: Wiley/Jossey-Bass.
- Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604.
- Hatch, M. J., & Schultz, M. (2017). Toward a theory of using history authentically: Historicizing in the Carlsberg Group. *Administrative Science Quarterly*, 62(4), 657–697.
- Hatch, M. J., Schultz, M., & Skov, A. M. (2015). Organizational identity and culture in the context of managed change: Transformation in the Carlsberg Group, 2009–2013. *Academy of Management Discoveries*, 1(1), 58–90.
- Hernes, T. (2014). *A process theory of organization*. Oxford: Oxford University Press.
- Hernes, T., & Schultz, M. (2020). Translating the distant into the present: How actors address distant past and future events through situated activity. *Organization Theory* 1(1). <https://doi.org/10.1177/2631787719900999>.
- Holt, D. (2004). *How brands become icons: The principles of cultural branding*. Cambridge, MA: Harvard University Press.
- Iglesias, O., Markovic, S., Singh, J. J., & Sierra, V. (2019). Do customer perceptions of corporate services brand ethically improve brand equity? Considering the roles of brand heritage, brand image and recognition benefits. *Journal of Business Ethics*, 154(2), 441–459. doi: 10.1007/s10551-017-3455-0.
- Iglesias, O., Ind, N., & Schultz, M. (2020). History matters: The role of history in corporate brand strategy. *Business Horizons*, 63, 51–60.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.
- Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. *California Management Review*, 55(3), 5–26.
- Kim, A., Bansal, P., & Haugh, H. (2019). No time like the present: How a present time perspective can foster sustainable development. *Academy of Management Journal*, 62(2), 607–634. <https://doi.org/10.5465/amj.2015.1295>.
- Mead, G. H. (1932). Chapter 3: The social nature of the present. In A. E. Murphy (Ed.), *The philosophy of the present* (pp. 47–67). Chicago; LaSalle, Ill.: Open Court. [https://brocku.ca/MeadProject/Mead/pubs2/philpres/Mead\\_1932\\_03.html#:~:text=George%20Herbert%20Mead.%20%22The%20Social%20Nature%20of%20the%20Present%22%20Chapter%203%20in%20The%20Philosophy%20of%20the%20Present%2C%20edited%20by%20Arthur%20E.%20Murphy.%20LaSalle%2C%20Ill.%20%3A%20Open%20Court%20\(1932\)%3A%2047%20%2D%2067](https://brocku.ca/MeadProject/Mead/pubs2/philpres/Mead_1932_03.html#:~:text=George%20Herbert%20Mead.%20%22The%20Social%20Nature%20of%20the%20Present%22%20Chapter%203%20in%20The%20Philosophy%20of%20the%20Present%2C%20edited%20by%20Arthur%20E.%20Murphy.%20LaSalle%2C%20Ill.%20%3A%20Open%20Court%20(1932)%3A%2047%20%2D%2067)
- Orlikowski, W. J., & Yates, J. (2002). It's about time: Temporal structuring in organizations. *Organization Science*, 13(6), 684–700.
- Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93–106.
- Reinecke, J., & Ansari, S. (2015). When times collide: Temporal brokerage at the intersection of markets and developments. *Academy of Management Journal*, 58(2), 618–648.
- Schroeder, J. E. (2009). The cultural codes of branding. *Marketing Theory*, 9(1), 123–126.
- Schroeder, J. E., & Salzer-Mörling, M. (Eds.). (2006). *Brand culture*. London: Routledge.



Schultz, M., & Hernes, T. (2013). A temporal perspective on organizational identity. *Organization Science*, 24(1), 1–21.

Schultz, M., & Hernes, T. (2020). Temporal interplay between strategy and identity: Punctuated, subsumed and sustained modes. *Strategic Organization*, 18(1), 106–135.

Suddaby, R., Foster, W., & Quinn Trank, C. (2010). Rhetorical history as a source of competitive advantage. In J. A. C. Baum & J. Lampel (Eds.), *Advances in strategic management: The globalization of strategy research* (pp. 147–173). Bingley: Emerald.

Churchill Statue: [www.theguardian.com/politics/2020/jun/13/removal-of-controversial-statues-winston-churchill-protest](http://www.theguardian.com/politics/2020/jun/13/removal-of-controversial-statues-winston-churchill-protest)

Charlottesville monument: [https://en.wikipedia.org/wiki/Robert\\_E.\\_Lee\\_Monument\\_\(Charlottesville,\\_Virginia\)](https://en.wikipedia.org/wiki/Robert_E._Lee_Monument_(Charlottesville,_Virginia))

Brundtland Commission Report Our Common Future: <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>

Making Distant Futures Actionable: <https://www.cbs.dk/en/research/departments-and-centres/departament-of-organization/centres-and-groups/centre-organization-and-time-cot/projects/actionable-futures-project>

## Branding Inside-Out

Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. New York: The Free Press.

Aaker, D. A. (1996). *Building strong brands*. New York: Free Press.

Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of Brand Management*, 4(3), 185–206. <https://doi.org/10.1057/bm.1996.42>

Anees-ur-Rehman, M., Wong, H. Y., Sultan, P., & Merrilees, B. (2018). How brand-oriented strategy affects the financial performance of B2B SMEs. *Journal of Business & Industrial Marketing*, 33(3), 303–315. <https://doi.org/10.1108/JBIM-10-2016-0237>

Aurand, T. W., Gorchels, L., & Bishop, T. R. (2005). Human resource management's role in internal branding: An opportunity for cross-functional brand message synergy. *Journal of Product & Brand Management*, 14(3), 163–169. <https://doi.org/10.1108/10610420510601030>

Baker, T. L., Rapp, A., Meyer, T., & Mullins, R. (2014). The role of brand communications on front line service employee beliefs, behaviors, and performance. *Journal of the Academy of Marketing Science*, 42(6), 642–657. <https://doi.org/10.1007/s11747-014-0376-7>

Balmer, J. M. T. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46. <https://doi.org/10.1177/030630709502100102>

Balmer, J. M. T. (1998). Corporate identity and the advent of corporate marketing. *Journal of Marketing Management*, 14(8), 963–996. <https://doi.org/10.1362/026725798784867536>

Balmer, J. M. T. (2001). Corporate identity, corporate branding and corporate marketing – Seeing through the fog. *European Journal of Marketing*, 35(3–4), 248–291. <https://doi.org/10.1108/03090560110694763>

Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997. <https://doi.org/10.1108/03090560310477627>

Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice Hall.

Barros-Arrieta, D., & García-Cali, E. (2020). Internal branding: Conceptualization from a literature review and opportunities for future research. *Journal of Brand Management*, 1–19. <https://doi.org/10.1057/s41262-020-00219-1>

Baumgarth, C., & Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of 'internal brand equity' in a business-to-business setting. *Industrial Marketing Management*, 39(8), 1250–1260. <https://doi.org/10.1016/j.indmarman.2010.02.022>

Bergstrom, A., Blumenthal, D., & Crothers, S. (2002). Why internal branding matters: The case of Saab. *Corporate Reputation Review*, 5(2–3), 133–142. <https://doi.org/10.1057/palgrave.crr.1540170>

Berry, L. L. (1995). Relationship marketing of services – Growing interest, emerging perspectives. *Journal of the Academy of Marketing Science*, 23(4), 236–245. <https://doi.org/10.1177/009207039502300402>

Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science*, 28(1), 128–137. <https://doi.org/10.1177/0092070300281012>

Berry, L. L., & Parasuraman, A. (1993). Building a new academic field – The case of services marketing. *Journal of Retailing*, 69(1), 13–60. [https://doi.org/10.1016/S0022-4359\(05\)80003-X](https://doi.org/10.1016/S0022-4359(05)80003-X)

BMW Group. (2005, December 1). BMW Group presents its brand academy. Retrieved from [www.press.bmwgroup.com/latin-america-caribbean/article/detail/T0050598EN/bmw-group-presents-its-brand-academy?language=en](http://www.press.bmwgroup.com/latin-america-caribbean/article/detail/T0050598EN/bmw-group-presents-its-brand-academy?language=en)

Boukis, A., & Christodoulides, G. (2020). Investigating key antecedents and outcomes of employee-based brand equity. *European Management Review*, 17(1), 41–55. <https://doi.org/10.1111/emre.12327>

Burmann, C., Hegner, S., & Riley, N. (2009). Towards an identity-based branding. *Marketing Theory*, 9(1), 113–118. <https://doi.org/10.1177/1470593108100065>

Burmann, C., Jost-Benz, M., & Riley, N. (2009). Towards an identity-based brand equity model. *Journal of Business Research*, 62(3), 390–397. <https://doi.org/10.1016/j.jbusres.2008.06.009>

Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 12(4), 279–300. <https://doi.org/10.1057/palgrave.bm.2540223>

Burmann, C., Zeplin, S., & Riley, N. (2009). Key determinants of internal brand management success: An exploratory empirical analysis. *Journal of Brand Management*, 16(4), 264–284. <https://doi.org/10.1057/bm.2008.6>

