

The Corporate Brand and Strategic Direction: Senior Business School

Managers' cognitions of Corporate Brand Building and Management

Professor John M.T. Balmer and Dr Wei-Yue Wang

NB: This is a pre-publication version of an article which will appear in the Journal of Brand Management in 2016. For reference purposes, kindly use the full citation of the article as per the final published article.

Abstract:

This revelatory study focuses on top *Financial Times* (FT) ranked British business school managers cognitions of corporate brand building and management. The study insinuates there is a prima facie bilateral link between corporate branding and strategic direction. Among this genus of business school, the data revealed corporate brand building entailed an on-going concern with strategic management, stakeholder management, corporate communications, service focus, leadership, and commitment. These empirical findings, chime with the early conceptual scholarship on corporate brand management dating back to the mid-1990s. These foundational articles stressed the multi-disciplinary and strategic nature of corporate brand management and stressed the significant role of the CEO. As such, this research adds further credence to the above in terms of best-practice vis-à-vis corporate brand management. Curiously, whilst senior managers espouse a corporate brand orientation, corporate brand management is seemingly not accorded a similar status in the curriculum. Drawing on general embedded case study methodological approach, data was collected within eight leading (FT-ranked) business schools in Great Britain at *Oxford, Cambridge, Durham, Bradford, Cranfield, Warwick, Lancaster and City* (London) Universities. Each of these eight British business schools can be deemed as 'top' business schools by virtue of their inclusion in the influential *Financial Times* (FT) worldwide list of top business schools. The primary mode of qualitative data collection was the 37 in-depth interviews with business school Deans, Associate Deans and other senior faculty members and other managers.

Key Words: Business Schools; Corporate Brand; Corporate Brand Management;

The Corporate Brand and Strategic Direction: Business School Managers cognitions of Corporate Brand Building and Management

INTRODUCTION

Focussing on leading *Financial Times* (FT) ranked) British business school managers (Deans, Associate Deans etc.), this embedded case study has the explicit research objective of explicating their *cognitions* of their role and their comprehension of core activities in terms of corporate brand building. As such, the instrumental insights from this study shed light on senior managers' discernment of corporate brand management responsibilities and corporate brand management activities. An implicit, albeit highly significant, dimension of this research relates to the link between the corporate brand/corporate brand management and strategic direction.

Data was obtained *via* 37 in-depth interviews with Deans, Associate Deans and other senior faculty members and managers of eight leading (FT-ranked) British business schools at *Oxford, Cambridge, Durham, Bradford, Cranfield, Warwick, Lancaster and City (London) Universities*.

Each of these eight British business schools can be deemed as 'top' business schools by virtue of their inclusion in the *Financial Times* (FT) worldwide list of top business schools. (The FT list is, arguably, the most influential list/characterisation of the world's foremost business schools)

The study is of significance since, having scrutinised the literature it became apparent how issues of corporate brand building-especially senior managers cognitions of corporate brand building and management was under-unexplored. Moreover, to date, there is an absence of research on senior management cognitions of corporate brand building within FT-ranked building schools.

This study is informed by a qualitative research perspective. This article, in particular, concentrates on the instrumental insights from this study.

TOP BUSINESS SCHOOLS: PRACTICING WHAT THEY PREACH, RESEARCH AND TEACH?

Unquestionably, a key role of business schools, and more especially the world's leading

3

business schools, is to promulgate, as well as promote, good practice in terms of the management of organisations. A business school mission can be achieved in a variety of ways. Normally, the focus of such schools is on their *outputs* in terms of the quality, saliency and practicability of their research and teaching.

Consider the following section from Harvard Business School's (HBS) mission:

"...the first component of the mission is educating, which we do in many ways—through our educational programs, through the ideas our faculty produce and disseminate, and through the influence we achieve by being close to leaders of all types, and of organizations all across the world."

(see: <http://www.hbs.edu/about/Pages/mission.aspx>)

Also consider a similar statement from The University of Cambridge, Judge Business School:

"...we achieve excellence in the quality of our research insights and our educational engagement. We develop knowledge both for its own sake and to help others make a difference. It means we train students and clients from all over the world, reward performance in our own staff and enable performance in our students and clients. It means we contribute to society by building sustainability into the heart of our business education and research."

(see: <http://www.jbs.cam.ac.uk/aboutus/our-vision/>)

Few would demur from the above purposes. Arguably, however, a business school's foci on research, teaching and resultant leadership formation may represent an unduly narrow conceptualisation of business schools' roles, obligations and impact. *Why is this so?* This is because business schools are not only obliged to be *promoters* of management theories and practices but are, arguably, duty-bound to be *exemplars* of "best practice" in terms of *input*. *Input* in terms of the management of their organisations, and, of course, their corporate brands.

In the context of the above, this study focuses on senior managers' *cognitions* of corporate brand building and management within business schools and, for the above reason, the results from this empirical study can be revelatory in "*getting into the minds*" of senior managers of some of the world's foremost business schools,

To reiterate, *how* these top business schools conceive the management and development of their schools' corporate brands are likely to be of interest to astute MBA postgraduates and those on executive courses will, almost certainly, compare what

4

such institutions practice and publish with what they profess.

