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Corporate identity campaign management in Silicon Valley

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CORPORATE IDENTITY CAMPAIGN MANAGEMENT
IN SILICON VALLEY

A Thesis

Presented to

The Faculty of the School of Journalism
and Mass Communications
San Jose State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Satina Chiu

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ABSTRACT

CORPORATE IDENTITY CAMPAIGN MANAGEMENT IN SILICON VALLEY

by Satina Chiu

This thesis examines the application of a corporate identity campaign by a high-tech company in Silicon Valley. It examines what rationale are responsible for launching a corporate identity campaign, how it is implemented, and what factors are affecting its success and failure as compared to a consumer company.

Two qualitative case studies were conducted. The researcher interviewed a high-tech company and consumer company. Findings show that a high-tech company does share similar patterns with a consumer company no matter the campaign rationale, processes, or key success factors. The similarities are possibly due to the active dominant coalition support, similar customer buying behavior, and the involvement of professional communications experts in both cases. The results may imply that the corporate identity concept is highly compatible for the high-tech industries to use.

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Chapter One

Introduction

This thesis was a descriptive two-case study to investigate the corporate identity marketing campaigns for both a high-tech and a consumer company. The purposes of the study were to explore why and how a high-tech company — a computer server manufacturer — launched an advertising campaign to improve its corporate image. The consumer company sold computer accessories, and served mainly as a frame of reference for comparison, identifying similarities and differences between the two industries' corporate strategies and tactics.

There were three preliminary foci of the study: (1) the motivation behind initiating a corporate identity campaign, (2) the ideal campaign management model, and (3) the essential factors affecting campaign success and failure. The following sections discuss the importance of each focus.

Campaign Rationale

The researcher was interested in finding out why a high-tech company uses corporate identity as a strategy in establishing its corporate image. Many consumer product manufacturers, such as those for food, fashion, and automobiles, have extensively employed the corporate identity concept. However, most high-tech companies were started not by businessmen, but by engineers. Without expertise and training in the fields of marketing and communications, it was expected that these engineers would spend less money on such activities as corporate identity campaigns. It was found, however, that the reverse was true, and that these engineers do recognize the importance of a corporate identity. Many high-tech companies in Silicon Valley invested very large sums of money

on such activities. It seemed to be a growing trend that they were willing to spend more on these campaigns today than 20 years ago.

In the early 1980s, the beginning of the personal computer revolution, no technology company was found in the top 100 Leading National Advertisers (Johnson, 1996). However, in 1995, as Johnson (1996) noted, “the spending in the U.S. consumer media by computer, software, and printer marketers topped one billion dollars for the first time” (p.14). Among the foremost companies were International Business Machine Corporation, Microsoft Corporation, Intel Corporation, Apple Computer Corporation, Hewlett-Packard Company, Compaq Computer Corporation, and Motorola Incorporated.

An observation was that most of the advertising that these companies created and executed in the consumer media was much more corporate than product focused.

Regarding this aspect, Lawler (1996) noted:

The messages being delivered by high-tech advertisers today are increasingly focused on benefits to the end-user rather than a dry recitation of product features.

The images and the language are more human. Single visual elements — which often are not the product itself — tend to dominate the executions. (p.30)

These observations became an interesting and important topic to explore. The researcher was especially curious about the gradual acceptance of corporate identity campaigns by the high-tech companies.

Ideal Corporate Identity Campaign Model

The second area of the study was to investigate how a high-tech company manages a corporate identity campaign. In the literature, there were many models, and many ways to launch such an activity. Since it was impossible to integrate all of them,

the researcher developed an ideal model based on two existing models. They were the effective corporate identity campaign model by Chris Gorman (1994) and the Integrated Marketing Communications model by Schultz, Tannenbaum, and Lauterborn (1993), or the IMC model.

Essential Factors Affecting Corporate Identity Campaigns

The final area of interest was to search for what the essential success factors were that affected a corporate identity campaign. Seven potential factors had been identified in the literature. The researcher was interested in discovering the common and/or dissimilar factors that exist between a high-tech and a consumer company, as well as between the two companies and the literature.

The researcher sincerely hoped that the inquiry into the above three focal points could serve as a pilot study for providing more insights into this new communications practice in the Silicon Valley.

Research Method — Case Study

As mentioned above, the researcher employed the case study method and conducted two cases. A case study inquiry was an appropriate method for this thesis in view of the fact that the research questions concentrated on the how and why of a contemporary phenomenon (Stake, 1995; Yin, 1994). The case study method had three advantages that encouraged the researcher to use it. First, like most qualitative research methods, it is strong in interpreting the real-world context (Lindolf, 1995; Stake, 1995; Yin, 1994). Second, this method is quite reliable, as it depends on multiple sources of evidence to triangulate the data (Yin, 1994), triangulation being the process of collecting data from at least three different sources. Case study uses triangulation because, as Yin

(1994) noted, “no single source has a complete advantage over all the others” (p.80).

Third, this approach is an affordable method of doing a thesis, in terms of money and time. Other quantitative research methods were not considered for this study. Compared to the qualitative methods used, those methods were usually more effective to generalize the phenomena, but less effective to interpret them (Lindolf, 1995; Stake, 1995; Yin, 1994).

Data Collection and Analysis

For the data collection, the researcher used three methods to increase the reliability of the evidence gathered. These were the focused interviews, documentation, and archival records. The pattern-matching method was employed for analyzing data. For each case, the collected evidence was grouped according to the three preliminary research foci. The data under each category were further analyzed by different levels of analysis among the evidence found in the interviews, documents, and archives. The purpose of this analysis was to find the consistent and other potential emerging patterns among every source of evidence. The researcher also used all analyzed data to draw a cross-case conclusion.