Chang, A., Chiang, H., & Han, T. (2012). A multilevel investigation of relationships among brand-centered HRM, brand psychological ownership, brand citizenship behaviors, and customer satisfaction. *European Journal of Marketing*, 46(5), 626–662. <https://doi.org/10.1108/03090561211212458>

Chong, M. (2007). The role of internal communication and training in infusing corporate values and delivering brand promise: Singapore Airlines' experience. *Corporate Reputation Review*, 10(3), 201–212. <https://doi.org/10.1057/palgrave.crr.1550051>

de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1–3), 157–179. <https://doi.org/10.1362/026725799784870432>

de Chernatony, L. (2002). Would a brand smell any sweeter by a corporate name? *Corporate Reputation Review*, 5(2–3), 114–132. <https://doi.org/10.1057/palgrave.crr.1540169>

de Chernatony, L., & Cottam, S. (2006). Internal brand factors driving successful financial services brands. *European Journal of Marketing*, 40(5–6), 611–633. <https://doi.org/10.1108/03090560610657868>

de Chernatony, L., Cottam, S., & Segal-Horn, S. (2006). Communicating services brands' values internally and externally. *The Service Industries Journal*, 26(8), 819–836. <https://doi.org/10.1080/02642060601011616>

de Chernatony, L., & Dall'Omo Riley, F. (1999). Experts' views about defining services brands and the principles of services branding. *Journal of Business Research*, 46(2), 181–192. [https://doi.org/10.1016/S0148-2963\(98\)00021-6](https://doi.org/10.1016/S0148-2963(98)00021-6)

de Chernatony, L., Drury, S., & Segal-Horn, S. (2003). Building a services brand: Stages, people and orientations. *The Service Industries Journal*, 23(3), 1–21. <https://doi.org/10.1080/714005116>

Dean, D., Arroyo-Gamez, R. E., Punjaisri, K., & Pich, C. (2016). Internal brand co-creation: The experiential brand meaning cycle in higher education. *Journal of Business Research*, 69(8), 3041–3048. <https://doi.org/10.1016/j.jbusres.2016.01.019>

Dechawatanapaisal, D. (2018). Employee retention: The effects of internal branding and brand attitudes in sales organizations. *Personnel Review*, 47(3), 675–693. <https://doi.org/10.1108/PR-06-2017-0193>

Du Preez, R., & Bendixen, M. T. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, 33(1), 78–91. <https://doi.org/10.1108/IJBM-02-2014-0031>

Du Preez, R., Bendixen, M. T., & Abratt, R. (2017). The behavioral consequences of internal brand management among frontline employees. *Journal of Product & Brand Management*, 26(3), 251–261. <https://doi.org/10.1108/JPBM-09-2016-1325>

Erkmen, E., & Hancer, M. (2015). “Do your internal branding efforts measure up?” Consumers' response to brand supporting behaviors of hospitality employees. *International Journal of Contemporary Hospitality Management*, 27(5), 878–895. <https://doi.org/10.1108/IJCHM-10-2013-0442>

Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*, 19(6), 401–409. <https://doi.org/10.1108/10610421011085712>

Garas, S. R. R., Mahran, A. F. A., & Mohamed, H. M. H. (2018). Internal corporate branding impact on employees' brand supporting behaviour. *Journal of Product & Brand Management*, 27(1), 79–95. <https://doi.org/10.1108/JPBM-03-2016-1112>

Gelb, B. D., & Rangarajan, D. (2014). Employee contributions to brand equity. *California Management Review*, 56(2), 95–112. <https://doi.org/10.1525/cmr.2014.56.2.95>

George, W. R. (1990). Internal marketing and organizational behavior: A partnership in developing customer-conscious employees at every level. *Journal of Business Research*, 20(1), 63–70. [https://doi.org/10.1016/0148-2963\(90\)90043-D](https://doi.org/10.1016/0148-2963(90)90043-D)

George, W. R., & Berry, L. L. (1981). Guidelines for the advertising of services. *Business Horizons*, 24(4), 52–56. [https://doi.org/10.1016/0007-6813\(81\)90056-2](https://doi.org/10.1016/0007-6813(81)90056-2)

Gilly, M. C., & Wolfenbarger, M. F. (1998). Advertising's internal audience. *Journal of Marketing*, 62(1), 69–88. <https://doi.org/10.1177/002224299806200107>

Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36–44. <https://doi.org/10.1108/EUM0000000004784>

Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20(1), 3–11. [https://doi.org/10.1016/0148-2963\(90\)90037-E](https://doi.org/10.1016/0148-2963(90)90037-E)

Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3–4), 441–456. <https://doi.org/10.1108/03090560110382101>

Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064. <https://doi.org/10.1108/03090560310477654>

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590–604. <https://doi.org/10.1057/bm.2010.14>

Helm, S. V., Renk, U., & Mishra, A. (2016). Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors. *European Journal of Marketing*, 50(1–2), 58–77. <https://doi.org/10.1108/EJM-03-2014-0162>

Henkel, S., Tomczak, T., Heitmann, M., & Herrmann, A. (2007). Managing brand consistent employee behaviour: Relevance and managerial control of behavioural branding. *Journal of Product & Brand Management*, 16(5), 310–320. <https://doi.org/10.1108/10610420710779609>

Hughes, D. E. (2013). This ad's for you: The indirect effect of advertising perceptions on salesperson effort and performance. *Journal of the Academy of Marketing Science*, 41(1), 1–18. <https://doi.org/10.1007/s11747-011-0293-y>

Hughes, D. E., & Ahearne, M. (2010). Energizing the reseller's sales force: The power of brand identification. *Journal of Marketing*, 74(4), 81–96. <https://doi.org/10.1509/jmkg.74.4.81>

Ind, N. (1997). The corporate brand. In *The corporate brand*. Palgrave Macmillan. <https://doi.org/10.1057/9780230375888>

Ind, N. (2001). *Living the brand: How to transform every member of your organization into a brand champion*. London: Kogan Page.

Ind, N. (2003). Inside out: How employees build value. *Journal of Brand Management*, 10(6), 393–402. <https://doi.org/10.1057/palgrave.bm.2540136>

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720. <https://doi.org/10.1057/s41262-020-00205-7>

Iyer, P., Davari, A., & Paswan, A. (2018). Determinants of brand performance: The role of internal branding. *Journal of Brand Management*, 25(3), 202–216. <https://doi.org/10.1057/s41262-018-0097-1>

Judson, K. M., Aurand, T. W., Gorchels, L., & Gordon, G. L. (2009). Building a university brand from within: University administrators' perspectives of internal branding. *Services Marketing Quarterly*, 30(1), 54–68. <https://doi.org/10.1080/15332960802467722>

Judson, K. M., Gorchels, L., & Aurand, T. W. (2006). Building a university brand from within: A comparison of coaches' perspectives of internal branding. *Journal of Marketing for Higher Education*, 16(1), 97–114. [https://doi.org/10.1300/J050v16n01\\_05](https://doi.org/10.1300/J050v16n01_05)

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.

Kapferer, J.-N. (1997). *Strategic brand management*. London: Kogan Page.

Kaufmann, H. R., Loureiro, S. M. C., & Manarioti, A. (2016). Exploring behavioural branding, brand love and brand co-creation. *Journal of Product & Brand Management*, 25(6), 516–526. <https://doi.org/10.1108/JPBM-06-2015-0919>

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22. <https://doi.org/10.2307/1252054>

Kimpakorn, N., & Tocquer, G. (2009). Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand. *Journal of Brand Management*, 16(8), 532–544. <https://doi.org/10.1057/palgrave.bm.2550140>

King, C. (2010). "One size doesn't fit all." *International Journal of Contemporary Hospitality Management*, 22(4), 517–534. <https://doi.org/10.1108/09596111011042721>

King, C., & Grace, D. (2005). Exploring the role of employees in the delivery of the brand: A case study approach. *Qualitative Market Research: An International Journal*, 8(3), 277–295. <https://doi.org/10.1108/13522750510603343>

King, C., & Grace, D. (2006). Exploring managers' perspectives of the impact of brand management strategies on employee roles within a service firm. *Journal of Services Marketing*, 20(6), 369–380. <https://doi.org/10.1108/08876040610691266>

King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management*, 15(5), 358–372. <https://doi.org/10.1057/palgrave.bm.2550136>

King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing*, 44(7–8), 938–971. <https://doi.org/10.1108/03090561011047472>

King, C., & Grace, D. (2012). Examining the antecedents of positive employee brand-related attitudes and behaviours. *European Journal of Marketing*, 46(3–4), 469–488. <https://doi.org/10.1108/03090561211202567>

King, C., Grace, D., & Funk, D. C. (2012). Employee brand equity: Scale development and validation. *Journal of Brand Management*, 19(4), 268–288. <https://doi.org/10.1057/bm.2011.44>

King, C., So, K. K. F., & Grace, D. (2013). The influence of service brand orientation on hotel employees' attitude and behaviors in China. *International Journal of Hospitality Management*, 34, 172–180. <https://doi.org/10.1016/j.ijhm.2013.03.004>

Liu, G., Ko, W. W., & Chapleo, C. (2017). Managing employee attention and internal branding. *Journal of Business Research*, 79, 1–11. <https://doi.org/10.1016/j.jbusres.2017.05.021>

Löhndorf, B., & Diamantopoulos, A. (2014). Internal branding: Social identity and social exchange perspectives on turning employees into brand champions. *Journal of Service Research*, 17(3), 310–325. <https://doi.org/10.1177/1094670514522098>

Mahnert, K. F., & Torres, A. M. (2007). The brand inside: The factors of failure and success in internal branding. *Irish Marketing Review*, 19(1–2), 54–63.