Ideally, business schools should be paradigms of best practice in terms of the management of their own institutions. This is no more the case – to reiterate in relation to corporate brand management. Clearly, it is incumbent on top business schools practice what they preach, research and teach”.

As such, this study of senior business school managers’ cognitions of corporate brand building and management, arguably therefore, is of heightened import. To reprise, the study aims to shed light on how senior managers of some of the world’s foremost business schools (Deans, Associate Deans, Directors etc.) *conceptualise* corporate brand building and management. By inference, too, it throws light on the strategic significance of corporate brand management as envisioned by business school senior managers.

Moreover, whilst not an explicit research aim of this research, this study’s focus on leading (hence successful) business school might suggest there might be a clear between their success and corporate brand building.

CORPORATE BRAND MANAGEMENT IN CONTENTION: ORTHODOXY OF HETERODOXY? The last two decades have seen an upsurge of interest in corporate brand scholarship (Balmer 1995; 2001; 2010; Balmer and Gray, 2003; de Chernatony, 2002; Gylling and Lindberg-Repór 2006, Harris and de Chernatony 2001; Hatch and Schultz, 2003; He and Balmer, 2006; Ind 1997; Inscip, 2004; Juntunen et. al. 2010; Kapferer, 2002; Knox and Bickerton, 2003; Roper and Davies, 2007; Uggla 2006). From the outset, marketing scholars were especially concerned with the *management* of corporate brands. This study contributes to this vein of scholarship.

The foundational work on the corporate brand field stressed the significance and obligations of senior managers and especially the CEO in managing the corporate brands; argued it was multidisciplinary in scope; was based on corporate identity; stressed its importance to customers and other stakeholders; and noted the importance of organisational members (Balmer 1995, 2001).

More recently, a veritable reformation of thought has characterised the corporate brand management with the advent of the co-creation perspective (Hatch and Schultz, 2010; Ind et al. 2013; Juntunen, 2012). Seemingly, the jury is still out as to precise details, merits, practicalities, and efficacy of the co-creation approach vis-à-vis corporate brands. For some, this notion challenges the notion of corporate brand management, a

5

marketing/corporate marketing orientation and-in some of the more zealous writers in the field the very notion of management. The co-creation notion that customers and other stakeholders are profoundly involved or-even in some cases-are the major players re the creation and-as some of the literature suggests-even actual management of corporate brands).

Clearly, many marketing and other scholars find the above to be attractive and several leading branding scholars from marketing and management have given their imprimaturs to the co-creation notion. For some orthodox marketing scholars, the co-creation notion raises the question as to what, precisely, is wrong with the traditional notion of an organisational-wide customer/stakeholder orientated philosophy?

In marketing thought customers-and more recently in corporate marketing, stakeholders- have *always* been accorded importance and have always had a voice and been considered as institutional *partners* when an explicit a corporate marketing approach is adopted (Balmer and Greyser, 2006). Moreover, some may find the rejection of the central management role in corporate brand management (let alone in terms of general/strategic management) as naïve and the current concern as a fad.

For some, the co-creation perspective in marketing/branding thought is a reaction to the object failure of many organisations to embrace an authentic organisational-wide marketing/corporate marketing philosophy focused on customers/stakeholders.

As such, in the context of the above debate, the results of this study is timely since it focuses on senior managers and in particular senior business school managers cognitions of corporate brand management and, in effect, explores the more orthodox approach to corporate brand management as evinced in the foundational corporate brand literature.

Potentially, therefore, this study might cause brand scholars to reappraise the role of managers *vis-à-vis* corporate brand development and management. If nothing else a sense of equilibrium and objectivity is required in relation to the management, creation and development of corporate brands. Arguably, too, both the orthodox (traditional approaches to corporate brand management) and heterodox (co-creation corporate brand perspective) standpoints are both valuable in comprehending the territory

6

SECTORIAL FOCUS: BRITISH BUSINESS SCHOOLS

The immediate post Second World War period (post-1945) witnessed the establishment and rise in prominence of a number of prominent British business schools, especially those in London, Manchester and Bradford. Of seminal importance in this regard was the celebrated “*Franks Report*” (Franks, 1963).

Since that time, there has been an exponential growth in the establishment of University-based business schools to the point, where today, most UK Universities have a business school. The “ancient” and collegial Universities of Oxford and Cambridge (but, not, significantly, the University of Durham) were reluctant - and it has to be admitted late - entrants in establishing their business schools but soon established sterling reputations in the sector. For the sake of balance, it is important to record that the first professorial position in commerce (business) was made in 1901 at The University of Birmingham.

Among scholars focusing on Higher Education, there is a general consensus that British business schools have, for the last half century, been highly successful. In particular, British business schools have achieved considerable renown for the quality of both their teaching and research (Masrani et al. 2011; Starkey and Tiratsoo 2007; Wilson and Thomson 2006; Williams, 2010).

See Exhibit 1 which details the archetypal characteristics of British Business Schools.