Chapter Two

Literature Review

This chapter discusses the literature review of managing corporate identity marketing campaigns. The contents of this review are divided into six sections. The first section is an overview of the importance of a corporate image in the consumer and high-tech businesses. The second section is the corporate identity definition. The strategic value of a corporate identity is discussed in the third section. The fourth section is the development of an ideal corporate identity campaign framework, which is derived from two existing models. The fifth section identifies some possible factors affecting the campaign success and failure. The final section is a summary and problem statements of the study.

Perception and Reality

The phenomenon of image, according to Chajet and Shachtman (1991), states that, “we live today in a world full of images, particularly business-related images. . . . As a consequence of successful image making, we travel not by train but by Amtrak. . . . we do not leave home without American Express” (p.3). Image is such an important thing that people nowadays are buying not simply a company’s products. They also take into consideration their perception of whether the company seems well managed, socially responsible, environmentally conscious, and willing to stand behind its products (Wilcox & Nolte, 1995).

Newsom, Turk, and Kruckeberg (1996) called this perception the positioning of a company, which is usually part of its objectives and mission. Such perception is the desired relationship that a company wants to establish with its audiences. The perception

concept becomes increasingly important in the consumer product business world. The importance of the concept is reliant upon how people make buying decisions. They buy products based on what they perceive to be true rather than on the facts (Schultz et al., 1993). One explanation of this phenomenon is that the audiences have been overloaded with too much information. As such, they make decisions based on the relatively small amount of information they can select and process. To narrow this gap between perception and reality, such activities as a corporate identity campaign can help. A successful corporate identity campaign is able to establish a corporate image and personality (Gray, 1986; Selame & Selame, 1988; Newsom et al., 1996).

High-tech Industry

Compared to 20 years ago, not only do consumer product companies increasingly launch corporate identity campaigns, but also high-tech enterprises. In the early 1980s, the beginning of the personal computer revolution, no technology company was found in the top 100 Leading National Advertisers (Johnson, 1996). However, by 1995, many companies like International Business Machines Corp., Microsoft Corp., and Intel Corp. were on the list. Johnson (1996) noted, "the spending in the U.S. consumer media by computer, software, and printer marketers topped one billion dollars for the first time" (p.14).

The majority of these ads were identity- versus product-based. Instead of using a formal product photograph with extensive product specification copy, the ads are executed with a humanistic, friendly approach, focusing on the image of the company rather than its products (Lawler, 1996). The big spenders believed that those corporate identity activities could give them an edge to exploit the consumer market as their

products are ready for the public. For example, people can construct their own configurations for the personal computer by buying essential parts like motherboards and microprocessors in any retail store. However, the reason people are so insistent that they need the fastest Pentium chip is probably Intel's \$700 million yearly investments into PC co-op ads and corporate identity campaigns. Those campaigns make Intel the world's largest technology ad spender (Johnson, 1996).

The penetration of personal computers in the United States had reached 39% in 1996 (Herbold, 1996). Perhaps the enormous market potential and consumer buying behavior are the driving forces behind the technology companies establishing their corporate identities and images to a strategic use. How exactly a corporate identity benefits a corporation will be discussed in the following sections. In advance of that, the researcher will introduce the meaning of a corporate identity.

What is a Corporate Identity?

A corporate identity campaign is defined as a strategic communications activity (Goodman, 1994). The campaign helps manage the relationships among the essential audiences that can affect the organizational mission, goal, and objective (Dozier, Grunig, & Grunig, 1995).

The goal might be to establish a desired position, an image, or personality that an organization wishes to be perceived by its audiences (Atkins, 1989; Chajet & Shachtman, 1991; Newsom et al., 1996; Selame & Selame, 1988). The goal could also be to create, maintain, or change the audiences' attitudes and behavior toward it (Kotler, 1986). In either case, the company is using its name as an alternative competitive strategy to differentiate itself from its competitors (Aaker, 1991; Aaker, 1996, Goodman, 1994;

Newsom et al., 1996). The audiences here include both the internal audiences, such as managers, employees, and investors, and the external audiences, such as consumers, media, the government, and the community (Gray, 1986). In execution, it usually involves the application of consistent and coherent messages as well as visual presentations in various media, such as face-to-face contact, print, and video. (Goodman, 1994).

Some authors linked corporate identity to the branding philosophy. A brand is defined as a name, term, symbol, or design of a company's products and services that differentiates it from its competitors (Aaker, 1991). Chajet and Shachtman (1991) noted, "whether it's a name of a company or the name of a particular brand, this capstone of an identity is vitally important to how a company or product is perceived" (p.25).

In other words, both the brand and corporate identity contribute to establishing the perceived image of a company's audiences. Diefenbach (1987) said that a corporate identity campaign is really nothing more than the branding and packaging of an entire company by positioning and differentiating itself from other competitors.

To summarize, a corporate identity campaign is a strategic communications activity. It builds up a company's corporate image and culture through coherent messages and consistent execution of all communications tactics. The target audiences of the campaign are customers, employees, community, financial analysts, and suppliers. Sometimes, the functions of a corporate identity are similar to a brand. The significance of a corporate identity can be further illustrated by its strategic values, which will be covered in the next section.

Strategic Values of a Corporate Identity

As discussed previously, the purpose of a corporate identity is to create a positive and favorable corporate image to be perceived by a company's audiences. The benefits of a desired corporate image have been extensively covered in the literature. Typically, a corporate identity helps a company handle a crisis; for example, the Tylenol crisis at Johnson & Johnson (Ackerman, 1993; Chajet & Shachtman, 1991; Gray, 1986; Wilcox, Ault, & Agee, 1995). In 1982, seven persons died in Chicago after taking Tylenol capsules which contain cyanide (Wilcox et al., 1995). Johnson and Johnson, the manufacturer of Tylenol, reacted rapidly. It recalled all Tylenol products. It established additional telephone lines and staff to answer questions from the media, and closely cooperated with government investigators. It repackaged all the questionable products (Wilcox et al., 1995). The brand still successfully exists in the market today, which could very well be due to effective crisis management and the company's well-established favorable corporate identity.