Mangold, W. G., & Miles, S. J. (2007). The employee brand: Is yours an all-star? *Business Horizons*, 50(5), 423–433. <https://doi.org/10.1016/j.bushor.2007.06.001>

Matanda, M. J., & Ndubisi, N. O. (2013). Internal marketing, internal branding, and organisational outcomes: The moderating role of perceived goal congruence. *Journal of Marketing Management*, 29(9–10), 1030–1055. <https://doi.org/10.1080/0267257X.2013.800902>

Mellor, V. (1999). Delivering brand values through people. *Strategic Communication Management*, 5(2), 26–29.

Miles, S. J., & Mangold, W. G. (2004). A conceptualization of the employee branding process. *Journal of Relationship Marketing*, 3(2–3), 65–87. [https://doi.org/10.1300/J366v03n02\\_05](https://doi.org/10.1300/J366v03n02_05)

Miles, S. J., & Mangold, W. G. (2005). Positioning Southwest Airlines through employee branding. *Business Horizons*, 48(6), 535–545. <https://doi.org/10.1016/j.bushor.2005.04.010>

Miles, S. J., & Mangold, W. G. (2007). Growing the employee brand at ASI. *Journal of Leadership & Organizational Studies*, 14(1), 77–85. <https://doi.org/10.1177/1071791907304287>

Miles, S. J., Mangold, W. G., Asree, S., & Revell, J. (2011). Assessing the employee brand: A census of one company. *Journal of Managerial Issues*, 23(4), 491–507.

Mitchell, C. (2002). Selling the brand inside. *Harvard Business Review*, 80(1), 99–105.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.1177/002224299405800302>

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, 73(5), 122–142. <https://doi.org/10.1509/jmk.73.5.122>

Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of Brand Management*, 16(3), 160–175. <https://doi.org/10.1057/bm.2008.4>

Murillo, E., & King, C. (2019). Examining the drivers of employee brand understanding: A longitudinal study. *Journal of Product & Brand Management*, 28(7), 893–907. <https://doi.org/10.1108/JPBM-09-2018-2007>

Ngo, L. V., Nguyen, N. P., Huynh, K. T., Gregory, G., & Cuong, P. H. (2019). Converting internal brand knowledge into employee performance. *Journal of Product & Brand Management*, 29(3), 273–287. <https://doi.org/10.1108/JPBM-10-2018-2068>

Piehler, R. (2018). Employees' brand understanding, brand commitment, and brand citizenship behaviour: A closer look at the relationships among construct dimensions. *Journal of Brand Management*, 25(3), 217–234. <https://doi.org/10.1057/s41262-018-0099-z>

Piehler, R., Grace, D., & Burmann, C. (2018). Internal brand management: Introduction to the special issue and directions for future research. *Journal of Brand Management*, 25(3), 197–201. <https://doi.org/10.1057/s41262-018-0096-2>

Piehler, R., Hanisch, S., & Burmann, C. (2015). Internal branding – Relevance, management and challenges. *Marketing Review St. Gallen*, 32(1), 52–61. <https://doi.org/10.1007/s11621-015-0506-8>

Piehler, R., King, C., Burmann, C., & Xiong, L. (2016). The importance of employee brand understanding, brand identification, and brand commitment in realizing brand citizenship behaviour. *European Journal of Marketing*, 50(9–10), 1575–1601. <https://doi.org/10.1108/EJM-11-2014-0725>

Piehler, R., Schade, M., & Burmann, C. (2019). Employees as a second audience: The effect of external communication on internal brand management outcomes. *Journal of Brand Management*, 26(4), 445–460. <https://doi.org/10.1057/s41262-018-0135-z>

Porricelli, M. S., Yurova, Y., Abratt, R., & Bendixen, M. (2014). Antecedents of brand citizenship behavior in retailing. *Journal of Retailing and Consumer Services*, 21(5), 745–752.

Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.

Prahalad, C. K., & Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Boston, MA: Harvard Business School Press.

Punjaisri, K., Evanschitzky, H., & Wilson, A. (2009). Internal branding: An enabler of employees' brand-supporting behaviours. *Journal of Service Management*, 20(2), 209–226. <https://doi.org/10.1108/09564230910952780>

Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, 15(1), 57–70. <https://doi.org/10.1057/palgrave.bm.2550110>

Punjaisri, K., & Wilson, A. (2011). Internal branding process: Key mechanisms, outcomes and moderating factors. *European Journal of Marketing*, 45(9–10), 1521–1537. <https://doi.org/10.1108/03090561111151871>

Punjaisri, K., Wilson, A., & Evanschitzky, H. (2008). Exploring the influences of internal branding on employees' brand promise delivery: Implications for strengthening customer – brand relationships. *Journal of Relationship Marketing*, 7(4), 407–424. <https://doi.org/10.1080/15332660802508430>

Punjaisri, K., Wilson, A., & Evanschitzky, H. (2009). Internal branding to influence employees' brand promise delivery: A case study in Thailand. *Journal of Service Management*, 20(5), 561–579. <https://doi.org/10.1108/09564230910995143>

Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: Definition, synthesis and extension. *Journal of Services Marketing*, 14(6), 449–462. <https://doi.org/10.1108/08876040010347589>

Raj Devasagayam, P., Buff, C. L., Aurand, T. W., & Judson, K. M. (2010). Building brand community membership within organizations: A viable internal branding alternative? *Journal of Product & Brand Management*, 19(3), 210–217. <https://doi.org/10.1108/10610421011046184>

Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43–57. <https://doi.org/10.1108/JPBm-11-2014-0751>

Schmidt, H. J., & Baumgarth, C. (2018). Strengthening internal brand equity with brand ambassador programs: Development and testing of a success factor model. *Journal of Brand Management*, 25(3), 250–265. <https://doi.org/10.1057/s41262-018-0101-9>

Sharma, N., & Kamalanabhan, T. J. (2012). Internal corporate communication and its impact on internal branding. *Corporate Communications: An International Journal*, 17(3), 300–322. <https://doi.org/10.1108/13563281211253548>

Sirianni, N. J., Bitner, M. J., Brown, S. W., & Mandel, N. (2013). Branded service encounters: Strategically aligning employee behavior with the brand positioning. *Journal of Marketing*, 77(6), 108–123. <https://doi.org/10.1509/jm.11.0485>

Taylor, B. (2011, February 1). Hire for attitude, train for skill. *Harvard Business Review*. Retrieved from <https://hbr.org/2011/02/hire-for-attitude-train-for-sk>.

Tajfel, H. (1982). Social psychology of intergroup relations. *Annual Review of Psychology*, 33(1), 1–39. <https://doi.org/10.1146/annurev.ps.33.020182.000245>

Terglav, K., Konečník Ruzzier, M., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership – Commitment relationship. *International Journal of Hospitality Management*, 54, 1–11. <https://doi.org/10.1016/j.ijhm.2015.12.007>

Thomson, K., De Chernatony, L., Arganbright, L., & Khan, S. (1999). The buy-in benchmark: How staff understanding and commitment impact brand and business performance. *Journal of Marketing Management*, 15(8), 819–835. <https://doi.org/10.1362/026725799784772684>

Tomczak, T., Esch, F.-R., Kernstock, J., & Herrmann, A. (Eds.). (2012). *Behavioral branding*. Gabler. <https://doi.org/10.1007/978-3-8349-7134-0>

Tuominen, S., Hirvonen, S., Reijonen, H., & Laukkanen, T. (2016). The internal branding process and financial performance in service companies: An examination of the required steps. *Journal of Brand Management*, 23(3), 306–326. <https://doi.org/10.1057/bm.2016.9>

Urde, M. (1994). Brand orientation – A strategy for survival. *Journal of Consumer Marketing*, 11(3), 18–32. <https://doi.org/10.1108/07363769410065445>

Urde, M. (1999). Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management*, 15(1–3), 117–133. <https://doi.org/10.1362/026725799784870504>

Vallaster, C., & de Chernatony, L. (2005). Internationalisation of services brands: The role of leadership during the internal brand building process. *Journal of Marketing Management*, 21(1–2), 181–203. <https://doi.org/10.1362/0267257053166839>

Vallaster, C., & de Chernatony, L. (2006). Internal brand building and structuration: The role of leadership. *European Journal of Marketing*, 40(7–8), 761–784. <https://doi.org/10.1108/03090560610669982>

van Riel, C. B. M., & Balmer, J. M. T. (1997). Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31(5–6), 340–355. <https://doi.org/10.1108/eb060635>