TAKE IN EXHIBIT ONE HERE

CORPORATE BRAND BUILDING WITHIN TOP BUSINESS SCHOOLS: WHAT DO WE KNOW?

The review of the literature revealed a scarcity of empirical insight *vis-à-vis* business schools as brands. Moreover, our scrutiny of the literature revealed that, to date, no research had taken place in relation to activities and managerial cognitions of corporate brand building and management.

By means of context, recently, the higher education (HE) sector-in common with many other industries has realised the efficacy and strategic importance of corporate brands. Not surprisingly, therefore, scholars, from the mid 2000 onwards,

have undertaken brand-related research (Gray et al 2003; Pitt et al. 2006; Balmer and Liao 2007).

In particular reference to business schools, extant research has, for example, focused on the business school programmes (Nichollis et al 1995); school rankings and accreditations (Siemens et al., 2005), marketing activities and communications (Gatfield, et al 1999; Gray, et al 2003), institutional positioning/repositioning (Bennis and Toole, 2004; Pfeffer and Fong, 2004) and reputational damage (Siebert and Martin, 2014).

With particular reference to branding, extant scholarship has, for instance, examined branding, visual identity and nomenclature (Opoku et al. 2006; Gopalan et al. 2006; Pitt et al. 2006).; and students' identification with business schools drawing on social identity theory (Balmer and Liao, 2007).

However, and to reiterate, to date there has been an absence of research which not only focuses on senior managers cognitions of corporate brand building but, moreover, in relation to top, Financial Times (FT)-ranked business schools. This lack of empirical insight explains why a qualitative approach is efficacious.

METHODOLOGY

The absence of empirical insights *vis-à-vis* senior managers' cognitions of corporate brand management within FT-ranked business schools materially influenced informed our choice of research approach and methodology.

Faced with a *tabula rasa* in terms of research, the case/single case design (arguably, this includes an embedded case study) has the potential to reveal important insights on unique and significant phenomena (see: Eisenhardt 1989; Gill and Johnson 1991; Yin 2014).

An embedded case study approach within the inductive research was apposite represented an appropriate method. Case studies are especially useful in shedding light on previously unexplored phenomenon. Embedded case studies enable multiple organisations to be examined and are efficacious *vis-à-vis* descriptive studies therefore adds richness to the descriptive insights (Yin, 2014; Scholtz and Tietje, 2002).

As such, although this study focusses on eight leading business schools they, in their totality, represent a single category of leading (British) FT-ranked business school. Following this logic within the case study tradition, each business schools represents a sub unit of analysis (Yin 2014.)

The primary mode of data collection came from the semi-structured interviews since this is the most fundamental of all qualitative methods is in-depth interviewing (Easterby-Smith et al. 1991. p. 71). However, recourse was also made to documentary data and to a research diary. Triangulation of data was achieved by drawing on the above and *via* internal triangulation in terms of the three-stage coding of interviews too.

Research stages and data collection

The field work of our study comprised several stages of inquiry detailed below.

Stage 1: identification of top (FT-ranked) business schools

Stage 2: five pilot interviews (five) undertaken within a single FT –ranked business school

Stage 3: gaining access to eight business schools (*Bradford University School of Management; Cass Business School, City University; Cranfield University School of Management; Durham University Business School; Judge Business School, Cambridge University; Lancaster University Management School; Said Business School, Oxford University; Warwick University Business School*).

Stage 4: data collection (37 semi structured interviews; documentary material,

Stage 5: data analyses and resultant research insights (*using the classic three-stage coding process*): first level (*open*) coding, second level (*axial*) coding, and third level (*selective*) coding; cross-case analyses in the study; triangulation of data (in depth interviews, documents, research diary).

Exhibit two below details of the positions held by interviewees. For reasons of confidentiality the names of individual business schools have been supplemented with letters.

Exhibit Two: Positions held by interviewees within the 8 business schools¹ LARGE EXHIBIT

<i>Business School</i>	Interviewees Position
A	Dean of School
	Deputy Dean
	Director of FT MBA programme
	Marketing and Development Manager
B	Dean of School
	Director of Marketing
	Director of M.Sc courses
	Director of Full-Time MBA
C	Deputy Dean (in charge of daily affair)
	Chief Operating Officer

<i>Business School</i>	Interviewees Position
	Head of External Relations and Business Development
	Director of Marketing/Communications
D	Dean of School
	Associate Dean (research)
	Director of Marketing
	Director of MBA programme
	Alumni Executive
E	Dean of School
	Director of Teaching
	Deputy Director of MBA Programme
	Corporate Relations Manager / Head of External Relations
	Communication Manager
F	Dean of School
	Associate Dean, Postgraduate programme
	Associate Dean, Research
	Associate Dean, Undergraduate programme
	Marketing Manager
	Recruitment Manager
G	Dean of School
	Deputy Dean, Head of External Relations
	MBA Programme Manager
	Associate Director of International Office / Alumni
H	Dean of School
	Director of Executive MBA / Director of FT MBA
	Marketing Executive for MBA
	Director of Centre for Customised Executive Development
	Marketing Executive for Executive Education

NB For reasons of reasons of confidentiality, schools are represented by the letters A-H

TAKE IN EXHIBIT 2 AROUND HERE

RESEARCH INSIGHTS

Corporate brand management: a senior manager concern and responsibility

The research showed senior managers accorded considerable importance to their business school brand; acknowledged its strategic significance; accorded importance to corporate brand building; adopted a holistic (multi-disciplinary) corporate brand building method; assumed day-to-day responsibility (as senior managers) in managing the corporate brand; and accepted the role of the Dean as the school's , *de facto*, corporate brand manager.

