

# Research Repository

## Corporate Identity

Accepted for publication in Klement Podnar (Ed.) (2024). Elgar Encyclopedia of Corporate Communication. Cheltenham, UK: Edward Elgar Publishing. <https://doi.org/10.4337/9781802200874>

**Research Repository link:** <https://repository.essex.ac.uk/35716/>

### Please note:

Changes made as a result of publishing processes such as copy-editing, formatting and page numbers may not be reflected in this version. For the definitive version of this publication, please refer to the published source. You are advised to consult the published version if you wish to cite this paper.

<https://doi.org/10.4337/9781802200874.ch12>

# Corporate Identity

Mario Burghausen, University of Essex, [mburgh@essex.ac.uk](mailto:mburgh@essex.ac.uk)

## Abstract:

This entry elucidates and defines the concept of Corporate Identity, which is a foundational concept for corporate marketing and communication. It is based on a holistic and multidisciplinary perspective, tracing key conceptual developments and trends. *Corporate Identity* refers to the identity of the organisation, broadly understood as the manifestation and expression of what the organisation is for itself and others. Thus, it manifests and is expressed through defining traits and characteristics (tangible and intangible) that have a degree of an actual, ascribed and/or perceived temporal and spatial consistency and continuity that are meaningfully comprehended by internal and external stakeholders as definitive traits in a context of other similar and/or different identities.

Key words: Corporate Identity, Identity, Identification, Communication, Design, Behaviour, Strategy

Copyright © 2023 Mario Burghausen. This is a draft chapter. The final version will be available in Encyclopedia of Corporate Communication edited by Klement Podnar, forthcoming 2023, Edward Elgar Publishing Ltd <http://dx.doi.org/10.4337/978XXXXXXXXXX.000XX> (TBC). The material cannot be used for any other purpose without further permission of the publisher, and is for private use only (see <https://www.e-elgar.com/author-hub/reuse-of-your-work>).

## Definition

In simplified and general terms, *Corporate Identity* refers to the “identity of an organisation (individual, non-commercial, public, civic) as an institutional actor and legal persona in its own right (Balmer, 2017). While it is influenced by and interacts with other types of identity within and without an organisation (e.g., personal or collective identities) a Corporate Identity cannot be reduced to individual or group identities within organisations and institutional settings (Cornelissen et al., 2007). Thus, *Corporate Identity* is commonly understood as the manifestation and/or the expression of “what the organisation is” (Balmer, 1998; Topalian, 2003) for itself (i.e., its members, internal stakeholders) and vis-à-vis others (i.e., external stakeholders, publics, audiences, constituents) attributable to the organisation qua being that organisation and not another.

Some authors and many practitioners narrowly equate *Corporate Identity* with visual and graphic design such as logo, typeface, colour, stationary, merchandise, websites etc. (Baker and Balmer, 1997; Melewar and Saunders, 2000; Van den Bosch et al., 2006), and define it as a “firm’s visual statement to the world of who and what the company is” (Selame and Selame, 1975, p. 2). Others also include further material and spatial traits such as interior and exterior design of buildings, places, and spaces as part of a corporate identity (Foroudi et al., 2019); also referring to auditory and other sensory traits and cues as part of a corporate identity system (Bartholmé and Melewar, 2009; 2011). In that perspective, *Corporate Identity* is narrowly conceived of as an instrumental expression and purposive (re)presentation of an organisation by means of multi-sensory design (visual, graphic, material, spatial, auditory etc.) inducing favourable stakeholder responses.

In addition to the above, a somewhat broader understanding of *Corporate Identity* also includes other forms and modes of (re)presenting and expressing what an organisation is to itself and vis-à-vis its various stakeholders such as through design, communication, and behaviour in an integrated and coordinated way (Birkigt and Stadler, 1980). Thus, Corporate Identity is now usually more broadly defined as “the way in which an organization's identity is revealed through behaviour, communications, as well as through symbolism to internal and external audiences” (Van Riel and Balmer, 1997, p. 341).

Irrespective of whether one adopts a narrow or a broad view in the above sense, both seek to define and answer the instrumental question: How does an organisation best (re)present and express what it is vis-à-vis its various stakeholders and audiences?

In addition to the above question, more recent corporate identity scholarship is more fundamentally concerned with how organisations acquire, maintain, utilise, and are affected by a corporate identity and how the articulation and expression of definitive material and ideational attributes constitute a corporate identity in interaction with internal and external stakeholders etc. Thus, this perspective seeks to comprehend and answer the question: What is and constitutes the identity of an organisation and to what effects per se?