A favorable corporate identity also attracts top-notch personnel, customers, suppliers, and investors, who are essential elements of a successful business. Further, a corporate identity influences the morale and attitudes of investors, capital lenders, and even the finance ministries of foreign countries where the company wants to invest (Ackerman, 1993; Chajet & Shachtman, 1991; Gray, 1986; Selame & Selame, 1988).

Apart from developing a corporate image, a corporate identity also has other strategic values. Those values are: (1) enhancing product brand endorsement, (2) increasing company awareness and recognition, (3) creating perceived product quality, (4) strengthening customer's loyalty, and (5) establishing proprietary assets (Aaker, 1991).

These values constitute the equity of a corporate identity, according to Aaker (1991).

Each of them will be discussed in the following sections.

Facilitate product brand name and image. A corporate identity can benefit a product brand by endorsing a different degree of association to a product. Generally, there are three types of associations (Diefenbach, 1987; Selame & Selame, 1988).

Corporate is the first type, meaning that a corporation uses the company name for its product. In that case, the corporate name is identified almost fully with its product.

Brand is the second type, meaning that every product has its own name other than the company name. In that case, the association is minimum. The last type is balanced. The degree of association in this case is somewhere in between the first two types.

Clearly, a corporate identity has an important role, especially in the first and the third types. In those cases, the associations are the basis of a company's positioning relative to other competitors in the marketplace. They summarize the facts, information, and benefits of the products that help the audiences get a better interpretation and understanding of them (Aaker, 1991). They can also give the same confidence to the audiences when the company introduces other new products in the future. Further, they also offer a reason for the customers to buy, because of the associated benefits. The “Intel Inside” corporate ad campaign is an example illustrating how a corporate identity supports the perceived quality of an Intel microprocessor. The theme of the campaign is that only a computer installed with an Intel chip is a good quality and high performance PC.

Awareness and recognition. A corporate identity campaign can perform various communications functions. The functions range from simply informing the audiences of

the presence of the company to building their ability to recognize and even remember the company (Aaker, 1991). This process familiarizes people with the company, which in turn encourages and reminds them to consider buying the company's products in the future.

Perceived quality. Aaker (1991) defined perceived quality as “the customer's perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternative” (p.85). As explained previously, a strong corporate identity can associate product benefits to the audiences. Such associated benefits may constitute the perceived quality of the product. As an example, there is the implied social status represented by the American Express Gold card. The benefits of a well-perceived quality product are: (1) giving the customers a reason to buy, (2) establishing the confidence for the channel members to carry a company's products, (3) differentiating the company from other competitors, and (4) setting a price premium of the products.

Customer loyalty. Normally, customers' loyalty is generated only when the customers are satisfied with a company's products and services after using them (Aaker, 1991). A corporate identity campaign, in that case, serves as a reminder to get them to recall the experience they got from that particular company. This positive memory is crucial, since it could make the customers become committed buyers in the near future. The customers might even recommend their friends and relatives — other prospective customers — to buy through word-of-mouth.

Customer loyalty is an important asset to a company, since it can create switching cost [the cost of using other brands] and discourage current customers from trying other

brands (Aaker, 1991). Additionally, customer loyalty can reduce promotional costs once the audiences are loyal to the company. Furthermore, it gives trade leverage with the suppliers to carry a company's product.

Proprietary asset. Finally, a corporate identity is not just a visual symbol, but also a company's proprietary asset (Aaker, 1991). It is the trademark protecting the company by law (Wilcox et al., 1995) and is unique and valuable to a company (Aaker, 1991). For example, in 1988, Sunkist received \$10.3 million for licensing its name to products such as Sunkist Fruit Gems, made by Ben Myerson candy, and Sunkist orange soda, made by Cadbury Schweppes (Aaker, 1991).

In short, a corporate identity is not simply a visual presentation. It is a strategy in establishing a favorable corporate image. A corporate identity is a valuable asset to a company. It facilitates product brand image, increases awareness and recognition, creates perceived product quality, strengthens customers' loyalty, and creates proprietary equity. These benefits constitute the rationale for corporations to launch corporate identity campaigns. After discussing the benefits and values of a corporate identity, the next section explores ways to exercise such an activity.

Campaign Models

In the literature, the researcher found many models, and many ways to launch a corporate identity campaign. The two chosen, and integrated as an ideal model for this study, were the effective corporate identity campaign model by Chris Gorman (1994) and the integrated marketing communications model by Schultz et al. (1993), or the IMC model. These were systematic approaches showing how corporate identity campaigns are launched. The researcher defined such processes as models.

The first model was selected because of the expertise and experience of Mr. Gorman. He was the president of Chris Gorman Associates, Inc., a New York City firm specializing in designing corporate identity and graphics. Gorman's model gave the researcher some real-life insights on how companies execute corporate identity campaigns.

On the other hand, the IMC model was chosen for three reasons. From the theoretical perspective, formation of a successful corporate identity usually involves consistent and coherent message execution in all kinds of possible contacts encountered by the audiences (Goodman, 1994). As such, the IMC model would be one of the most likely approaches to run a corporate identity campaign. The reason is that the IMC model combines the efforts from marketing, public relations, advertising, sales promotion, employee communications, etc. (Schultz, 1994). In reality, high-tech companies like IBM have already adopted the IMC model for building its corporate image (Thompson, 1994). Further, a previous thesis study showed a trend of using the integrated approach. The thesis study investigated what types of global advertising strategies multinational high-tech companies were using. The thesis findings showed that there was an apparent trend for those companies to use a standardized advertising approach, especially when they emphasized creating a world-wide identity (Nelson, 1994). Each model will be briefly illustrated below before integrating them into an ideal model.