As such, the study clearly demonstrated that senior managers-and CEO's (Deans) conceived *corporate brand management* to very much part of their purview.

From the study, there was not only a general consensus relating to the above but also a commonality across the schools in terms of the key dimensions to be focused on in relation to developing their business school brand (*corporate brand building*) viz: strategic management, service management, leadership, corporate communication, organisational commitment, stakeholder management.

A clear inference from the data-in terms of the cognitions of senior business schools managers-is there is a prima facie (seemingly bi-lateral links) link between the corporate brand and strategic direction. This will become apparent in the subsequent section/s.

Earlier on in this article it was noted that whilst it *was not* an explicit research aim of this research to ascertain whether there was a formal link between the success of these business schools and their corporate brand building and management activities the findings of this study adds a degree of credence to this premise.

Key Dimensions of corporate brand building in top business schools

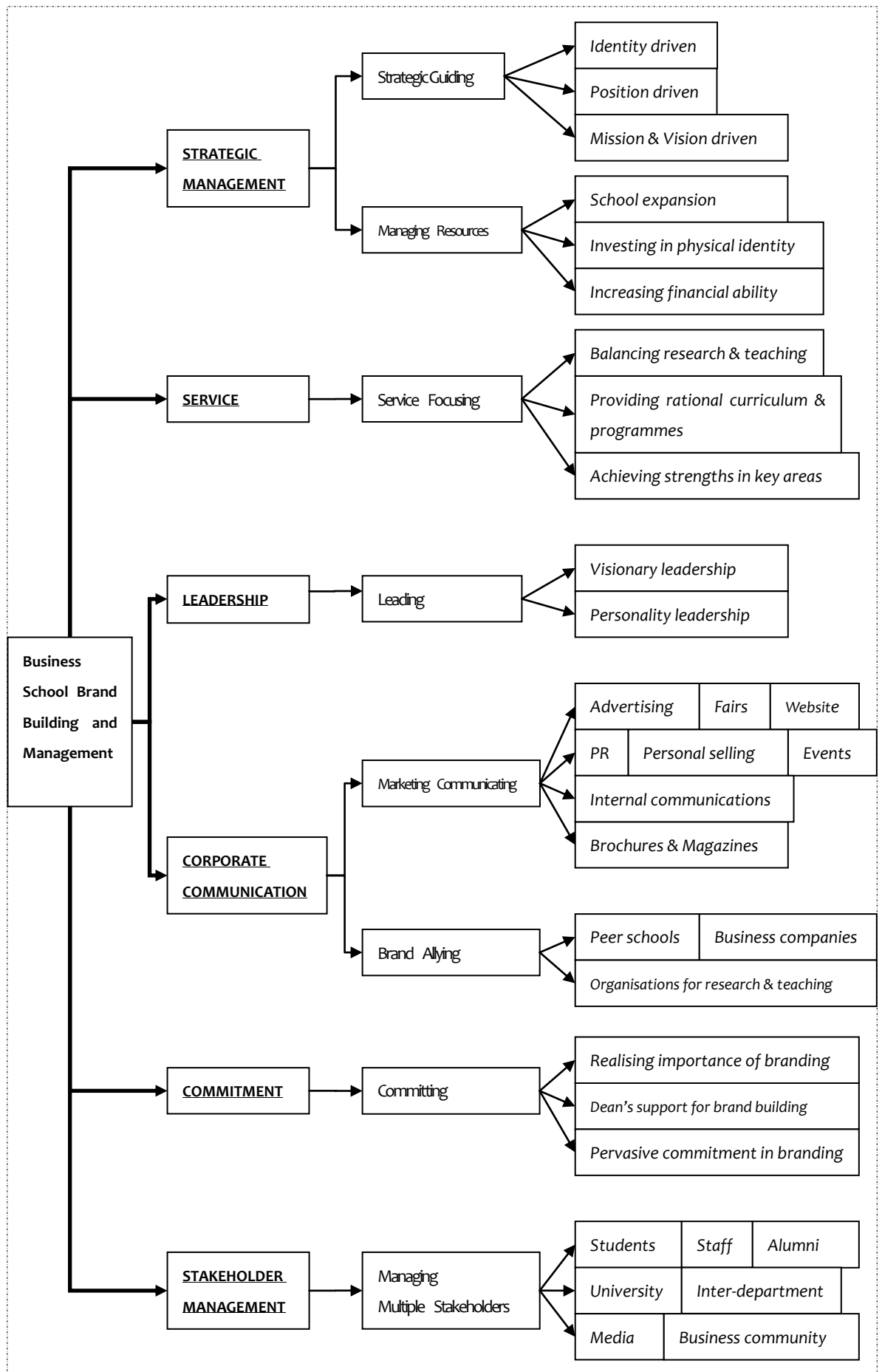
The data showed there to be a broad consensus among senior managers vis-à-vis the key dimensions of corporate brand building and management. The six dimensions comprise:

1. *strategic management*
2. *stakeholder management*
3. *corporate communications*
4. *service*
5. *leadership*
6. *commitment.*

Exhibit 3 shows the findings in diagrammatic form (based on the final stages of coding analyses)

TAKE IN EXHIBIT 3 HERE

EXHIBIT 3: DATA INSIGHTS FROM STUDY (based on coding of data)
LARGE EXHIBIT



I corporate brand building: the importance of strategic management

Strategic management/guidance emerged as a key corporate brand building/management trait. Having a clear strategy guides the whole corporate brand building process. It encompasses, among others, a concern with a school's *distinctiveness/differentiation* (analogous to "positioning") and helps senior managers, therefore, to focus on a school's strengths.

"I believe brand building and management is very important, and the school brand needs to be actively managed." (Dean, Business School G)

"I think managing a school's brand is important, and I think you have to manage the brand across a vast number of channels." (Director: Business School H)

"If there are any new ideas, my first thought is does it fit with our brand?" (Head of External Relations and Business Development, Business School C)

The corporate brand strategy is necessarily mindful of a school's mission and vision.

"I think the relation between build our brand and our mission and vision should be absolutely hand in hand." (Director of Marketing, Business School D)

Interestingly, there was a consensus among managers in terms of key strategic corporate brand building strategy components that aid *distinctiveness/differentiation* and *positioning*.

This encompassed, among others, internationalisation, service quality, financial stability and corporate architecture. Internationalisation was characterised in broad terms and included among others attracting international faculty and students; having international programmes and having international partners.

"We have spent a lot of money on this campus: in the past twenty years, millions of pounds. Much of the investment has gone into how the school is visualised". (Associate Dean: Business School F)

"The building isn't just a building! It is an architectural statement." (Dean: Business School B)

Having a strong service *orientation* was also seen to be important.

2 corporate brand building: the importance of stakeholder management

Senior managers conceived stakeholder management as a key dimension of corporate brand building and management. As such, there was a concern to meet the requirements of key stakeholders along with creating a positive and attractive corporate brand image. Students, faculty, alumni, the university, university departments, the media, the business community were among the key groups identified. In relation to the above, senior managers recognised the ambassadorial role of students/alumni as corporate brand representatives; maintaining and attracting top faculty and offering competitive salaries and conditions of work; realising the school's corporate brand was meaningfully burnished by the university's brand; appreciating the necessity of excellent media relations especially since some newspapers (*The Financial Times*) produce highly influential ranking lists.

"We have a lot of connections with other (University) departments who are so good; it's a unique advantage for us". (Director: Business School E).

"A key strategy of the school is to build long-term relationships with leaders in the business world in a way that lets them actively contribute to the school." (Documentary Data: Business School B)

3 corporate brand building: the importance of corporate communications

The importance attached to corporate communications by senior managers is derived from two second order categories namely, *marketing communicating and brand allying*.

Marketing communicating relates to the corporate brand/stakeholder interface whilst *brand allying* aims to maintain/acquire/improve the schools corporate brand reputation. A variety of communications (total corporate communications) are deployed to achieve this end.

"I also have formed a virtual marketing group which meets every two weeks. It (involves) anyone who has any kind of responsibility for communications, external and internal." (Director: Business School C)

"We now have also a PR agency and they make sure, or try to make sure that we get mentioned in the various newspapers." (Director: Business School A)

Brand allying refers to business schools' formal partnerships/alliances with critically organisations of strategic importance. Managers, in the in depth interviews, often made reference as to the importance of peer schools (those of equal or higher standing/esteem), business companies or certain organisations. Senior managers often

sought relationships with organisations deemed to have a higher corporate brand reputation since reputation this could burnish the school's corporate brand reputation by association and might even make the task of recruitment etc.

“We work hard to establish our school brand internationally. We formed a relationship with one US business school so as to give us a transatlantic partnership and a partnership with a major business school in China so as to give us a stronger Asian orientation.” (Dean: Business School H)

“We are working very hard to establish links with international schools and we are almost in the final stages of signing an agreement with Universities in the United States of America, China, and in Europe.” (Dean: Business School A)

Among senior managers, it was found that the corporate communications of leading business schools was threefold: 1 presenting the business school's identity so it was congruent with the school's strategy; 2 reducing the gap between the actual and desired corporate brand identity and the resultant images of business school held by the school's key stakeholders; 3 organising and controlling the implementation of the school's corporate brand communications across the board.

4 corporate brand building: the importance of service

An important dimension of senior managers' cognitions of corporate brand building was the importance they accorded to a service. Service – as articulated here – relates to the activities and intentions (and the quality of activities and intentions) of the business school *vis-à-vis* stakeholders.