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17. <https://doi.org/10.1509/jmkg.68.1.1.24036>

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of Service-Dominant Logic. *Journal of the Academy of Marketing Science*, 44(1), 5–23. <https://doi.org/10.1007/s11747-015-0456->

- Wentzel, D., Henkel, S., & Tomczak, T. (2010). Can I live up to that ad? Impact of implicit theories of ability on service employees' responses to advertising. *Journal of Service Research*, 13(2), 137–152. <https://doi.org/10.1177/1094670510363304>
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180. <https://doi.org/10.1002/smj.4250050207>
- Wolfinbarger, M. F., & Gilly, M. C. (1991). A conceptual model of the impact of advertising on service employees. *Psychology and Marketing*, 8(3), 215–237. <https://doi.org/10.1002/mar.4220080306>
- Xiong, L., & King, C. (2019). Aligning employees' attitudes and behavior with hospitality brands: The role of employee brand internalization. *Journal of Hospitality and Tourism Management*, 40, 67–76. <https://doi.org/10.1016/j.jhtm.2019.06.006>
- Xiong, L., & King, C. (2020). Exploring how employee sense of brand community affects their attitudes and behavior. *Journal of Hospitality & Tourism Research*, 44(4), 567–596. <https://doi.org/10.1177/1096348020905360>
- Xiong, L., King, C., & Piehler, R. (2013). "That's not my job": Exploring the employee perspective in the development of brand ambassadors. *International Journal of Hospitality Management*, 35, 348–359. <https://doi.org/10.1016/j.ijhm.2013.07.009>
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2), 31–46. <https://doi.org/10.1177/002224299606000203>
- Zucker, R. (2002). More than a name change – Internal branding at Pearl. *Strategic Communication Management*, 6(4), 4–7.

## A Co-Creative Perspective on Internal Branding

- Aaker, D. A. (1996). *Building strong brands*. New York: Free Press.
- Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualising employer branding in sustainable organisations. *Corporate Communications: An International Journal*, 16(2), 105–123. <https://doi.org/10.1108/135632811111141642>
- Ahmad, N., Iqbal, N., Kanwal, R., Javed, H., & Javed, K. (2014). The mediating role of employee engagement in relationship of internal branding and brand experience: Case of service organizations of Dera Ghazi Khan. *International Journal of Information, Business and Management*, 6(4), 26–41.
- Anees-ur-Rehman, M., Wong, H. Y., Sultan, P., Merrilees, B. (2019). How brand-oriented strategy affects the financial performance of B2B SMEs. *Journal of Business & Industrial Marketing*, 33(3), 303–315.
- Babić-Hodovića, V., & Arslanagić-Kalajdžić, M. (2019). Perceived corporate reputation and pride as drivers of frontline employees' reputation impact awareness: Mediating role of job satisfaction. *Market-Tržište*, 31(2), 171–185. <http://dx.doi.org/10.22598/mt/2019.31.2.171>
- Balmer, J. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46.
- Balmer, J., & Gray, E. (2003). Corporate brands: What are they? What of them? *Journal of Marketing*, 37(7–8), 972–997.
- Barros-Arrieta, D., & García-Cali, E. (2021). Internal branding: Conceptualization from a literature review and opportunities for future research. *Journal of Brand Management*, 28, 133–151. <https://doi.org/10.1057/s41262-020-00219-1>
- Baumgarth, C. (2009). Brand orientation of museums: Model and empirical results. *International Journal of Arts Management*, 11(3), 30–45.
- Baumgarth, C. (2010). 'Living the brand'. Brand orientation in the business-to-business sector. *European Journal of Marketing*, 44(5), 653–671.
- Baumgarth, C., & Kristal, S. (2019). The three theoretical pillars of brand co-creation. In N. Ind & H. J. Schmidt (Eds.), *Co-creating brands* (pp. 38–42) London: Bloomsbury.
- Baumgarth, C., & Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of internal brand equity in a business-to-business setting. *Industrial Marketing Management*, 39, 1250–1260.
- Benjarongrat, P., & Neal, M. (2017). Exploring the service profit chain in a Thai bank. *Asia Pacific Journal of Marketing and Logistics*, 29(2), 432–452. <https://doi.org/10.1108/APJML-03-2016-0061>
- Braxton, D., & Lau-Gesk, L. (2020). The impact of collective brand personification on happiness and brand loyalty. *European Journal of Marketing*, 54(10), 2365–2386. <https://doi.org/10.1108/EJM-12-2019-0940>
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioral approach to internal brand management. *Journal of Brand Management*, 12(4), 279–300.
- Burmann, C., Zeplin, S., & Riley, N. (2009). Key determinants of internal brand management success: An exploratory empirical analysis. *Journal of Brand Management*, 16(4), 264–284.

<https://doi.org/10.1057/bm.2008.6>

- Chiang, H.-H., Han, T.-S., & McConville, D. (2018). The attitudinal and behavioral impact of brand-centered human resource management: Employee and customer effects. *International Journal of Contemporary Hospitality Management*, 30(2), 939–960. <https://doi.org/10.1108/IJCHM-02-2016-0103>
- Chillakuri, B. (2020). Understanding generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277–1296.
- Chung, S.-Y., & Byrom, F. (2020). Co-creating consistent brand identity with employees in the hotel industry. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-08-2019-2544>
- da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*, 66(1), 28–36.
- Dean, D., Arroyo-Gamez, R. E., Punjaisri, K., & Pich, C. (2016). Internal brand co-creation: The experiential brand meaning cycle in higher education. *Journal of Business Research*, 69, 3041–3048.
- Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product and Brand Management*, 19(6), 401–409.
- Gabrielova, K., & Buchko, A. A. (2021). Here comes Generation Z: Millennials as managers. *Business Horizons*. <https://doi.org/10.1016/j.bushor.2021.02.013>
- Gambetti, R. C., & Graffigna, G. (2015). Value co-creation between the 'inside' and the 'outside' of a company: Insights from a brand community failure. *Marketing Theory*, 15(2), 155–178.
- Gill-Simmen, L., MacInnis, D. J., Eisingerich, A. B., & Park, C. W. (2018). Brand-self connections and brand prominence as drivers of employee brand attachment. *AMS Review*, 8, 128–146. <http://dx.doi.org/10.1007/s13162-018-0110-6>
- Gobe, M. (2001). *Emotional branding: The new paradigm for connecting brands to people*. New York: Allworth Press.
- Guzmán, F., Paswan, A. K., & Fabrice, R. (2017). Crossing the border: Changes in self and brands. *Journal of Consumer Marketing*, 34(4), 306–318.
- Henninger, C. E., Foster, C., Alevizou, P. J., & Frohlich, C. (2016). Stakeholder engagement in the city branding process. *Place Branding and Public Diplomacy*, 12(4), 285–298.
- Hesse, A., Schmidt, H. J., & Baumgarth, C. (2020). Practices of corporate influencers in the context of internal branding: The case of Pawel Dillinger from Deutsche Telekom. *Corporate Reputation Review*. <https://doi.org/10.1057/s41299-020-00103-3>
- Iglesias, O., & Bonet, E. (2012). Persuasive brand management – How managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*, 25(2), 251–264. <https://doi.org/10.1108/09534811211213937>
- Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic-view of the brand: Towards a brand value cocreation model. *Journal of Brand Management*, 20(8), 670–688.
- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43. <https://doi.org/10.1016/j.indmarman.2019.09.008>
- Iglesias, O., & Saleem, F. Z. (2015). How to support consumer-brand relationships – The role of corporate culture and human resource policies and practices. *Marketing Intelligence & Planning*, 33(2), 216–234.
- Ind, N. (2017). The changing world of internal branding. In N. Ind (Ed.), *Branding inside out: Internal branding in theory and practice* (pp. 1–12). London: Kogan Page.
- Ind, N., & Schmidt, H. J. (2019). *Co-creating brands*. London: Bloomsbury.
- Itam, U., Misra, S., & Anjum, H. (2020). HRD indicators and branding practices: A viewpoint on the employer brand building process. *European Journal of Training and Development*, 44(6–7), 675–694. <https://doi.org/10.1108/EJTD-05-2019-0072>
- Iyer, P., Davari, A., & Paswan, A. (2018). Determinants of brand performance: The role of internal branding. *Journal of Brand Management*, 25, 202–216. <https://doi.org/10.1057/s41262-018-0097-1>
- Iyer, P., Davari, A., Srivastava, S., & Paswa AK. (2020). Market orientation, brand management processes and brand performance. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-08-2019-2530>
- John, J. K., Kilumile, J. W., & Tundui, H. P. (2019). Internal branding: An engine in building and sustaining brand equity – A conceptual paper. *American Journal of Management*, 19(5), 100–106. <https://doi.org/10.33423/ajm.v19i5.2633>
- Juntunun, M. (2012). Co-creating corporate brands in start-ups. *Marketing Intelligence & Planning*, 30(2), 230–249. <https://doi.org/10.1108/02634501211211993>
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. London: Kogan Page.

- Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Upper Saddle River, NJ: Pearson Education.
- King, C., & Grace, D. (2009). Employee based brand equity: A third perspective. *Services Marketing Quarterly*, 30(2), 122–147.
- King, C., Grace, D., & Funk, D. C. (2012). Employee brand equity: Scale development and validation. *Journal of Brand Management*, 19(4), 268–288.
- Kornum, N., Gyrd-Jones, R., Al Zagir, N., & Brandis, K. A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70, 432–440.
- Kowalkowski, C. (2011). Dynamics of value propositions: Insights from service-dominant logic. *European Journal of Marketing*, 45(1–2), 277–294. <https://doi.org/10.1108/03090561111095702>
- Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, (114), 240–253.
- Kuoppakangas, P., Suomi, K., Clark, P., Chapleo, C., & Stenvall, J. (2020). Dilemmas in re-branding a university – “Maybe people just don't like change”: Linking meaningfulness and mutuality into the reconciliation. *Corporate Reputation Review*, 23(2), 92–105. <https://doi.org/10.1057/s41299-019-00080-2>
- Liewendahl, H. E., & Heinonen, K. (2020). Frontline employees' motivation to align with value propositions. *Journal of Business & Industrial Marketing*, 35(3), 420–436. <https://doi.org/10.1108/JBIM-02-2019-0084>
- Lundholt, M. W., Jørgensen, O. H., & Blichfeldt, B. S. (2019). Intra-organizational brand resistance and counter-narratives in city branding – A comparative study of three Danish cities. *Qualitative Market Research: An International Journal*, 23(4), 1001–1018. <https://doi.org/10.1108/QMR-01-2018-0012>
- Mampaey, J., Schtemberg, V., Schijns, J., Huisman, J., & Wæraas, A. (2020). Internal branding in higher education: Dialectical tensions underlying the discursive legitimization of a new brand of student diversity. *Higher Education Research & Development*, 39(2), 230–243.
- Merrilees, B. (2016). Interactive brand experience pathways to customer-brand engagement and value co-creation. *Journal of Product & Brand Management*, 25(5), 402–408.
- Merz, M., Zarantonello, L., & Grappi, S. (2018). How valuable are your customers in the brand value co-creation process? The development of a Customer Co-Creation Value. (CCCV). scale. *Journal of Business Research*, (82), 79–89. <https://doi.org/10.1016/j.jbusres.2017.08.018>
- Mishra, A., Fha, S., & Nargundkar, R. (2020). The role of instructor experiential values in shaping students' course experiences, attitudes and behavioral intentions. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-11-2019-2645>
- Ngo, L. V., Nguyen, N. P., Huynh, K. T., Gregory, G., & Cuong, P. H. (2020). Converting internal brand knowledge into employee performance. *Journal of Product & Brand Management*, 29(3), 273–287. <https://doi.org/10.1108/JPBM-10-2018-2068>
- Orazi, D. C., Spry, A., Theilacker, M. N., & Vredenburg, J. (2017). A multi-stakeholder IMC framework for networked brand identity. *European Journal of Marketing*, 51(3), 551–571.
- Piehl, R., Grace, D., & Burmann, C. (2018). Internal brand management: Introduction to the special issue and directions for future research. *Journal of Brand Management*, 25, 197–201.
- Potgieter, A., & Doubell, M. (2020). The Influence of Employer branding and Employees' personal branding on corporate branding and corporate reputation. *African Journal of Business and Economic Research*, 15(2), 109–135.
- Prahalad, C. K., & Ramaswamy, V. (2002). The co-creation connection. *Strategy and Business* 27, 50–61.
- Punjaisri, K., Evanschitzky, H., & Wilson, A. (2009). Internal branding: An enabler of employees' brand-supporting behaviors. *Journal of Service Management*, 20(2), 209–226.
- Roper, S., & Davies, G. (2007). The corporate brand: Dealing with multiple stakeholders. *Journal of Marketing Management*, 23(1–2), 75–90.
- Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43–57. <https://doi.org/10.1108/JPBM-11-2014-0751>
- Schein, E. H. (2006). *Organizational culture and leadership*. New York: John Wiley & Sons.
- Schepers, J., & Nijssen, E. J. (2018). Brand advocacy in the frontline: How does it affect customer satisfaction? *Journal of Service Management*, 29(2), 230–252. <https://doi.org/10.1108/JOSM-07-2017-0165>
- Schmidt, H. J. (2017). Living brand orientation: How a brand-oriented culture supports employees to live the brand. In N. Ind (Ed.), *Branding inside out: Internal branding in theory and practice* (pp. 13–32). London: Kogan Page.
- Schmidt, H. J., & Baumgarth, C. (2018). Strengthening internal brand equity with brand ambassador programs: Development and testing of a success factor model. *Journal of Brand Management*, 25(3), 250–265.
- Schmidt, H. J., Ind, N., Guzmán, F., & Kennedy, E. (2021b). Socio-political activist brands. *Journal of Product and Brand Management*. <https://doi.org/10.1108/JPBM-03-2020-2805>



- Schmidt, H. J., Ind, N., & Iglesias, O. (2021a). Internal branding – In search of a new paradigm: Guest editorial. *Journal of Product & Brand Management*, 30(6), 781–787.
- Schmidt, H. J., & Redler, J. (2018). How diverse is corporate brand management research? Comparing schools of corporate brand management with approaches to corporate strategy. *Journal of Product & Brand Management*, 27(2), 185–202.
- Schroth, H. (2019). Are you ready for gen Z in the workplace? *California Management Review*, 61(3), 5–18.
- Schultz, M., & de Chernatony, L. (2002). The challenges of corporate branding. *Corporate Reputation Review*, 5(2–3), 105–113.
- Skaalsvik, H., & Olsen, B. (2014a). A study of a service brand process in a cruise context: The perspective of the service employees. *International Journal of Culture, Tourism and Hospitality Research*, 8(4), 446–461.
- Skaalsvik, H., & Olsen, B. (2014b). Service branding: Suggesting an interactive model of service brand development. *Kybernetes*, 43(8), 1209–1223. <https://doi.org/10.1108/K-12-2013-0274>
- Steenkamp, P., Herbst, F. J., De Villiers, J. D., Terblanche-Smit, M., & Schmidt, H. J. (2020). Servbrand framework: A business-to-business services brand equity framework. *Journal of Business-to-Business Marketing*, 27(1), 55–69. <https://doi.org/10.1080/1051712X.2020.1713560>
- Sujchaphong, N., Nguyen, B., Melewar, T. C., Sujchaphong, P., & Chen, J. (2020). A framework of brand-centred training and development activities, transformational leadership and employee brand support in higher education. *Journal of Brand Management*, (27), 143–159. <https://doi.org/10.1057/s41262-019-00171-9>
- Suomi, K., Saraniemi, S., Vähätalo, M., Kallio, T. J., & Tevameri, T. (2019). Employee engagement and internal branding: Two sides of the same coin? *Corporate Reputation Review*, 1–16. <https://doi.org/10.1057/s41299-019-00090-0>
- Tuominen, S., Hirvonen, S., Reijonen, H., & Laukkanen, T. (2016). The internal branding process and financial performance in service companies: An examination of the required steps. *Journal of Brand Management*, 23(3), 306–326.
- Urde, M., Baumgarth, C., & Merrilees, B. (2013). Brand orientation and market orientation – From alternatives to synergy. *Journal of Business Research*, 66(1), 13–20.
- Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multistakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.
- Veloutsou, C., & Delgado-Ballester, E. (2019). New challenges in brand management. *Spanish Journal of Marketing – ESIC*, 22(3), 255–272. <https://doi.org/10.1108/SJME-12-2018-036>
- Veloutsou, C., & Guzmán, F. (2017). The evolution of brand management thinking over the last 25 years as recorded in the journal of product and brand management. *Journal of Product & Brand Management*, 26(1), 2–12.
- von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452.
- Wallace, E., & de Chernatony, N. L. (2007). Exploring managers' views about brand saboteurs. *Journal of Marketing Management*, 23(1–2), 91–106.
- Zhang, J., & He, Y. (2014). Key dimensions of brand value co-creation and its impacts upon customer perception and brand performance: An empirical research in the context of industrial service. *Nankai Business Review International*, 5(1), 43–69. <https://doi.org/10.1108/NBRI-09-2013-0033>
- Zhang, J., Jiang, Y., Shabbir, R., & Zhu, M. (2016). How brand orientation impacts B2B service brand equity? An empirical study among Chinese firms. *Journal of Business & Industrial Marketing*, 31(1), 83–98. <https://doi.org/10.1108/JBIM-02-2014-0041>
- Zwakala, K., Steenkamp, P., & Haydam, N. E. (2017). Brand identity: Theory versus practice in the South African banking sector. *The Retail and Marketing Review*, 13(2), 1–14.