Effective corporate identity campaign model. There are three main elements in launching an effective corporate identity program: (1) research, (2) strategy, and (3) implementation, according to Gorman (1994). He also maintained that most top management devalues the benefits and contribution of a corporate identity. Thus,

Gorman suggested that the very first thing to do is to promote the need of the campaign to top management to get its support. In the literature, he offered no clear explanation for such a phenomenon. He merely said that the resulting program is always a political compromise. Further, Gorman stated that the public relations or corporate communications director is usually responsible for playing this salesperson role and heading the campaign. Some thoughts from Aaker (1991) may give a few ideas to understanding top management's behavior.

Aaker (1991) proposed that top management usually likes making investments with quick short-term returns that could be reflected on the accounting balance sheet and satisfy shareholders. The amount of money it takes to build corporate identity is normally very large because its benefits usually need a longer time to manifest themselves. Under these circumstances, top management usually prefers to spend less money on a corporate identity campaign. Rather, it will employ other marketing tools that can give more immediate results to a company's revenue, according to Aaker (1991). One of those popular marketing tools is sales promotion. The figures support his proposition: "During a week in which a promotion is run, dramatic sales increase are observed for many product classes: 443% for fruit drinks, 194% for frozen dinners, and 122% for laundry detergents" (Aaker, 1991, p.10). Regarding the popularity trend of using sales promotion, he further noted, "Just over a decade ago, there was a 40/60 relationship between expenditures in promotions and advertising. The ratio is now 60/40 and still changing. Coupon distribution grew at an annual rate of 11.8% through the 1980s." (p.11)

However, Aaker (1991) still maintained that building a corporate identity is a more valuable investment than the sales promotion in the end, because sales promotion

tactics are too easily imitated by competitors. This only leads to price wars, pushing the company and its competitors to further lower their product prices. Eventually, the companies may need to lower the products' quality, features, and services because of the cost pressure. A strong corporate identity, on the contrary, is hard to imitate. It is a unique attribute, and belongs solely to a particular company. Besides, other companies do not want to be mistaken for their competitors, which would hurt their own sales.

The next step of the model is to have a leader set up a committee. The first mission of the committee is to gather initial influential employees and relevant information, and then develop guidelines. Gorman (1994) suggested that it is best to begin by studying the company's past mission statements. Then, the committee should ask basic questions about what the company 'personality' is, and how the market perceives the company.

This is also the time to decide whether there is a need to employ an external consulting firm for the campaign. Gorman (1994) said a consulting firm could help a corporation bring an objective overview in the initial information gathering process.

After the campaign is approved, the next step is the research stage. The committee should interview people within the company, as well as such interested outside parties as its clients, customers, and suppliers, who can offer some thoughtful ideas in formulating strategies in the next stage.

In the strategy stage, the committee should try to incorporate all the pertinent information discovered throughout the process thus far. Strategies are the guidelines for the creative professionals to work on, and therefore should be clear and comprehensive, as well as unambiguous. Most companies' successful corporate identity campaigns are

based on sound strategies and clear, powerful, visual and verbal manifestations of those strategies (Gorman, 1994).

In the implementation stage, the initial visual manifestation is the logo, since it is the most prominent feature of an identity program. For a new company, this process starts from the basics, which include choosing a logo, color scheme, and implementation guidelines for all kinds of applications in a standard manual. For an existing company, it becomes a decision to maintain, revise, update, or replace the logo. After making these decisions, the creative professionals will then consider other elements such as typography, color, layout, and imagery. The finalized logo would again be used for other applications, such as the company's stationery, advertising, and promotional activities. As summarized, Gorman's effective corporate identity campaign model has the following steps.

1. To assign a leader and set up a committee, involving all influential and relevant people.
2. To gather initial information and develop guidelines for getting approval from top management.
3. To consider whether to employ an external consulting firm.
4. To research through interviews within the company, with its clients, customers, suppliers, and others who may offer different perspectives.
5. To formulate suitable strategies.
6. To implement strategies by creating logo, color scheme, typography, and implementation guidelines for all kinds of applications in a standard manual.

Integrated marketing communications management model. The second model is the Integrated Marketing Communications management model, or the IMC, which is an eight-step circular model (Schultz et al., 1993). This model integrates all forms of marketing elements, such as product, placement, distribution, and promotion into communications and all forms of communication elements, such as advertising, public relations, and events into marketing (see Figure 1 for the IMC planning model).

Most traditional marketing models start with setting up marketing objectives. The IMC model, however, begins by gathering, organizing, and storing all audiences' information into a database. In the case of customers, data like demographics, psychographics, purchase history, as well as category behaviors will be collected from a company's previous records, surveys, or other sources.

The second step is to use the database to classify the audiences by different behaviors and ways of knowing the corporate identity. Schultz et al. (1993) believed that knowing audiences' behaviors is more important than knowing their attitudes and awareness toward the company. For example, customers can be classified as loyal, competitive, and swing users. Once they have been classified, the subsequent steps of the model will be formulated specifically to each target group of audiences.

The third step is called the contact management. The corporation at this stage is going to identify a time, a place, or a situation in which each group of audiences can be contacted. Schultz et al. (1993) suggested that the most critical variables in this process are the how and when each segment encounters the corporate identity, rather than what messages are delivered.

The fourth step is to develop a communications strategy. This step involves what kinds of messages are to be delivered, given the context from the previous step. It states the communications objectives, anticipating the kinds of responses in terms of observable and measurable behavior changes. These can include changes in the customer's or prospect's category as well as the ways of encountering the corporate identity.

The fifth step is to set up a marketing objective that is clear, quantitative, and measurable. For example, for the loyal users, it could be to maintain and/or build usage. For the competitive users, it could be to increase the trial, volume, and/or build loyalty. For the swing users, it could be how to build loyalty towards the company.