Senior managers stressed the importance of ascertaining a school's primary (distinctive and differentiating) strengths in terms of research, teaching (or both where they are assessed to be of equal significance) and in terms of specific areas of research/teaching strengths (for instance, corporate brand management, sustainability, developing economies, public sector management). It should be noted that the service dimension also re-emerged as a category of its own.

“We are research oriented. I think business schools have to be research-oriented. Research is critical and the school's brand doesn't so much come from teaching. (Our) school's brand is more associated with research than teaching.” (Director: Business School B)

“Delivering extremely high quality programmes is equal to building the school's brand in reality”
(Director: Business School E)

5 corporate brand building: the importance of leadership

The role of the Dean (or analogous position) and issues of leadership were conceived to be of significance by senior managers. The theme of *leadership* represents the particular impact of the Dean's cognition, and the resultant impact of this on school brand. The Dean's behaviours were also seemed to be germane *vis-à-vis* corporate brand building. As one senior management mused:

There was a realisation that Deans are unquestionably the most important person in terms of business school brand building, Her or his importance is reflected in every aspect of the school's management, from the process of decision making, strategy designing to the activities of information communicating, programme launching. Therefore, the leadership of the business school becomes an essential element in building the school brand.

"Business schools are highly political (in) that strategy and (management) decisions are very much based on one person - the Dean". (Director, Business School B)

"You then need to have a group of people because you can never do it by yourself. You need to be able to lead a group of people that will buy into your idea and then move the whole process together." (Dean, Business School A)

From senior managers' reflection two modes of corporate brand leadership were identified: *visionary leadership* and *personality leadership*.

Visionary leadership refers to the Dean's envisioning of the school's corporate brand position (his or her vision for the brands) and the wherewithal to empower faculty and others to enact the espoused vision.

Personality leading refers to a Dean's personality traits which, in their composite, can also have a bearing on the school brand. For instance a Dean's personality might encompass, for instance, passion, humanity, friendliness, and an ability to recognise his or her mistakes and to rectify them.

6 corporate brand building: the importance of commitment

Among senior managers the importance of senior management corporate brand commitment emerged as a salient and significant corporate brand building facet.

Commitment, as articulated here, refers not only (and importantly) to the obligations of senior managers to consciously build and manage the school brand but also the critical role of rank and file staff.

“I think building a brand should involve everybody. There is a conscious effort on the part of the management of this school to make sure that everybody understands that they are part of it.” (Chief Operating Officer: Business School C)

Senior managers identified three dimensions of their corporate brand commitment: 1 realising the importance of brand building; 2 the Dean’s support (reinforces the earlier section); 3 widespread senior management commitment to branding the school. Although the business school brand is much different from a commercial service brand.

INSIGHTS IN THE CONTEXT OF THE FORMATIVE LITERATURE ON CORPORATE BRAND MANAGEMENT

The research insights confirm and elaborate the early foundational work vis-à-vis the nature and requisites of corporate brand management and corporate brand building (Balmer 1995; 2001). The aforementioned articles asserted the following: corporate brands are of strategic importance; is derived from the corporate identity (by inference, shown in this study); requires support from all organisational members; is multidisciplinary in scope; is a senior management concern; and comes with accords the CEO the status of corporate brand manager the importance of the CEO and of senior managers; the requisite for an interdisciplinary approach and for employee corporate brand loyalty are key requisites of corporate brand management (Balmer 1995; 2001).

Subsequent scholarship on the area also acknowledged many of the above particulars (Balmer, 2010; 2012).

PRACTICAL INSIGHTS

Early on it was observed how, Ideally, business schools should be paradigms of best practice in terms of management and, more specifically, in relation to corporate brand management. From this study, the following insights can be made, taking on board the caveat that the research insights are based on management cognitions. As such, senior managers might usefully consider what senior business school managers claim to do and consider this as guidance in managing their own corporate brands.

Mindful of the research insights, senior managers should:

- recognise the importance of the corporate brand
- understand its strategic nature
- take responsibility for the corporate brand (especially the CEO)
- devote time and resources in building and managing the corporate brand
- adopt a stakeholder perspective
- appreciate the importance of organisational-wide commitment to the corporate brands
- grasp its multidisciplinary nature
- comprehend how the corporate brand can service as a benchmark for the organisation

Also, just as leading business schools may represent a quasi-corporate brand group/generic category the same can be true in other sectors.

RESEARCH LIMITATIONS AND FURTHER RESEARCH POSSIBILITIES

This study focuses on management cognitions of corporate brand building. As such, subsequent studies could focus on the precise activities of business schools managers in relation to corporate brand building. Moreover, this research focuses on leading business schools and further studies could focus on other leading business schools elsewhere and could also cover the same territory by focusing on middle ranking and other business schools. The application of the corporate brand orientation notion (Balmer 2013) and the co-creation perspective (Ind et al. 2013) *vis-à-vis* business schools could also be efficacious.

COURSES IN CORPORATE BRAND MANAGEMENT: A CURIOUS IF NOT WORRYING OMISSION?