In this view *Corporate Identity* refers to all material and ideational attributes as well as tangible and intangible traits that make an organisation what it is to itself and others (Balmer, 2017). Every organisation evolves (is being ascribed or perceived as having) some form of corporate identity over time, irrespective of its intentional use and instrumental import. Thus, these attributes and traits are not just seen as instrumental (re)presentations and purposive expressions of an organisation but as constitutive manifestations and integral defining parts of an organisation making it what it is (Balmer, 2017).

A *Corporate Identity* in that sense both manifests and is expressed through defining traits and characteristics (tangible and intangible) that have actual, ascribed and/or perceived temporal and spatial consistency and continuity (Moingeon and Ramanantsoa, 1997; van Riel and Balmer, 1997). These can be meaningfully comprehended and interpreted (by internal and external stakeholders) as definitive traits only in a context of other similar and/or different entities (Balmer, 2001; Birkigt et al., 2002).

Corporate Identity as a managerial approach is concerned with how the various manifestations of these defining traits and characteristics actualise and evolve and how to best utilise and express them to instrumental advantage (Balmer, 2017). Hence, corporate identity management is usually associated with practices of purposively managing, strategically implementing, and meaningfully expressing these traits and characteristics in a multi-modal and multi-sensory form vis-à-vis stakeholders (Bartholmé and Melewar, 2009) by means of integrating and coordinating corporate design, corporate communication and corporate behaviour (Birkigt and Stadler, 1980; van Riel and Balmer, 1997) but also actively shaping and considering the impact and import of other identity traits and constitutive elements and contexts such as corporate culture, strategy, history, industry and so on (Melewar and Karaosmanoglu, 2006; Abratt and Mingione, 2017).

A scholarly approach is more fundamentally interested in the constitutive relevance and ontological nature of organisations seen as evolving and expressing a corporate identity in the above sense. Hence, *Corporate Identity* is seen as affording agentive qualities to an organisation through symbolic relevance and legitimacy vis-à-vis internal and external stakeholders (Balmer, 2008) in addition to its legal and economic bases (Balmer, 2017). These traits and characteristics and their relevance are contingent and relative to a particular socio-historical context rather than fixed and invariant to change (Abratt and Mingione, 2017). A corporate identity is dynamic and evolving over time (Balmer, 2001, 2008) and continuously co-constituted through interactions between internal and external constituents and their interpretations, narrations, affiliations and actions vis-à-vis the organisation and vice versa (Motion and Leitch, 2002; Handelman, 2006; He, 2012; Johannsen, 2012).

Yet, there is no unified definition of a *Corporate Identity* and the way this concept is being used and referred to in scholarly writing as well as in practice depends on paradigmatic, disciplinary and professional affiliations. As such, definitions and the employment of the concept are often associated with different 'schools-of-thought' (Balmer, 1997, 2017); 'paradigms' (van Riel and Balmer, 1997) or 'root metaphors' (Cornelissen and Harris, 2001) as much as different communities of practice (e.g., designers, consultants, marketers, communication professionals, academics), each with their own dominant understanding of what Corporate Identity is or is not (Otubanjo and Melewar, 2007). It also overlaps with and is sometimes even substituted for related and adjacent corporate-level concepts such as corporate brand, corporate image, or corporate reputation (Abratt and Kleyn, 2012). The concept has been criticised as being conceptually ambiguous, terminologically expansive, theoretically vague and operationally underspecified (Christensen and Askegaard, 2001; Cornelissen et al., 2012; Tourky et al., 2020). Nonetheless, our current scholarly understanding of the concept and its application has been enriched by this multiplicity and has been influenced by scholars and practitioners from diverse fields such as design, marketing, public relations, communication, but also strategy, management and organisational behaviour (Kitchen et al., 2013; Balmer, 2017). As such, a holistic and multi-disciplinary definition and understand of Corporate Identity is presented and advocated with this entry.