The sixth step is to determine the ingredients of the marketing mix. The company should formulate a consistent strategy for the product, price, distribution channel, and communications activities in order to achieve the objective.

The seventh step is to employ relevant and persuasive marketing communications tactics, such as direct advertising, sales promotion, public relations, and event marketing, to achieve the marketing objective.

The final step is to evaluate the responses of the campaign to see whether the objective has been achieved, and to evaluate the whole program. All the evaluations would be used for future campaigns.

Figure 1. Integrated Marketing Communications planning model
(Schultz et al., 1993)

The following is a précis of the IMC model.

1. To collect data of all audiences.
2. To classify audiences into different categories, such as customers, suppliers, and financial analysts.
3. The contact management is to identify a time and a place for each target group to encounter the corporate name.
4. To develop the communications objective and strategy for each target group.
5. To set up the marketing objective for each target group.
6. To determine the ingredients of the marketing mix for each target group.
7. To employ relevant and persuasive marketing communications tactics for each target group.
8. To evaluate the responses of the campaign.

An ideal model. In comparing the two models, we find that Gorman's (1994) model emphasizes more preliminary work, such as forming a committee with all the influential people for the campaign's approval. On the other hand, the IMC (Schultz et al., 1993) model puts more weight on the campaign execution. Both models involve an information-gathering stage; however, the contents and nature of the data to be collected are quite different. Gorman's model focuses only on interviewing audiences. The IMC model, on the other hand, demands a systematic collection of information regarding the audiences' behaviors, such as how they discern a company's corporate identity. By integrating the two, the ultimate ideal model would have the following steps.

1. To assign a leader and set up a committee, involving all influential and relevant people.

2. To gather initial information and develop guidelines for getting approval from top management.
3. To consider employing an external consulting firm, if necessary.
4. To collect data of relevant audiences.
5. To classify audiences into different categories, such as customers, suppliers, and financial analysts.
6. To research through conducting interviews within the company, with its clients, customers, suppliers, and others who may offer different perspectives.
7. The contact management should identify a time and place for each target audience to encounter the corporate name.
8. To develop the communications objective and strategy for each target group.
9. To set up the marketing objective for each target group.
10. To determine the ingredients of the marketing mix for each target group.
11. To employ persuasive and relevant marketing communications tactics for each target group.
12. To measure and evaluate the responses of the campaign.

Some Influential Factors

The researcher identified seven success factors that could affect the campaign implementation in the literature. They are: (1) understanding the audiences, (2) dominant coalition support, (3) participative corporate culture, (4) persuasive communications tactics, (5) the formation of an integrated marketing communications division, (6) high product quality, and (7) channel members' support. Each of them will be discussed in the following sections.

Understanding the audiences. As explained previously, the purpose of a corporate identity campaign is to establish a desired relationship with a company's audiences. A corporate identity can do so because it creates a positive, favorable image perceived by the audiences. This image is a powerful competitive advantage to keep a company in the marketplace (Aaker, 1991; Newsom et al., 1996; Schultz et al., 1993). It is the audiences, such as the customers, suppliers, and channel members, who keep the company in business, not the product (Schultz et al., 1993; Schultz, 1994).

A poorly focused corporate identity campaign may disillusion the audiences (Newsom et al., 1996). Consequences could be employees quitting their jobs or investors putting their money into other companies. As such, a successful corporate identity campaign should be based on fully understanding the company's audiences from two aspects. First, what their interests are, and second, how they can be made aware of the company. The two models mentioned in the previous section also emphasize heavily the understanding of audiences. Both of them involve an information-gathering stage, investigating how the audiences perceive them before formulating a strategy.

Support from dominant coalition. The dominant coalition is the group of people in an organization with the power to set directions (Dozier et al., 1995). Public relations are sometimes considered merely a staff function in an organization (Wilcox et al., 1995). Thus it would be difficult to initiate a multi-million-dollar corporate identity campaign without support from top management (Chajet & Shachtman, 1991; Gorman, 1994; Schultz et al., 1993). Chajet and Shachtman (1991) noted, "the good corporate leader is one concerned with the corporation's basic health and who simultaneously assigns a high priority to the significance of its image" (p.197).

However, as explained earlier, top management always assigns a low priority to an activity like a corporate identity program (Aaker, 1991; Gorman, 1994). In this case, the corporate communications or the public relations director should fully understand the need of a corporate identity program before trying to sell it to top management, which is the most difficult part of the program. The usual result is a political compromise (Gorman 1994).

As mentioned, top management is often unwilling to invest money in this activity as it is under enormous pressure to deliver short-term profits, especially when it is a public company. Nurturing a corporate identity can consume quite extensive time, money, and labor, and the contribution of the corporate identity is not easily measured or reflected on the balance sheet (Aaker 1991). Perhaps the company does not realize the powerful, but invisible, values of a corporate identity until it faces a crisis.

Corporate culture. A corporate identity campaign is a communications strategy to establish a favorable company image. However, the image can hardly be established if it is different from the corporate culture. The ultimate perceived image reflects what an organization and its employees represent to society at large (Chajet & Shachtman, 1991; Newsom et al., 1996).

Dozier et al. (1995) defined corporate culture as, “the sum total of shared values, symbols, meanings, beliefs, assumptions, and expectations that organize and integrate a group of people who work together” (p.135). Corporate culture describes the way people work together and the way top management works with them. This culture strongly affects how the employees behave in relationships to each other and to outsiders, which in turn affects how the organization is perceived (Newsom et al., 1996). The employees’

comments could possibly be perceived as the most credible source of information (Caillouet & Allen, 1996; Newsom et al., 1996). As such, the company should encourage all the employees to participate actively in a corporate identity campaign.