Given the apparent strategic significance accorded to corporate brand management by senior business school managers it would be anomalous if leading business schools were not to have bespoke corporate brand electives or, as a minimum, include corporate brand management as part of the core strategy class. A failure so to do would blotch business schools escutcheons.

FINAL REFLECTION

Corporate brand building and management emerged as fundamental, and seemingly, all-pervasive, strategic concern of all eight leading business schools. Senior managers generally, might take note of this. Moreover, the insights of this revelatory study are not only of instrumental value *per se* but, moreover, as befits the mission of business schools uncovering what senior managers think *vis-à-vis* their role, responsibilities, and activities regarding corporate brand management and development is, arguably, of

considerable pedagogical weight too.

Clearly, and finally, it is not only what top business schools preach, research and teach which is of importance but what their senior practice too. This is especially the case for corporate brand management and development.

Exhibit I: Archetypal characteristics of British Business Schools

An analysis of extant scholarship has led us to identify the following relatively *general* characteristics of British business schools:

schools of repute

From the mid-1950s onwards—largely influenced by the template offered by leading North American business schools—many British business schools quickly acquired a reputation for the rigour (research and teaching) and for their international credentials U.S. counterparts, to the current highly reputable institutions standing for internationalism, rigour, etc. Their reputations have continued to be burnished to the present time.

schools that are marketing-orientated

Notwithstanding their ostensible teaching and research integrity, British business schools, over recent times, accord importance in being marketing-orientated.

schools that are diverse, competitive, and transparent and operative in a complex sector

Whilst there are commonalties among many schools, there is also considerable considerable diversity among them. British business schools operate in a complex and highly competitive sector). Notably, the sector is celebrated for its transparency which, in part, is a consequence of both the research and teaching assessment undertaken by HM British Government (Quality Assurance Agency QAA, Research Assessment Exercise RAE/Research Excellent Framework REF); accreditation bodies and rankings, especially Financial Times (FT) rankings.

References:

- Balmer, J.M.T. (1995). Corporate branding and connoisseurship, *Journal of General Management*, 21(1): 2-46.
- Balmer, J. M. T. (2001). The three virtues and seven deadly sins of corporate brand management, *Journal of General Management*, 27(1): 1-17.
- Balmer, J.M.T. (2010). Explicating corporate brands and their management: Reflections and directions from 1995 to the present. *Journal of Brand Management*, 18(3): 180–196.
- Balmer, J.M.T. (2012) .Corporate brand management imperatives custodianship, credibility, and calibration, *California Management Review*, 54(3):6-33.
- Balmer, J.M.T. (2013). Corporate brand orientation: What is it? What of it? *Journal of Brand Management*, 20 (9): 723-741.
- Balmer, J.M.T. and Gray, E.R. (2003), Corporate Brands. What are they? What of them? *European Journal of Marketing*, 37(7-8): 972-997.
- Balmer, J.M.T. and Greyser, S.A. (2006). Corporate Marketing Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation, *European Journal of Marketing*, 40(7-8): 730-741.
- Balmer, J.M.T. and Liao, M-N. (2007). Student corporate brand identification: an exploratory case study, *Corporate Communications: An International Journal*, 12(4):346-375.
- Bennis, W.G. and O'Toole, J. (2004), How business schools lost their way, *Harvard Business School*, 83(4):96-104.
- de Chernatony, L. (2002). Would a brand smell any sweeter by a corporate name”, *Corporate Reputation Review*, 5(2-3): 114-135.
- Easterby-Smith, M., Thorpe, R., and Lowe, A. (2002). *Management Research*, London: Sage.
- Eisenhardt, K.M. (1989), Building theories from case study research, *Academy of Management Review*, 14(4): 532-550
- Ellram, L (1996). The use of the case study method in logistics research, *Journal of*

Business Logistics, 17(2): 93 – 138.

Franks, L. (1963). *British Business Schools*. London: Her Majesty's Stationery Office (HMSO).

Gatfield, T., Barker, M. and Graham, P. (1999). Measuring Communication Impact for University Advertising Materials, *Corporate Communications: An International Journal*, 4(2): 73.

Gill, J. and Johnson, P. (1991). *Research Method for Managers*, London: Paul Chapman Publishing Limited.

Gray, B., Fam, K. S. and Llanes, V.A. (2003). Branding universities in Asian markets, *The Journal of Product and Brand Management*, 12(2-3): 108

Gylling, C. and Lindberg-Repor, K. (2006). Investigating the links between a corporate brand and a customer brand, *The Journal of Brand Management*, 13(4-5) 257-267.

Hatch, M. and Schultz, M.J. (2003). The cycles of corporate branding: The case of the LEGO company, *California Management Review*, 46(1):6-26.

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

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

He, H-W. and Balmer, J.M.T. (2006). Alliance brands: Building corporate brands through strategic alliances? *Journal of Brand Management*, 13: 242-256

Ind, N. (1997). *The Corporate Brand*, London: Macmillan.

Ind, N., Iglesias, O., and Schultz, M. (2013). Building Brands Together: Emergence and Outcomes of Co-Creation, *California Management Review*, 55(3): 5-26.