Summarising all the above, *Corporate Identity* shall be defined more specifically here as follows:

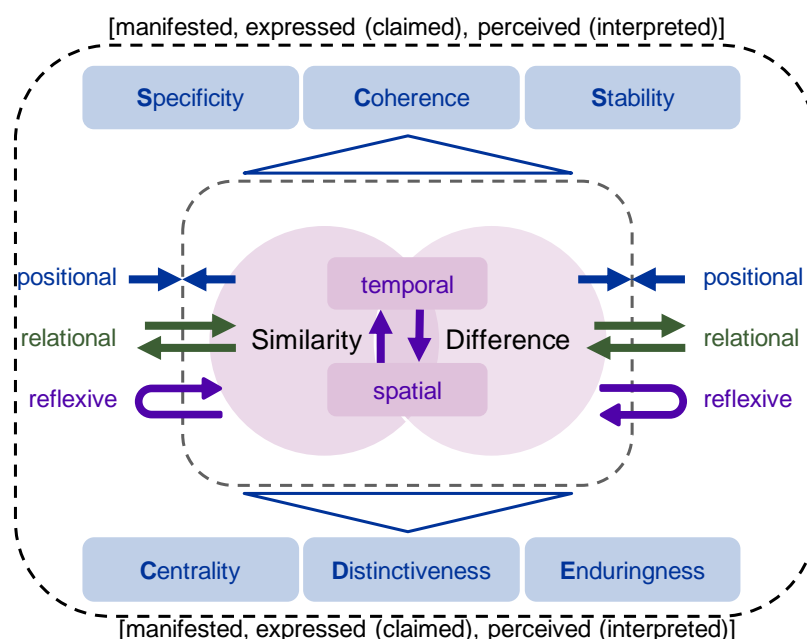
*Corporate Identity* is a composite of defining material and ideational traits and characteristics of an organisation, which are predicated on the interplay between manifestations, representations, and interpretations of these traits and characteristics vis-à-vis and by internal and external stakeholders.

These defining traits and characteristics are reflexively understood by internal and external stakeholders to be *central*, *distinctive* and *enduring* (Albert and Whetten, 1985), forming a particular relational pattern over time, which is giving an organisation its *specificity*, *stability*, and *coherence* (Moingeon and Ramanantsoa, 1997) as that particular entity and not another. Through this, an organisation is afforded an agentive quality vis-à-vis other social and institutional actors as an independent and distinct actor eo ipso (King et al., 2010), predicated on its status or incorporation as a legal persona (Balmer, 2008; Orts, 2015) but imbued with socio-cultural legitimacy too (Scherer et al., 2013; Bitektine and Haack, 2015).

These defining characteristics can be material or non-material and reflect an organisation's current realities in terms of market offerings, resources, processes and know-how but also its historical development and origin (Trux, 2002). Thus, corporate identity is fundamentally a product of an organisation's history (Moingeon and Ramanantsoa, 1997; Balmer, 2008). As such, the centrality, distinctiveness, and enduringness of certain organisational characteristics are contingent and relative to a particular socio-historical context (temporal and spatial) rather than fixed and invariant to change; a corporate identity is evolving over time (Balmer, 2001). Within a particular socio-historical context, a corporate identity is relationally and comparatively constituted in interaction with other (similar and different) identities at the individual, collective, and/or institutional level (Balmer, 2008). The relational and positional nature of corporate identities is not necessarily confined to the present but might be concurrently constituted in relation to the past and the future as well (Blombäck and Brunninge, 2009; Balmer and Burghausen, 2019).

Figure 1 schematically depicts this definition and understanding of corporate identity.

**Figure 1: A schematic depiction of corporate identity**



## Key findings

Corporate identity emerged as a distinct marketing and communication concept and tool during the 1960s and was initially closely associated with corporate (visual) design (van Riel and Balmer, 1997). The term 'corporate identity' was presumably coined by design consultants Lippincott and Margulies emerging from their design consultancy work (Large, 1989; Balmer, 1998; Cornelissen and Harris, 2001).

An important historical origin of corporate identity is early 20th century industrial and graphic design, which is exemplified by the design and architectural work of Peter Behrens (1868–1940) for AEG between 1907 and 1914 (Buddensieg and Rogge, 1993). Other early examples are the design work commissioned by London Transport in the UK (Olins, 1978), Olivetti in Italy (Woodham, 1997), or Container Corporation of America in the US (Brown, 1998). One may also mention the purposive use of architecture and design by railway companies or department stores in the late 19<sup>th</sup> century (Olins, 1978; Marchand, 1998). However, it was only after 1945 that the idea of a consistent visual and spatial representation of an organisation based on a coherent corporate design was widely accepted as an important aspect of business practice (Birkigt et al., 2002).