A participatory management culture is believed, therefore, to be an advantage in running a corporate identity campaign, according to some research findings. The findings showed that participatory management could infuse the employees with a sense of teamwork, cooperation, and a shared mission (Dozier et al., 1995). On the other hand, if the culture is authoritative, stressing centralized decision making and authority, the employees will usually have different or even competing agenda from their own departments instead of a common mission. The employees might also feel they are not trusted to make any of their own decisions. Therefore, they are less likely to be involved in any kind of activities, not to mention a corporate identity campaign. It should also be noted that the CEO is the person that eventually determines the company culture (Grunig & Grunig, 1992).

Persuasive communications. The choice of using appropriate communications tactics is very important. The key is whether the tactics are persuasive enough for the audiences to believe. Wilcox et al. (1995) suggested that there are nine factors for achieving persuasive communications: (1) audience analysis, (2) source of credibility, for example, using celebrities, (3) appeal to self-interest, (4) clarity of message, (5) timing and context, (6) audience participation, (7) suggestions for action, (8) content and structure of messages, and (9) persuasive speaking. Therefore, these factors should be considered when formulating communications strategies and tactics. Each of those factors will be briefly illustrated below.

Audience analysis is for understanding the audiences' beliefs, attitudes, concerns, and lifestyles (Wilcox et al., 1995). This information is obtained through census data, polling, and surveys.

Wilcox et al. (1995) said, "A message is more believable to the intended audience if the source has credibility" (p.266). They proposed that source credibility could be determined by three factors: (1) expertise, (2) sincerity, and (3) charisma.

Appeal to self-interest means that the target audiences will more easily "pay attention to messages that appeal to their psychic or economic needs" (Wilcox et al., 1995, p.268).

Clarity of message refers to the messages, which should be direct, simple to understand, and contain only one idea. Proper timing and context are the environmental factors supporting the messages that make the target audiences more familiar with the situation.

Activities enable audience participation and can make the target audiences more committed to understand and remember the messages (Wilcox et al., 1995). Sample distribution is considered a kind of audience participation. Suggestion for action from the audiences is the next step of audience participation.

Persuasive communications depend on the content and structure of the messages (Wilcox et al., 1995). Showing examples, dramatizing a story, using statistics, as well as sharing experiences are some of the common devices. Finally, skill in delivering a convincing message is very important to achieve persuasive communication.

Formation of an integrated marketing communications division. Caywood (1994) said the integrated marketing communications approach is effective and efficient to

produce a consistent message and image. Gonring (1994) said that this integrated approach creates true accountability, as it maximizes resources and links other communications activities directly to the organizational goals. Thus, the formation of an integrated marketing communications division is ostensibly an essential factor affecting the implementation of a corporate identity campaign.

High quality product. High quality products and services are the foundation of crystallizing perceived quality in the customers' mind (Aaker, 1991). A corporate identity campaign enhances the association of a company's name to its product quality. Selnes (1993) conducted research investigating the product quality effect on company reputation, satisfaction, and loyalty. He found that there is a strong empirical correlation between the perceived quality and customer satisfaction. This customer satisfaction can only be achieved, of course, after the customers use the product and evaluate the quality.

Support from channel members. Gordon, Calantone and di Benedetto (1993) noted that distributors have an important role in building up a corporate image, especially for the electrical products and components market. They noted that distributors in these industries usually deal directly with the manufacturers' customers. The distributors serve as the gatekeepers, responsible for passing on the manufacturers' product and sales literature, as well as setting up new product demonstrations. Therefore, Gordon et al. (1993) believe that maintaining a good channel relationship with the distributors is one success factor in building up a corporate image. Many corporate identity campaigns involve cooperative advertising programs with the channel members and the results are quite impressive. The "Intel Inside" campaign is an example, as Aaker (1996) noted:

The campaign, which was initially budgeted at \$100 million per year, worked on several levels. It generated more than 90,000 pages of ads in an 18-month period, which translated to a potential 10 billion exposures. During that period, the recognition of Intel among business end users increased from 46 percent to 80 percent. (p. 12)

The above was from a discussion of possible factors affecting a corporate identity campaign's success and failure. While there was no explicit link among the factors, each seemed to have a certain degree of influence on the campaign implementation. The factors mentioned here were: understanding the audiences' needs, dominant coalition support, participative corporate culture, persuasive communications tactics, the presence of an integrated marketing communications division, high product quality, and good channel member relationship.

Conclusion and Research Questions

Today, regardless of whether the corporations are in the high-tech or consumer product business, they can no longer neglect what their audiences perceive of them. Perception is such a powerful thing that it can affect customers' purchasing decision, employees' productivity (Newsom et al., 1996), audiences' loyalty (Aaker, 1991), and perceived product quality. If the company image is good, the image can even help the company contend with crisis (Ackerman, 1993; Chajet & Shachtman, 1991; Gray, 1986). It can also help attract top-quality personnel, customers, and suppliers. The positive image influences the investors' morale and attitudes, as well as makes the employees proud of and loyal to the company (Ackerman, 1993; Newsom et al., 1996). Corporations have no choice but to deal with their audiences; they need a persuasive communications

strategy to develop a corporate image as a competitive edge to sustain their positions in the marketplace.

The corporate identity campaign is one of the best responses to this situation. A corporate identity is not simply a visual presentation, but a strategic communications activity (Goodman, 1994) to obtain the desired corporate image (Atkins, 1989; Chajet and Shachtman, 1991; Newsom et al., 1996).

According to the available literature, the successful launch of a corporate identity campaign may depend on the following seven factors: (1) understanding the audiences (Newsom et al., 1996), (2) dominant coalition support (Chajet & Shachtman, 1991; Gorman, 1994; Schultz et al., 1993), (3) participative corporate culture (Aaker, 1991; Chajet & Shachtman, 1991; Newsom et al., 1996), (4) persuasive communications tactics (Wilcox et al., 1995), (5) the formation of an integrated marketing communications division (Caywood, 1994; Gonring, 1994), (6) high product quality (Aaker, 1991, Selnes, 1993), and (7) the channel members' support (Gordon et al., 1993).