## Exploring How to Build a Strong Internal Brand Community and Its Role in Corporate Brand Co-Creation

- Alajoutsijärvi, K., Möller, K., & Tähtinen, J. (2000). Beautiful exit: How to leave your business partner. *European Journal of Marketing*, 34(11–12), 1270–1290.
- Andersen, P. H. (2005). Relationship marketing and brand involvement of professionals through web-enhanced brand communities: The case of Coloplast. *Industrial Marketing Management*, 34(1), 39–51.
- Artto, K. A., Valtakoski, A., & Kärki, H. (2015). Organizing for solutions: How project-based firms integrate project and service businesses. *Industrial Marketing Management*, 45, 70–83.
- Artto, K. A., & Wikström, K. (2005). What is project business? *International Journal of Project Management*, 23(5), 343–353.

Balmer, J. M. T. (2001). Corporate identity, corporate branding and corporate marketing – seeing through the fog. *European Journal of Marketing*, 35(3), 248–291.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, 33(5), 371–380.

Bengtsson, A., & Servais, P. (2005). Co-branding on industrial markets. *Industrial Marketing Management*, 34(7), 706–713.

Black, I., & Veloutsou, C. (2017). Working consumers: Co-creation of brand identity, consumer identity and brand community identity. *Journal of Business Research*, 70, 416–429.

Corley, K. G., & Gioia, D. A. (2004). Identity ambiguity and change in the wake of a corporate spin-off. *Administrative Science Quarterly*, 49(2), 173–208.

Cova, B., & Paraneque, B. (2016). Value slippage in brand transformation: A conceptualization. *Journal of Product and Brand Management*, 25(1), 3–10.

Cova, B., & White, T. (2010). Counter-brand and alter-brand communities: The impact of web 2.0 on tribal marketing approaches. *Journal of Marketing Management*, 26(3–4), 256–270.

Devasagayam, P. R., Buff, C. L., Aurand, T. W., & Judson, K. M. (2010). Building brand community membership within organizations: A viable internal branding alternative? *Journal of Product and Brand Management*, 19(3), 210–217.

Downey, G. L., & Lucena, J. C. (2004). Knowledge and professional identity in engineering: Code-switching and the metrics of progress. *History and Technology*, 20(4), 393–420.

Goulding, C. (2005). Grounded theory, ethnography and phenomenology. *European Journal of Marketing*, 39(3–4), 294–308.

Gyrd-Jones, R. (2012). Five ways branding is changing. *Journal of Brand Management*, 20(2), 77–79.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Brand Management*, 17(8), 590–604.

Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.

Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27, 710–720.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.

Jalkala, A., Cova, B., Salle, R., & Salminen, R. T. (2010). Changing project business orientations: Towards new logic of project marketing. *European Management Journal*, 28, 124–138.

Kaplan, A. M., & Haenlein, M. (2010). Users of the World, Unite! The Challenges and Opportunities of Social Media. *Business Horizons*, 53(1), 59–68.

Korunum, N., Gyrd-Jones, R., Al Zagir, N. and Brandis, K. A. (2017). Interplay between intended brand identity and identities in a Nike related brand community: Co-existing synergies and tensions in a nested system. *Journal of Business Research*, 70, 432–440.

Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253.

Leek, S., & Christodoulides, G. (2011). A literature review and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, 40(6), 830–837.

Mälåskä, M., & Nadeem, W. (2012, June 17–20). Examining the nature of an online brand community as a B2B brand communication platform: A netnographic analysis of the CISCO LinkedIn Group. *Proceedings of 25th BLED Conference* (pp. 30–42). Bled, Slovenia.

Mälåskä, M., Saraniemi, S., & Tähtinen, J. (2011). Network actors' participation in B2B SME branding. *Industrial Marketing Management*, 40(7), 1144–1152.

Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: A service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344.

Michel, (2017). From brand identity to polysemous brands: Commentary on “Performing identities: Processes of brand and stakeholder identity co-construction”. *Journal of Business Research*, 70, 453–455.

Morokane, P., Chiba, M., & Kleyn, N. (2016). Drivers of employee propensity to endorse their corporate brand. *Journal of Brand Management*, 23: 55–66.

Muñiz, A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432.

Nambisan, S., & Nambisan, P. (2008). How to profit from a better virtual customer environment. *MIT Sloan Management Review*, 9(3), 53–61.

Ojansivu, I., Alajoutsijärvi, K., & Salo, J. (2013). The development of post-project buyer-seller interaction in service-intensive projects. *Industrial Marketing Management*, 42, 1318–1327.

Ojasalo, J., Nätti, S., & Olkkonen, R. (2008). Brand building in software SMEs: An empirical study. *Journal of Product and Brand Management*, 17(2), 92–107.

Piehler, R., Grace, D., & Burmann, C. (2018). Internal brand management: Introduction to the special issue and directions for future research. *Journal of Brand Management*, 25, 197–201.

- Saleem, F., & Iglesias, O. (2016). Mapping the domain of fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43–57.
- Schau, H. J., Muñiz Jr., A. M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73, 30–51.
- Schembri, S., & Latimer, L. (2016). Online brand communities: Constructing and co-constructing brand culture. *Journal of Marketing Management*, 32(7–8), 628–651.
- Schmeltz, L., & Kjeldsen, A. K. (2019). Co-creating polyphony or cacophony? A case study of a public organization's brand co-creation process and the challenge of orchestrating multiple internal voices. *Journal of Brand Management*, 26, 304–316.
- Schmidt, H. J., & Baumgarth, C. (2018). Strengthening internal brand equity with brand ambassador programs: Development and testing of a success factor model. *Journal of Brand Management*, 25, 250–265.
- Sheikh, A., & Lim, M. (2011). Engineering consultants' perceptions of corporate branding: A case study of an international engineering consultancy. *Industrial Marketing Management*, 40, 1123–1132.
- Sirianni, N. J., Bitner, M. J., Brown, S. W., & Mandel, N. (2013). Branded service encounters: Strategically aligning employee behavior with the brand positioning. *Journal of Marketing*, 77(6), 108–123.
- Skålén, P., Pace, S., & Cova, B. (2015). Firm-brand community value co-creation as alignment of practices. *European Journal of Marketing*, 49(3–4), 596–620.
- Stake, R. E. (1995). The art of case study research. Thousand Oaks, CA: SAGE.
- Suomi, K., Saraniemi, S., Vähätalo, M., Kallio, T. J., & Tevameri, T. (2021). Employee engagement and internal branding: Two sides of the same coin? *Corporate Reputation Review*, 24, 48–63.
- Swaminathan, V., Sorescu, A., Steenkamp, J.-B. E. M., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 24–46.
- Törmälä, M., & Gyrd-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65, 76–85.
- Törmälä, M., & Saraniemi, S. (2018). The roles of business partners in corporate brand image co-creation. *Journal of Product and Brand Management*, 27(1), 29–40.
- Vallaster, C., & Von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.
- Veloutsou, C., & Black, I. (2020). Creating and managing participative brand communities: The roles members perform. *Journal of Business Research*, 117, 873–885.
- Von Wallpach, S., Hemetsberger, A., & Espersen, P. (2017). Performing identities: Processes of brand and stakeholder identity co-construction. *Journal of Business Research*, 70, 443–452.

## Co-Creating Conscientious Corporate Brands Inside-Out through Values-Driven Branding

- Askeland, H., Espedal, G., Løvaas, B. J., & Sirris, S. (2020). Understanding values work in organisations and leadership. In H. Askeland, G. Espedal, B. J. Løvaas, & S. Sirris (Eds.), *Understanding values work: Institutional perspectives in organizations and leadership* (pp. 1–12). Cham: Palgrave Macmillan.
- Babu, N., De Roeck, K., & Raineri, N. (2020). Hypocritical organizations: Implications for employee social responsibility. *Journal of Business Research*, 114, 376–384.
- Bagozzi, R. P., Romani, S., Grappi, S., & Zarantonello, L. (2021). Psychological underpinnings of brands. *Annual Review of Psychology*, 72, 585–607.
- Bahm, A. J. (1965). Theories of conscience. *Ethics*, 75(2), 128–131.
- Balmer, J. M. (1995). Corporate branding and connoisseurship. *Journal of General Management*, 21(1), 24–46.
- Balmer, J. M., & Gray, E. R. (2003). Corporate brands: What are they? What of them? *European Journal of Marketing*, 37(7–8), 972–997.
- Barrett, R. (2006). *Building a values-driven organization: A whole system approach to cultural transformation*. New York: Routledge.
- Barros-Arrieta, D., & García-Cali, E. (2021). Internal branding: Conceptualization from a literature review and opportunities for future research. *Journal of Brand Management*, 28(2), 133–151.
- Baumgarth, C. (2010). "Living the brand": Brand orientation in the business-to-business sector. *European Journal of Marketing*, 44(5), 653–671.
- Bertilsson, J., & Rennstam, J. (2018). The destructive side of branding: A heuristic model for analyzing the value of branding practice. *Organization*, 25(2), 260–281.
- Biedenbach, G., & Manzhynski, S. (2016). Internal branding and sustainability: Investigating perceptions of employees. *Journal of Product & Brand Management*, 25(3), 296–306.