This development was accompanied by a growing realisation that there was a strategic necessity for organisations to influence the perceptions held by its various publics (e.g., Gardner and Rainwater, 1955; Martineau, 1958; Bristol, 1960). Hence, beginning in the latter half of the 1950s and during the 1960s leading design and Public Relations (PR) consultants increasingly stressed the need for a coordinated use of visual and other design elements, in conjunction with PR and corporate advertising (Balmer, 1997; van Riel and Balmer, 1997). They also argued that changes in corporate identity could be used to signal and communicate changes in a firm's strategy or purpose (e.g., due to diversification, mergers and acquisitions) vis-à-vis its publics that would have a positive impact on the subsequent formation of favourable impressions by stakeholders (e.g., Henrion and Parkin, 1967). In fact, the latter half of the 1960s witnessed a plethora of corporate name changes accompanied by corporate visual identity programs that were driven by internationalisation, diversification, and a growing number of mergers and acquisitions (Feldman, 1969). This development continued throughout the 1970s and 1980s with an increase in the interest in and reference to corporate identity exemplified by an extensive amount of popular business books published by communication and design consultants during that period (e.g., Selame and Selame, 1975; Olins, 1989). However, there was growing criticism towards the *traditional focus on (visual) design* as too narrow and restrictive (van Riel, 1995; Balmer, 1998).

During the 1980s authors such as Olins (1978), Larçon and Reitter (1979); Birkigt and Stadler (1980) and Bernstein (1984) explicitly linked the more tangible expressive aspects of a corporate identity through design and external communication to internal factors such as staff behaviour and the, often intangible, manifestations of an organisation's culture (Schein, 1985). A focus on the cultural material and ideational aspects of an organisation's identity was also mirrored in the writings of Larçon and Reitter (see Moingeon and Ramanantsoa, 1997). Bernstein (1984) argued – taking an integrated corporate communications perspective – that the 'actual' should not and cannot be divorced from the 'perceived' (Bernstein, 1984) and that a company's identity "must come as much from within" (Bernstein, 1984). Eventually, the work by Birkigt and Stadler (1980) conceptualised corporate identity management as a holistic management instrument advocating a comprehensive *identity-based corporate strategy* that goes beyond mere corporate design or corporate advertising (Wiedmann, 1988). Through coordinating and integrating the "*corporate identity mix*" (i.e.,

corporate design, corporate communication, and corporate behaviour) into a coherent and consistent corporate identity system, organisations ought to strategically manifest and express themselves vis-à-vis their stakeholders in order to influence them favourably (their perception and identification). Hence, corporate identity management is as much about managing the manifestations and the representations of a corporate identity as it is about influencing the impressions (perceptions/associations) held by different internal and external stakeholders and how they affiliate and identify with the organisation. Yet, corporate identity cannot be reduced to a collective identity within an organisation (i.e., 'organisational identity') nor to an outward representation (i.e., 'corporate visual identity') but needs to be understood as a holistic concept and corporate strategy.

Notwithstanding, most of the earlier models and discussions were descriptive and normative, firmly rooted in a rather instrumental, monolithic, and unidirectional understanding of corporate identity and its management as a communicative and representational device mostly, neglecting the multi-faceted, plural, and dynamic nature of the empirical phenomena that are today commonly associated with the corporate identity concept.

The 1990s saw not only the continued popularity of the corporate identity concept amongst practitioners and consultants, especially in Europe (see Schmidt, 1995, 1997), but also growing academic interest and scholarly work, which culminated in the formation of the International Corporate Identity Group (ICIG) in 1995 and the 'Strathclyde Statement' on corporate identity (see [www.icig.org.uk/the-strathclyde-statement](http://www.icig.org.uk/the-strathclyde-statement)) devised by leading identity academics and practitioners at the time, which was advocating a *holistic understanding and multidisciplinary approach* to corporate identity and its management (Balmer, 1998; Balmer and Greyser, 2003).

Many of the early academic contributions during the 1990s were largely conceptual, practitioner-oriented, or review-based papers with a general tendency to depict corporate identity development and management as a stepwise process and the linkages between different corporate-level constructs (e.g., corporate strategy, corporate culture, corporate image, corporate reputation) in a linear fashion (see Abratt, 1989; Balmer, 1997; Stuart, 1999). Empirical research only gradually emerged during that time, often qualitative case-based studies. The relative dearth of empirical research in regard to corporate identity was identified by Balmer (2001) as one important explanation for the confusions, inconsistencies, and controversies that surrounded issues of identity and identification in an organisational context (Balmer, 2001). Others later identified a lack of a theoretical underpinning as an additional problem (Cornelissen and Harris, 2001) due to the concept's origin in communication practice and design consultancy work. As a result of the emerging and empirical work as well as the conceptual critique of these early *process and interface models'* more instrumental and linear nature, authors now stress the dynamic, interdependent, and holistic qualities of corporate identity, its multiplicity in manifestation and interpretation (Motion and Leitch, 2002), as well as its relational, contextual and emergent gestation (e.g., Balmer and Greyser, 2002; Simões and Mason, 2012; Melewar and Skinner, 2018).