As the high-tech companies seem to be the big emerging sources of such campaigns, the researcher was interested in seeking answers to the following research questions in this study.

RQ (1): As described above, the consumer companies have practiced building corporate identity for a long time. Can the same concept be applied to a high-tech company?

RQ (2): What is the motivation of a high-tech company to initiate and launch a corporate identity campaign?

RQ (3): How does the high-tech company launch the campaign? Does it follow the traditional effective corporate identity model, the integrated marketing communications approach, the ideal model, or others?

RQ (4): In the literature, the researcher discovered that there are seven possible factors that may affect the success of a corporate identity campaign. The question is, are they the only essential criteria or there are other criteria that have not yet been discovered?

Chapter Three

Methodology

This study employed the case study research method. The contents of this methodology chapter include the following areas: (1) the reason to use the case study method, (2) the rationale behind conducting a multiple-case study, (3) the cases selection criteria, (4) the data collection methods, (5) the data analysis method, and (6) the strengths and weaknesses of the study.

The Case Study

Yin (1994) defined case study as: “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and the context are not clearly evident” (p.13).

The essential purpose of using the case study is to understand the complexity of every individual case (Stake, 1995). Yin (1994) expressed that the case study is suitable for conducting exploratory, descriptive, and/or explanatory researches.

With reference to the above definition, the case study method was a feasible approach for conducting this research for two important reasons. The nature of this study was exploratory and descriptive. Moreover, the objective of the study was to investigate a contemporary phenomenon, concerning why and how a high-tech company launches a corporate identity campaign. These kinds of research questions demanded an in-depth examination and collection of abundant information, regarding both the context and phenomenon, for analysis and interpretation (Stake, 1995; Yin, 1994).

Apart from the above, a case study inquiry was chosen also because of the following advantages: (1) It is good for interpretation, (2) it is a credible research method,

and (3) it is one of the most affordable methods for conducting thesis research in terms of time, money, and labor. Each of these advantages will be discussed as follows:

Good for interpretation. Like most of the qualitative research methods, a case study inquiry emphasizes an in-depth interpretation of the context and phenomenon (Lindolf, 1995; Stake, 1995; Yin, 1994). Concerning the method of interpretation in a case study, Stake (1995) said,

Researchers do not confine interpretation to the identification of variables and the development of instruments before data gathering and to analysis and interpretation for the report. Rather, we emphasize placing an interpreter in the field to observe the workings of the case, one who records objectively what is happening but simultaneously examines its meaning and redirects observation to refine or substantiate those meanings. . . . The aim is to thoroughly understand.
(p.9.)

The emphasis is to explore the meaning behind every piece of information and interrelate them with other evidence in order to “retain the holistic and meaningful characteristics of real-life events” (Yin, 1994, p.3).

Credible research method. Yin (1994) expressed that the strength of the case study method can be illustrated by how it meets three quality tests, especially when the research study is exploratory and descriptive. The three tests are construct validity, external validity, and reliability. The construct validity test is employed for “establishing the correct operational measures for the concepts being studied” (Yin, 1994, p.33). Yin (1994) noted:

Two steps are needed to meet this test: (1) An investigator selects the specific types of changes that are to be studied and (2) he/she demonstrates that the selected measures of these changes do indeed reflect the specific type of changes that have been selected. (p.34)

However, there is still a problem with this test — it is difficult to determine what are the correct “types of changes” and “measures” (Yin, 1994). A well-designed case study has three tactics to overcome this barrier (Stake, 1995; Yin, 1994). First, case studies use multiple sources of evidence that provide the multiple measures of the same phenomenon or fact during the data collection. The advantage of this tactic is to develop converging lines of inquiry, a process of data triangulation that could possibly increase the accuracy of the findings and conclusion. The second tactic is to establish a chain of evidence, enabling an external observer to trace the logic back and forth from the conclusion to the initial research questions or vice versa. This tactic is again employed during the data collection period. The third tactic is to have the case study reviewed by other people, such as the researcher's advisor or the primary informants, if possible.

The external validity test means “to establish the domain to which a study's findings can be generalized” (Yin, 1994, p.33). This test is applied to multiple-case studies to see whether the replication logic of the case study design provides the same or expected results for every case.

Finally, the reliability test demonstrates that “the operations of a study, such as the data collection procedures, can be repeated, with the same results” (Yin, 1994, p.33). This test can be achieved by developing a case study protocol and a database for collecting data.

Affordable. Depending on the degree of complication of the research design, a case study inquiry can be finished within a short time, and is an inexpensive method that the researcher can afford.

Finally, quantitative methods were not considered in this study. One reason was their limited ability to investigate and illuminate the context (Lindolf, 1995; Stake, 1995; Yin, 1994). Yin (1994) explained that the research design of the quantitative method usually could only accommodate a limited number of variables to be analyzed. Consequently, the research findings from this approach were more powerful to generalize some overall phenomena than to give a detailed interpretation of the phenomena.

A Multiple-Case Study

A multiple-case study was more favorable than a single-case study. According to Yin (1994), a single case is usually only appropriate under four circumstances. First, it can represent a critical case in testing a well-formulated theory. Second, a single case can be an extreme or unique case. Third, a single case can be a revelatory case, meaning that an investigator has the opportunity to observe and analyze a phenomenon previously inaccessible to scientific investigation. Fourth, a single case can be a pilot test; however, then it cannot be regarded as a complete study on its own. In this study, however, the researcher found that none of the above circumstances were met. On the other hand, as explained previously, a multiple-case study could increase the external validity that might, in turn, enhance the overall quality of the research study.

The next question was how many cases were to be conducted. Before answering this question, it should be noted that the case study method did not follow the random sampling concept from the usual quantitative methods (Stake, 1995; Yin, 1994). The

primary purpose of the case study was to comprehend each individual case rather than to generalize the results of other cases (Stake, 1995). Therefore, the number of cases was not important as long as the research design was credible enough to understand the cases.