- Boddy, C. R., & Croft, R. (2016). Marketing in a time of toxic leadership. *Qualitative Market Research: An International Journal*, 19(1), 44–64.
- Boukis, A., Punjaisri, K., Balmer, J. M., Kaminakis, K., & Papastathopoulos, A. (2021). Unveiling frontline employees' brand construal types during corporate brand promise delivery: A multi-study analysis. *Journal of Business Research*, 131, 673–685.
- Bourne, H., & Jenkins, M. (2013). Organizational values: A dynamic perspective. *Organization Studies*, 34(4), 495–514.
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 12(4), 279–300.
- Carlini, J., & Grace, D. (2021). The corporate social responsibility (CSR) internal branding model: Aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management*, 37(7–8), 732–760.
- Celsi, M. W., & Gilly, M. C. (2010). Employees as internal audience: How advertising affects employees' customer focus. *Journal of the Academy of Marketing Science*, 38(4), 520–529.
- Childress, J. F. (1979). Appeals to conscience. *Ethics*, 89(4), 315–335.
- Christodoulides, G. (2009). Branding in the post-internet era. *Marketing Theory*, 9(1), 141–144.
- de Chernatony, L. (2001). A model for strategically building brands. *Journal of Brand Management*, 9(1), 32–44.
- Driscoll, D. M., & Hoffman, W. M. (1999). Gaining the ethical edge: Procedures for delivering values-driven management. *Long Range Planning*, 32(2), 179–189.
- Drucker, P. (1981). What is “business ethics”? *The Public Interest*, 63(2), 18–36.
- Fuss, P. (1964). Conscience. *Ethics*, 74(2), 111–120.
- Garsten, C., & Hernes, T. (2009). Beyond CSR: Dilemmas and paradoxes of ethical conduct in transnational organizations. In K. E. Browne & B. L. Milgram (Eds.), *Economics and morality: Anthropological approaches* (pp. 189–210). Lanham: AltaMira Press.
- Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26(1), 1–8.
- Gotsi, M., & Wilson, A. (2001). Corporate reputation management: “Living the brand”. *Management Decision*, 39(2), 99–104.
- Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493.
- Hajdas, M., & Kleczek, R. (2021). The real purpose of purpose-driven branding: Consumer empowerment and social transformations. *Journal of Brand Management*, 1–15.
- Harris, F., & De Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3–4), 441–456.
- Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7–8), 1041–1064.
- Hemingway, C. A. (2005). Personal values as a catalyst for corporate social entrepreneurship. *Journal of Business Ethics*, 60(3), 233–249.
- Hogan, R. (1973). Moral conduct and moral character: A psychological perspective. *Psychological Bulletin*, 79(4), 217–232.
- Hutchinson, D. B., Singh, J., Svensson, G., & Mysen, T. (2013). Towards a model of conscientious corporate brands: A Canadian study. *Journal of Business & Industrial Marketing*, 28(8), 687–695.
- Iglesias, O., & Ind, N. (2016). How to build a brand with a conscience. In N. Ind & S. Horlings (Eds.), *Brands with a conscience* (pp. 203–211). Amsterdam: Kogan Page.
- Iglesias, O., & Ind, N. (2020). Towards a theory of conscientious corporate brand co-creation: The next key challenge in brand management. *Journal of Brand Management*, 27(6), 710–720.
- Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. *Industrial Marketing Management*, 85, 32–43.
- Ind, N. (1998). An integrated approach to corporate branding. *Journal of Brand Management*, 5(5), 323–329.
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: From tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310–321.
- Ind, N., & Ryder, I. (2011). Conscientious brands editorial. *Journal of Brand Management*, 18(9), 635–638.
- Kernstock, J., & Powell, S. M. (2018). Twenty-five years of the *Journal of Brand Management*. *Journal of Brand Management*, 25(6), 489–493.
- Knox, S., & Bickerton, D. (2003). The six conventions of corporate branding. *European Journal of Marketing*, 37(7–8), 998–1016.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2019). Marketing 3.0: From products to customers to the human spirit. In K. Kompella (Ed.), *Marketing Wisdom* (pp. 139–156). Singapore: Springer.
- Krishnamurthy, S., & Kucuk, S. U. (2009). Anti-branding on the internet. *Journal of Business Research*, 62(11), 1119–1126.

Kristal, S., Baumgarth, C., & Henseler, J. (2020). Performative corporate brand identity in industrial markets: The case of German prosthetics manufacturer Ottobock. *Journal of Business Research*, 114, 240–253.

Lahtinen, S., & Närkänen, E. (2020). Co-creating sustainable corporate brands: A consumer framing approach. *Corporate Communications: An International Journal*, 25(3), 447–461.

Lee, S. B., & Suh, T. (2020). Internal audience strikes back from the outside: Emotionally exhausted employees' negative word-of-mouth as the active brand-oriented deviance. *Journal of Product & Brand Management*, 29(7), 863–876.

Maon, F., Swaen, V., & De Roeck, K. (2021). Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective. *Journal of Business Research*, 126, 64–77.

Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": A comparative case study of employer brand attractiveness within the firm. *Journal of Marketing Management*, 25(9–10), 893–907.

Merrilees, B., Miller, D., & Yakimova, R. (2021). Building brands through internal stakeholder engagement and co-creation. *Journal of Product & Brand Management*, 30(6), 806–818.

Mingione, M. (2015). Inquiry into corporate brand alignment: A dialectical analysis and directions for future research. *Journal of Product & Brand Management*, 24(5), 518–536.

Mingione, M., & Leoni, L. (2020). Blurring B2C and B2B boundaries: Corporate brand value co-creation in B2B2C markets. *Journal of Marketing Management*, 36(1–2), 72–99.

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, 73(5), 122–142.

Olsen, L. E., & Peretz, A. (2011). Conscientious brand criteria: A framework and a case example from the clothing industry. *Journal of Brand Management*, 18(9), 639–649.

Olson, E. L., & Thørmøe, H. M. (2010). How bureaucrats and bean counters strangled General Motors by killing its brands. *Journal of Product & Brand Management*, 19(2), 103–113.

Ozdemir, S., Gupta, S., Foroudi, P., Wright, L. T., & Eng, T. Y. (2020). Corporate branding and value creation for initiating and managing relationships in B2B markets. *Qualitative Market Research: An International Journal*, 23(4), 627–661.

Padela, S. M. F., Wooliscroft, B., & Ganglmair-Wooliscroft, A. (2021). Brand externalities: A taxonomy. *Journal of Macromarketing*, 41(2), 356–372.

Palmer, M., Simmons, G., & Mason, K. (2014). Web-based social movements contesting marketing strategy: The mobilisation of multiple actors and rhetorical strategies. *Journal of Marketing Management*, 30(3–4), 383–408.

Pandey, A., & Gupta, R. K. (2008). A perspective of collective consciousness of business organizations. *Journal of Business Ethics*, 80(4), 889–898.

Piehl, R., Grace, D., & Burmann, C. (2018). Internal brand management: Introduction to the special issue and directions for future research. *Journal of Brand Management*, 25(3), 197–201.

Piehl, R., Schade, M., & Burmann, C. (2019). Employees as a second audience: The effect of external communication on internal brand management outcomes. *Journal of Brand Management*, 26(4), 445–460.

PwC. (2016). The PwC diversity journey – Creating impact, achieving results. Retrieved from [www.pwc.com/gx/en/diversity-inclusion/best-practices/assets/the-pwc-diversity-journey.pdf](http://www.pwc.com/gx/en/diversity-inclusion/best-practices/assets/the-pwc-diversity-journey.pdf)

PwC. (2017). *Living our purpose and values – PwC's code of conduct*. Retrieved from [www.pwc.com/gx/en/ethics-business-conduct/pdf/living-our-purpose-and-values-pwc-code-of-conduct-2017.pdf](http://www.pwc.com/gx/en/ethics-business-conduct/pdf/living-our-purpose-and-values-pwc-code-of-conduct-2017.pdf)

PwC. (2020). Global annual review 2020 – Working together to build a better tomorrow. Retrieved from [www.pwc.com/gx/en/about-pwc/global-annual-review-2020/downloads/pwc-global-annual-review-2020.pdf](http://www.pwc.com/gx/en/about-pwc/global-annual-review-2020/downloads/pwc-global-annual-review-2020.pdf)

PwC. (2021). Be well, work well. Retrieved from [www.pwc.com/us/en/about-us/be-well-work-well.html](http://www.pwc.com/us/en/about-us/be-well-work-well.html)

Rasberry, R. W. (2000). The conscience of an organization. *Strategy & Leadership*, 28(3), 17–21.

Rindell, A., Svensson, G., Mysen, T., Billström, A., & Wilén, K. (2011). Towards a conceptual foundation of 'Conscientious Corporate Brands'. *Journal of Brand Management*, 18(9), 709–719.

Rocha, R. G., & Pinheiro, P. G. (2021). Organizational spirituality: Concept and perspectives. *Journal of Business Ethics*, 171(2), 241–252.

Saks, A. M. (2011). Workplace spirituality and employee engagement. *Journal of Management, Spirituality & Religion*, 8(4), 317–340.

Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43–57.