In addition to the above, there are three main trends in the way corporate identity is conceptualised in the extant literature.

First, some authors, who often tend to continue to conceptualise corporate identity as an instrumental representation, have further elaborated the constituent components of the corporate identity construct and the '*corporate identity mix*' into *comprehensive taxonomies* based on the extant body of literature in the field and practitioners' understanding. (e.g., Melewar and Karaosmanoglu, 2006; Bartholmé and Melewar, 2011; Kitchen et al., 2013; Tourky et al., 2021).

Second, attempts have been made to operationalise the construct in order to develop *quantitative measurement models* for the corporate identity construct itself, for different elements of corporate identity and for relationships between them, as well as their link with other corporate-level constructs such as corporate image, corporate reputation, CSR and so on. (e.g., van Rekom, 1997; van den Bosch et al., 2006; Podnar et al., 2011; Tourky et al., 2020). Usually, these studies seek to identify and probe causal relations between antecedents and consequences of corporate identity (Kitchen et al., 2013).

Third, other contributions have focused on the multifaceted nature of a corporate identity and have developed *integrative conceptual and multidimensional analytic models* that integrate different perspectives and try to grasp multiple aspects and dimensions of corporate identities and identification issues in a holistic and dynamic way (e.g., Balmer and Soenen, 1999; Balmer and Greyser, 2002; Bick et al., 2003; Suvatjis and de Chernatony, 2005).

Hence, He and Balmer (2007) in reviewing the literature concluded that the conceptualisation of corporate identity has shifted along three main dimensions:

- A shift from peripheral elements (corporate visual identity and graphic design) to central aspects of an organisation such as strategy, culture, or structure.
- A shift from external focus over an internal focus to a holistic focus acknowledging multiple (internal and external) sources of identity and identification within and without organisations.
- A shift from a tactical and instrumental understanding to a strategic and integrative perspective.

Most fundamentally, the conceptual understanding of corporate identity has been broadened from being largely understood as a *representation* of an organisation (or its 'corporate personality' as the organisation's true and innate 'self') by various means (e.g. corporate design, corporate communication, or corporate behaviour) to being concerned with all the different internal and external as well as material and non-material *manifestations* of an organisation contingent on a specific socio-historical context that are not only 'representational' but also constitutive for 'what the company actually is' (Balmer, 1997). From an organisational actor perspective, corporate identity facilitates the management of an organisation's defining *central, distinctive* and *enduring* characteristics (Albert and Whetten, 1985) that form a particular pattern over time, giving a company *specificity, stability, and coherence* (Moingeon and Ramanantsoa, 1997).

In addition, a corporate identity is concurrently predicated on the multiple *interpretations* (meanings, cognitions, discourses) of these corporate identity manifestations by a multitude of internal and external stakeholders adding a dynamic, interactive, and polyvocal dimension to the concept (see Hatch and Schultz, 1997; Christensen and Askegaard, 2001; Motion and Leitch, 2002; Johansen and Andersen, 2012).

## Outlook

The ongoing academic debate and research has significantly broadened the conceptual and disciplinary breadth and depth of corporate identity as a marketing and communication concept. This has broadened the concept's scope beyond a mere analogical or metaphorical use of the identity concept, analogous to human psychology or personal identity (Cornelissen and Harris,

2001), but also beyond a narrow reduction to instrumental (re)presentations, primarily through corporate visual design and other forms of expression (communication and behaviour).

The elaborations and refinements of the corporate identity concept over the last 30 years or so have not only shown the construct's conceptual, empirical, and pragmatic efficacy, but have contributed to the salience of identity-based views of organisations in corporate marketing (Balmer, 2008) and corporate communication (Illia and Balmer, 2012). While this is certainly true, the concept of corporate identity management has somewhat lost its appeal and is today often superseded by a focus on corporate brands (see also CORPORATE BRAND), sometimes for purely pragmatic reasons (Balmer, 2014). Some of the insights on corporate identities has explicitly or implicitly informed corporate branding research and practice. Problematically, the conceptual differentiation between both concepts is not always clear or maintained, but attempts have frequently been made to address this problem (Balmer, 2008; Abratt and Kleyn, 2012). This requires further work.