Inskip, I. (2004). Corporate branding for a small to medium-sized businesses – A missed opportunity or an indulgence, *Journal of Brand Management*, 11(5): 358-365.

Juntunen, M. (2012). CO-creating corporate brands in start-ups, *Marketing Intelligence and Planning*, 30(2): 230-249.

Juntunen, M., Saraniemi, S., Halttu, M., Tähtinen, J. (2010). Corporate brand building in different stages of small business growth, *Journal of Brand Management*, 18: 115-133.

Kapferer, J-N. (2002). Corporate brands and organizational identity, In Moingeon, B. and Soenen, G. (eds) *Corporate and Organizational Identity*, London: Routledge.

Knox, S. and Bickerton, D. (2003). The six conventions of corporate branding, *European Journal of Marketing*, 37(7-8): 998-1016.

Masrani, S., Williams, A.P.O., and McKiernan, (2011). Management Education in the UK: The Roles of the British Academy of Management and the Association of Business Schools, *British Journal of Management*, 22(3):382-400.

Nichollis, J. Harris, J., Morgan, E. Clarke, K., and Sims, D. (1995). Marketing higher education: the MBA experience, *International Journal of Educational Management*, 9(2): 31-38.

Opoku, R. Abratt, R., and Pitt L (2006). Communicating brand personality: are the websites doing the talking for the top South African Business Schools? *Journal of Brand Management*, 14(1-2): 20-39.

Perry, C. (1998). Processes of a case study methodology for postgraduate research in marketing, *European Journal of Marketing*, 32(9/10): 785.

Pfeffer, J. and Fong, C.T. (2004). The business school business some lessons from the US experience, *Journal of Management Studies*, 41(8): 1501-1520.

Pitt, L.F., Berthon, P., Spyropoulos, S. and Page, M.J. (2006). How well are business schools managing their brands? *Journal of General Management*, 31(3): 1- 10.

Scholz, R. W. and Tietje, O. (2002). *Embedded Case Study Methods: Integrating Quantitative and Qualitative Knowledge*. London: Sage Publications.

Siebert, S. and Martin, G. (2013). Reputational challenges for business schools: a contextual perspective, *Education and Training*, 55(4-5): 429 - 444

Siemens, J.C., Burton, S., Jensen, T., and Mendoza. N.A. (2005). An Examination of the relationships between business school rankings between research productivity and rankings in the popular press *Journal of Business Research*, 58(4): 467-476.

Roper, S. and Davies, G. (2007). The corporate brand: a multi-stakeholder approach, *Journal of Marketing Management*, 23(1-2):75-90.

Stake, R.E. (1987). The case study method of social enquiry, *Education Researcher*, 7(2): 5-8.

Starkey, K., Hatchuel, A., and Tempest, S, (2004). Rethinking the business school *Journal of Management Studies*, 41(8): 1521-1531.

Starkey, K. and Tiratsoo, N. (2007). *The Business School and the Bottom Line*. Cambridge: Cambridge University Press.

Ugglå, H. (2006). The corporate brand association base: a conceptual model for the creation of inclusive brand architecture, *European Journal of Marketing*, 40(7-8): 785-802.

Yin, R.K. (2014). *Case Study Research: Design and Methods*, (5th Edition), Newbury Park, CA: Sage.

Williams, A.P.O. (2010). *The History of UK Business and Management Education*. Bingley: Emerald Group Publishing.

Wilson, J. and Thomson, A. (2006). *The Making of Modern Management: British Management in Historical Perspective*. Oxford: Oxford University Press.

ABOUT THE AUTHORS

Professor John M.T. Balmer

is Professor of Corporate Marketing at Brunel University Business School London; quondam Professor of Corporate Brand/Identity Management at Bradford University School of Management and is Chairman of the Board of Senior Consultant Editors of the *Journal of Brand Management*. Professor Balmer took his PhD at Strathclyde University, Scotland in 1996 and within 3 years was elected Professor of Corporate Identity at Bradford University where he was subsequently conferred the title of Professor of Corporate Brand/Identity Management. In 2007 he was appointed Professor of Corporate Marketing at Brunel University London. All three Professorial appointments are understood to be the first appointments of their kind. He is credited with writing the first articles on corporate brands (1995) and corporate marketing (1998) and co-developed the corporate heritage brand notion in the late 1990s. His articles have been published in leading journals including the *California Management Review*, *European Journal of Marketing*, *British Journal of Management*, *Long Range Planning*, *Journal of Business Research*, *Industrial Marketing Management*.

Dr Wei-Yue Wang

is lecturer in marketing at Coventry University, England. Previously, he was a member of the marketing faculty at Salford University, England. His PhD is from Bradford University School of Management where he undertook research in corporate brand management. His articles have been accepted in leading journals including *Management Quarterly*, *Asia Pacific Business Review*, *European Journal of Marketing*, *Journal of General Management*, *International Studies of Management and Organizations*.

Correspondence:

John M.T. Balmer Brunel Business School, Brunel University London, UK