Schmidt, H. J., & Baumgarth, C. (2018). Strengthening internal brand equity with brand ambassador programs: Development and testing of a success factor model. *Journal of Brand Management*, 25(3), 250–265.

Schmidt, H. J., & Redler, J. (2018). How diverse is corporate brand management research? Comparing schools of corporate brand management with approaches to corporate strategy. *Journal of Product & Brand Management*, 27(2), 185–202.

- Sorabji, R. (2017). *Moral conscience through the ages: Fifth century BCE to the present*. Chicago, IL: The University of Chicago Press; Oxford: Oxford University Press.
- Sulmasy, D. P. (2008). What is conscience and why is respect for it so important? *Theoretical Medicine and Bioethics*, 29(3), 135–149.
- Swaminathan, V., Sorescu, A., Steenkamp, J. B. E., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 24–46.
- Thomson, K., de Chernatony, L., Arganbright, L., & Khan, S. (1999). The buy-in benchmark: How staff understanding and commitment impact brand and business performance. *Journal of Marketing Management*, 15(8), 819–835.
- UN Women (2021). *HeForShe global champions for gender equality*. Retrieved from [www.heforshe.org/en/impact](http://www.heforshe.org/en/impact)
- Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing*, 37(7–8), 1017–1040.
- Vallaster, C., & von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.
- Veloutsou, C., & Guzmán, F. (2017). The evolution of brand management thinking over the last 25 years as recorded in the *Journal of Product and Brand Management*. *Journal of Product & Brand Management*, 26(1), 2–12.
- Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). Brands taking a stand: Authentic brand activism or woke washing? *Journal of Public Policy & Marketing*, 39(4), 444–460.
- Wallace, E., & de Chernatony, N. L. (2007). Exploring managers' views about brand saboteurs. *Journal of Marketing Management*, 23(1–2), 91–106.
- Wicclair, M. R. (2013). Conscience. In H. LaFollette (Ed.), *The international encyclopedia of ethics* (pp. 1009–1020). Malden: Blackwell Publishing Ltd.
- Yagil, D., & Shultz, T. (2017). Service with a conscience: Moral dilemmas in customer service roles. *Journal of Service Theory and Practice*, 27(3), 689–711.
- Yang, L., Manika, D., & Athanasopoulou, A. (2020). Are they sinners or saints? A multi-level investigation of hypocrisy in organisational and employee pro-environmental behaviours. *Journal of Business Research*, 114, 336–347.
- Yoganathan, V., McLeay, F., Osburg, V. S., & Hart, D. (2018). The core value compass: Visually evaluating the goodness of brands that do good. *Journal of Brand Management*, 25(1), 68–83.

## Branding Inside-Out

- Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science*, 28(1), 128–137.
- Carlini, J., & Grace, D. (2021). The corporate social responsibility (CSR) internal branding model: Aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management*, 1–29. <https://doi.org/10.1080/0267257X.2020.1860113>
- Cox, N., Gyrd-Jones, R., & Gardiner, S. (2014). Internal brand management of destination brands: Exploring the roles of destination management organisations and operators. *Journal of Destination Marketing & Management*, 3(2), 85–95.
- de Chernatony, L., & Dall'Olmio Riley, F. (1998). Modelling the components of the brand. *European Journal of Marketing*, 32(11–12), 1074–1090.
- Dean, D., Arroyo-Gamez, R. E., Punjaisri, K., & Pich, C. (2016). Internal brand co-creation: The experiential brand meaning cycle in higher education. *Journal of Business Research*, 69(8), 3041–3048.
- Garmaroudi, S. A., King, C., & Lu, L. (2021). Social servicescape's impact on customer perceptions of the hospitality brand – The role of branded social cues. *International Journal of Hospitality Management*, 93. <https://doi.org/10.1016/j.ijhm.2020.102774>
- Grace, D., & O'Cass, A. (2004). Examining service experiences and post-consumption evaluations. *Journal of Services Marketing*, 18(6), 450–461.
- Guzmán, F., & Davis, D. (2017). The impact of CSR on brand equity: Consumer responses to two types of fit. *Journal of Product and Brand Management*, 26(5), 435–446.
- Helm, S. V., Renk, U., & Mishra, A. (2016). Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors. *European Journal of Marketing*, 50(1–2), 58–77.
- Iglesias, O., Ind, N., & Alfaro, M. (2013). The organic view of the brand: A brand value co-creation model. *Journal of Brand Management*, 20(8), 670–688.

- Iglesias, O., & Saleem, F. Z. (2015). How to support consumer-brand relationships: The role of corporate culture and human resource policies and practices. *Marketing Intelligence & Planning*, 33(2), 216–234.
- King, C. (2017). Brand management – Standing out from the crowd. *International Journal of Contemporary Hospitality Management*, 29(1), 115–140.
- King, C., & Grace, D. (2006). Exploring managers' perspectives of the impact of brand management strategies on employee roles within a service firm. *Journal of Services Marketing*, 20(6), 369–380.
- King, C., & Grace, D. (2009). Employee based brand equity: A third perspective. *Services Marketing Quarterly*, 30(2), 122–147.
- King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing*, 44(7/8), 938–971.
- King, C., Grace, D., & Weaven, S. (2013). Developing brand champions: A franchisee perspective. *Journal of Marketing Management*, 29(11–12), 1308–1336.
- Lings, I. N. (2004). Internal market orientation: Construct and consequences. *Journal of Business Research*, 57(4), 405–413.
- Lings, I. N., & Greenley, G. E. (2005). Measuring internal market orientation. *Journal of Service Research*, 7(3), 290–305.
- Lings, I. N., & Greenley, G. E. (2010). Internal market orientation and market-oriented behaviours. *Journal of Service Management*, 21(3), 321–343. <https://doi.org/10.1108/09564231011050788>
- Liu, G., Chapleo, C., Ko, W. W., & Ngugi, I. K. (2015). The role of internal branding in nonprofit brand management: An empirical investigation. *Nonprofit and Voluntary Sector Quarterly*, 44(2), 319–339.
- Löhndorf, B., & Diamantopoulos, A. (2014). Internal branding: Social identity and social exchange perspectives on turning employees into brand champions. *Journal of Service Research*, 17(3), 310–325.
- Murillo, E., & King, C. (2019). Examining the drivers of employee brand understanding: A longitudinal study. *Journal of Product & Brand Management*, 28(7), 893–907.
- Piehl, R., King, C., Burmann, C., & Xiong, L. (2016). The importance of employee brand understanding, brand identification, and brand commitment in realizing brand citizenship behaviour. *European Journal of Marketing*, 50(9/10), 1575–1601.
- Schleicher, D. J., & Baumann, H. M. (2020). Performance management and the changing nature of work. In *The Cambridge handbook of the changing nature of work* (pp. 340–363). Cambridge: Cambridge University Press.
- Seligman, M. D., & Csikszentmihalyi, M. (2014). *Positive psychology: An introduction*. Heidelberg: Springer.
- Sirianni, N. J., Bitner, M. J., Brown, S. W., & Mandel, N. (2013). Branded service encounters: Strategically aligning employee behavior with the brand positioning. *Journal of Marketing*, 77(6), 108–123.
- Subramony, M., Solnet, D., Groth, M., Yagil, D., Hartley, N., Kim, P. B., & Golubovskaya, M. (2018). Service work in 2050: Toward a work ecosystems perspective. *Journal of Service Management*, 29(5), 956–974. <https://doi.org/10.1108/JOSM-05-2018-0131>
- Vallaster, C., & Von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. *Journal of Business Research*, 66(9), 1505–1515.
- Veen, A., Kaine, S., Goods, C., & Barratt, T. (2020). The “Gigification” of work in the 21st century. In *Contemporary work and the future of employment in developed countries* (pp. 15–32). London: Routledge.
- Wu, L., King, C. A., Lu, L., & Guchait, P. (2020). Hospitality aesthetic labor management: Consumers' and prospective employees' perspectives of hospitality brands. *International Journal of Hospitality Management*, 87. <https://doi.org/10.1016/j.ijhm.2019.102373>
- Xiong, L., & King, C. (2015). Motivational drivers that fuel employees to champion the hospitality brand. *International Journal of Hospitality Management*, 44, 58–69.
- Xiong, L., & King, C. (2018). Too much of a good thing? Examining how proactive personality affects employee brand performance under formal and informal organizational support. *International Journal of Hospitality Management*, 68, 12–22. <https://psycnet.apa.org/doi/10.1016/j.ijhm.2017.09.007>
- Xiong, L., & King, C. (2019). Aligning employees' attitudes and behavior with hospitality brands: The role of employee brand internalization. *Journal of Hospitality and Tourism Management*, 40, 67–76.
- Xiong, L., & King, C. (2020). Exploring how employee sense of brand community affects their attitudes and behavior. *Journal of Hospitality & Tourism Research*, 44(4), 567–596.
- Xiong, L., King, C., & Piehl, R. (2013). “That's not my job”: Exploring the employee perspective in the development of brand ambassadors. *International Journal of Hospitality Management*, 35, 348–359.