Following on from the above, an identity-based understanding of organisations (Balmer, 2008), which underpins the holistic and multidisciplinary perspective on corporate identity, is predicated on the assumption that organisations as socio-economic and socio-cultural entities and actors can be comprehended as institutional identities that are conceptually different (although linked to) from other identity categories such as individual and collective identities (also *see* King et al., 2010).

As such, an organisation's corporate identity is actualised through the dynamic and continuous interplay between representations of identity (*e.g.*, communication, behaviour, and design), manifestations of identity (*e.g.*, corporate culture, an organisation's material and non-material traits and characteristics), and its interpretation by internal and external stakeholders resulting in attitudinal, affective and behavioural responses towards the organisation (*e.g.*, perception, meaning, affiliation, identification *etc.*). Representations, manifestations and interpretations are not discrete and separate dimensions but intersect and overlap in the sense that instrumental representations can also be constitutive manifestations of identity and vice versa, while being concurrently predicated on the interpretations formed and acted upon by stakeholders too.

Taking such a holistic and multidisciplinary perspective requires further scholarly debate across disciplinary boundaries, especially between corporate marketing, corporate communication and organisational and management scholars. Future research ought to clarify and integrate theories and empirical insights from social psychology, cultural anthropology and sociology too. As such, further work is needed in regard to how corporate identity intersects with organisational identities and stakeholder identification and identities within and without an organisation. There is also a need for research on how a corporate identity is embedded in and partially emerges from wider institutional and cultural contexts. Finally, the notion of corporate purpose and corporate legitimacy ought to be more explicitly linked to corporate identity in conceptual and empirical terms.

## Cross-References (See also)

Corporate Brand; Corporate Culture; Corporate Communication; Corporate Marketing;  
Organisational Identity; Organisational Communication; Organisational Culture

## References

- Abratt, R. (1989). A new approach to the corporate image management process. *Journal of Marketing Management*, 5(1), 63–76.
- Abratt, R., & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations. *European Journal of Marketing*, 46(7/8), 1048–1063.
- Abratt, R., & Mingione, M. (2017). Corporate identity, strategy and change. *Journal of Brand Management*, 24(2), 129–139.
- Albert, S., & Whetten, D. A. (1985). Organizational identity. *Research in Organizational Behavior*, 7, 263–295.
- Balmer, J. M. T. (1997). *Corporate identity: Past, present and future* (University of Strathclyde Department of Marketing working paper No. 1997/4). Glasgow.
- Balmer, J. M. T. (1998). Corporate identity and the advent of corporate marketing. *Journal of Marketing Management*, 14(8), 963–996.
- 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.
- Balmer, J. M. T. (2008). Identity based views of the corporation. *European Journal of Marketing*, 42(9/10), 879–906.
- Balmer, J. M. T. (2014). Wally Olins (1930-2014), corporate identity ascendancy and corporate brand hegemony. *Journal of Brand Management*, 21(6), 459–468.
- Balmer, J. M. T. (2017). The corporate identity, total corporate communications, stakeholders' attributed identities, identifications and behaviours continuum. *European Journal of Marketing*, 51(9), 1472–1502.
- Balmer, J. M. T., & Burghausen, M. (2019). Marketing, the past and corporate heritage. *Marketing Theory*, 19(2), 217–227.
- Balmer, J. M. T., & Greyser, S. A. (2002). Managing the multiple identities of the corporation. *California Management Review*, 44(3), 72–86.
- Balmer, J. M. T., & Greyser, S. A. (Eds.). (2003). *Revealing the corporation*. London: Routledge.
- Balmer, J. M. T., & Soenen, G. B. (1999). The ACID test of corporate identity management. *Journal of Marketing Management*, 15(1-3), 69–92.
- Bartholmé, R. H., & Melewar, T. C. (2009). Adding new dimensions to corporate identity management and corporate communication. *Marketing Review*, 9(2), 155–169.
- Bartholmé, R. H., & Melewar, T. C. (2011). Remodelling the corporate visual identity construct: A reference to the sensory and auditory dimension. *Corporate Communications: An International Journal*, 16(1), 53–64.
- Bernstein, D. (1984). *Company image and reality*. London: Holt, Rinehart and Winston.
- Bick, G., Jacobson, M. C., & Abratt, R. (2003). The corporate identity management process revisited. *Journal of Marketing Management*, 19(7/8), 835–855.
- Birkigt, K., & Stadler, M. M. (Eds.). (1980). *Corporate Identity*. Munich: Verlag Moderne Industrie.
- Birkigt, K., Stadler, M. M., & Funck, H. J. (Eds.). (2002). *Corporate Identity*. Landsberg/Lech: Verlag Moderne Industrie.
- Bitektine, A., & Haack, P. (2015). The “Macro” and the “Micro” of Legitimacy. *Academy of Management Review*, 40(1), 49–75.
- Blombäck, A., & Brunninge, O. (2009). Corporate identity manifested through historical references. *Corporate Communications*, 14(4), 404–419.
- Bristol, L. H. (Ed.). (1960). *Developing the corporate image*. New York: Charles Scribner's Sons.
- Brown, T. J. (1998). Corporate associations in marketing. *Corporate Reputation Review*, 1(3), 215–233.
- Buddensieg, T., & Rogge, H. (1993). *Industriekultur [Industrial Culture]*. Berlin: Mann.
- Christensen, L. T., & Askegaard, S. (2001). Corporate identity and corporate image revisited. *European Journal of Marketing*, 35(3/4), 292–315.

- Cornelissen, J., & Harris, P. (2001). The Corporate Identity Metaphor. *Journal of Marketing Management*, 17(1-2), 49–71.
- Cornelissen, J. P., Christensen, L. T., & Kinuthia, K. (2012). Corporate brands and identity. *European Journal of Marketing*, 46(7/8), 1093–1102.
- Cornelissen, J. P., & Harris, P. (2001). The corporate identity metaphor: Perspectives, problems and prospects. *Journal of Marketing Management*, 17(1/2), 49–71.
- Feldman, L. P. (1969). Of alphabets, acronyms and corporate identity. *Journal of Marketing*, 33(4), 72–75.
- Foroudi, M. M., Balmer, J. M.T., Chen, W., & Foroudi, P. (2019). Relationship between corporate identity, place architecture and identification: An exploratory case study. *Qualitative Market Research: An International Journal*, 22(5), 638–668.
- Gardner, B. B., & Rainwater, L. (1955). The mass image of big business. *Harvard Business Review*, 33(6), 61–66.
- Handelman, J. M. (2006). Corporate Identity and the Societal Constituent. *Journal of the Academy of Marketing Science*, 34(2), 107–114.
- He, H. (2012). Corporate identity anchors: A managerial cognition perspective. *European Journal of Marketing*, 46(5), 609–625.
- He, H.-W., & Balmer, J. M. T. (2007a). Identity studies: Multiple perspectives and implications for corporate-level marketing. *European Journal of Marketing*, 41(7/8), 765–785.
- Henrion, F. H. K., & Parkin, A. (1967). *Design coordination and corporate image*. London: Studio Vista.
- Illia, L., & Balmer, J. M. T. (2012). Corporate communication and corporate marketing. *Corporate Communications: An International Journal*, 17(4), 415–433.
- Johansen, T. S. (2012). The Narrated Organization: Implications of a Narrative Corporate Identity Vocabulary for Strategic Self-Storying. *International Journal of Strategic Communication*, 6(3), 232–245.
- Johansen, T. S., & Andersen, S. (2012). Co-creating ONE. *Corporate Communications*, 17(3), 272–288.
- King, B. G., Felin, T., & Whetten, D. A. (2010). Finding the organization in organizational theory. *Organization Science*, 21(1), 290–305.
- Kitchen, P. J., Tourky, M. E., Dean, D., & Shaalan, A. S. (2013). Corporate Identity Antecedents and Components. *Corporate Reputation Review*, 16(4), 263–284.
- Larçon, J. P., & Reitter, R. (1979). *Structures de pouvoir et identité de l'entreprise [Power structures and Corporate identity]*. Paris: F. Nathan.
- Large, M. (1989). *Graphic design and corporate identity* (PhD thesis). Concordia University, Montreal.
- Marchand, R. (1998). *Creating the corporate soul*. Berkeley: University of California Press.
- Martineau, P. (1958). Sharper focus for the corporate image. *Harvard Business Review*, 36(6), 49–58.
- Melewar, T. C., & Karaosmanoglu, E. (2006). Seven dimensions of corporate identity. *European Journal of Marketing*, 40(7-8), 846–869.
- Melewar, T. C., & Skinner, H. (2018). Defining and delimiting the scope of the Corporate Identity construct. *Marketing Review*, 18(2), 115–129.
- Moingeon, B., & Ramanantsoa, B. (1997). Understanding corporate identity. *European Journal of Marketing*, 31(5/6), 383–395.
- Motion, J., & Leitch, S. (2002). The technologies of corporate identity. *International Studies of Management & Organization*, 32(3), 45–64.
- Olins, W. (1978). *The corporate personality*. New York: Mayflower Books.
- Olins, W. (1989). *Corporate identity*. London: Thames and Hudson.
- Orts, E. W. (2013). *Business persons*. Oxford: Oxford University Press.
- Otubanjo, B. O., & Melewar, T. C. (2007). Understanding the meaning of corporate identity: A conceptual and semiological approach. *Corporate Communications: An International Journal*, 12(4), 414–432.
- Podnar, K., Golob, U., & Jančič, Z. (2011). Identification with an organisation as a dual construct. *European Journal of Marketing*, 45(9/10), 1399–1415.
- Scherer, A. G., Palazzo, G., & Seidl, D. (2013). Managing Legitimacy in Complex and Heterogeneous Environments. *Journal of Management Studies*, 50(2), 259–284.
- Schmidt, K. (Ed.). (1995). *The quest for identity*. London: Cassell.

- Schmidt, K. (1997). Corporate identity. *Corporate Communications*, 2(1), 40–45.
- Selame, E., & Selame, J. (1975). *Developing a corporate identity*. New York: Chain Store.
- Simões, C., & Mason, K. J. (2012). Informing a new business-to-business relationship. *European Journal of Marketing*, 46(5), 684–711.
- Stuart, H. J. (1999). Towards a definitive model of the corporate identity management process. *Corporate Communications*, 4(4), 200–207.
- Suvatjis, J. Y., & de Chernatony, L. (2005). Corporate Identity Modelling. *Journal of Marketing Management*, 21(7/8), 809–834.
- Topalian, A. (2003). Experienced reality. *European Journal of Marketing*, 37(7/8), 1119–1132.
- Tourky, M., Alwi, S. F. S., Kitchen, P., Melewar, T. C., & Shaalan, A. (2020). New conceptualization and measurement of corporate identity. *Journal of Business Research*, 109, 595–606.
- Tourky, M., Foroudi, P., Gupta, S., & Shaalan, A. (2021). Conceptualizing corporate identity in a dynamic environment. *Qualitative Market Research: An International Journal*, 24(2), 113–142.
- van den Bosch, A. L. M., Elving, W. J. L., & de Jong, M. D. T. (2006). The impact of organisational characteristics on corporate visual identity. *European Journal of Marketing*, 40(7/8), 870–885.
- van Rekom, J. (1997). Deriving an operational measure of corporate identity. *European Journal of Marketing*, 31(5/6), 410–422.
- van Riel, C. B. M. (1995). *Principles of corporate communication*. Hemel Hempstead: Prentice Hall.
- van Riel, C. B. M., & Balmer, J. M.T. (1997). Corporate identity. *European Journal of Marketing*, 31(5), 340–355.
- Wiedmann, K.-P. (1988). Corporate Identity als Unternehmensstrategie. *Wirtschaftswissenschaftliches Studium (Wist)*, 17(5), 236–242.
- Woodham, J. M. (1997). *Twentieth century design*. Oxford: Oxford University Press.

## Further Readings

- Balmer, J. M. T., & Greyser, S. A. (Eds.). (2003). *Revealing the corporation*. London: Routledge.
- Bouchikhi, H., & Kimberly, J. R. (2008). *The soul of the corporation: How to manage the identity of your company*. Upper Saddle River: Wharton School Publishing.
- Melewar, T. C., Dennis, C., & Foroudi, P. (Eds.). (2021). *Building corporate identity, image and reputation in the digital era. Routledge studies in marketing*. London: Routledge.
- Moingeon, B., & Soenen, G. B. (Eds.) (2002). *Corporate and organizational identities: Integrating strategy, marketing, communication and organizational perspectives*. London: Routledge.
- Schultz, M., Hatch, M. J., & Larsen, M. H. (Eds.) (2000). *The expressive organization: Linking identity, reputation, and the corporate brand*. Oxford: Oxford University Press.

## Biography

Mario Burghausen is a senior lecturer (associate professor) in marketing with extensive industry experience prior to becoming an academic. He is a Co-Editor-in-Chief of the Journal of Brand Management. Mario is believed to hold the first ever doctorate awarded in the field of corporate and brand heritage. His research is focused on corporate heritage and related concepts (history, memory, nostalgia, etc.) within the field of corporate brand management and marketing. More generally, his academic interests are concerned with multiple temporalities in corporate and organisational contexts as well as the interplay between cultural manifestations, social interpretations and instrumental representations of organisations and their brands. His work has been published in the Journal of Business Research, Marketing Theory, European Journal of Marketing, Journal of Brand Management and Corporate Communications: An International Journal.