However, Yin (1994) still suggested three guidelines for determining the number of cases. The first guideline is based on the variation of the cases expected. The second guideline is the certainty level an investigator wishes to attain. The final guideline is the amount of time and resources an investigator can afford. As this was an exploratory research study, it was problematical for the researcher to expect much case variation. Balancing the resource and time factors, the researcher believed that she could only afford to examine two case companies for this study.

Sample

In-depth, one-on-one interviews were conducted with two people from the corporate communications departments of each company. The company selection criteria were based on the research study requirements and faculty advisor's recommendations. The research study requirements were as follows: (1) The two companies were practicing corporate identity activities, (2) both of them were willing to participate, and (3) one of them must be a high-tech and the other must be a consumer-related company. Again, the two chosen companies were a computer server manufacturer, representing the high-tech company, and a computer accessory supplier representing the consumer company.

To minimize any possible consequence posed to the interviewees, all their names were kept confidential and only their titles and responsibilities were listed in the study. All respondents had actively participated in the corporate identity campaigns in their companies. Regarding the server company, the first interviewee was the director of the

integrated corporate marketing communications division. He was responsible for all kinds of communications activities in the company, such as dealing with communications consultants, employee communications, public relations, and trade shows. The second interviewee from the same company was the brand and creative director. He was hired especially for creating corporate messages and developing guidelines and structures for all creative works.

For the computer accessory supplier, the first interviewee was the company's corporate identity consultant. He was the vice president of corporate marketing at the time of the campaign, responsible for the corporate identity strategy and positioning development. The second interviewee was the creative services manager. She was responsible for developing the company's creative strategies and works, ranging from product packaging, collateral, and promotional pieces.

The focus of the study was to investigate how and why this high-tech company launched a corporate identity campaign. The same case study design was conducted for the consumer company, serving only as a frame of reference for comparison. As explained previously, the researcher was interested in studying high-tech companies as they were the emerging leaders of running corporate identity activities, compared to 20 years ago (Johnson, 1996).

Data Collection

As discussed previously, the case study design required multiple sources of data, so the researcher employed the following three methods: focus interview, documentation, and archival records.

Focus interview. This was the main method of data collection. A two-hour, one-on-one interview was conducted with every interviewee. Each participant was either invited through the faculty advisor's personal connection or assigned by their companies. All of them, as described above, were actively involved in the corporate identity campaigns.

A questionnaire protocol was developed according to the research questions of the literature review chapter (see appendix for the questionnaire protocol). All questions in the questionnaire were open-ended and semi-constructed. This question design gave guidelines and flexibility for the researcher to assume a conversational manner during the interviews. All the interviews were audiotape-recorded, and transcribed afterwards.

Documentation and archival record. Relevant documents and archives were collected either during the field visits or from their web-sites. They were used to verify and supplement the data collected through the interviews.

For the computer server company, the following documents were reviewed: (1) the corporate identity campaign strategy paper, (2) internal correspondence regarding the campaign, (3) external correspondence with the external research firm and the corporate identity consultant firm, (4) campaign proposals from the external research firm and the corporate identity consultant firm, (5) an external financial report showing how an external party evaluates the company, (6) some written materials for the audiences, such as the corporate backgrounders and product releases, (7) company newspaper clippings, and (8) new and old corporate advertising samples and logo trademark templates.

The archives given by the computer server company were as follows: (1) estimated budgets on previous campaigns; (2) published materials, such as annual reports,

newsletters, and product brochures; (3) research data, showing the need for launching the corporate identity campaign; (4) post-research data of a previous corporate advertising campaign, such as the benchmark research to show how the company evaluated the campaign effectiveness; and (5) previous promotional and communications materials.

For the computer accessory company, the following documents were collected: (1) corporate identity campaign strategy paper; (2) an external report by a market analyst; (3) written materials for the audiences, such as the corporate backgrounder, top management profiles, press releases; and (4) a corporate advertising sample.

For the archives, it included the following: (1) published materials, such as product brochures and product leaflets and (2) previous promotional and communications materials.

Data Analysis

The researcher used the pattern-matching method to analyze the data (Stake, 1995; Yin, 1994). For each case, all collected evidence was grouped into the three concentrations of the study: (1) the rationale of initiating a corporate identity campaign, (2) the campaign management framework, and (3) the potential factors affecting the success of the campaign. In each category, all the findings were analyzed on two or more levels from the notes written during the interviews, interview transcripts, collected documents, and given archival records. The purpose of such analysis was to triangulate all the evidence and try to find consistent patterns.

In the concluding chapter, the researcher drew a cross-case conclusion to find the level of patterns in two significant areas. The first area was the comparison between a high-tech and a consumer company. The second area was the comparison between the

two actual cases and the literature. Any implications and new discoveries were also discussed there.

Strengths and Weaknesses of the Study

Although the case study method was proven to be an appropriate research tool for this study, the researcher still found three possible weaknesses of the method. The first weakness was the limited use of the results — the findings were unable to be generalized with other similar cases (Yin, 1994), because the samples were not drawn by the random sampling method, and were too small in number. Yin (1994) explained that a multiple-case study could act at most as a multiple experiment. In both cases, the findings followed replication logic instead of a sampling logic, therefore the findings could be used to generalize other cases analytically but not statistically. The data collected from the case study was consequently not representative of the entire population (Stake, 1995 and Yin, 1994). Even with these drawbacks, the researcher employed the multiple case study for two reasons. First, the main purpose of the study was to get an in-depth understanding of a particular phenomenon, rather than obtaining inferences for future cases. Second, as explained previously, the case study approach was one of the most affordable methods to conduct.

The second weakness also related to the research method. Like most of the other qualitative research methods, the researcher acted as a part of the research instrument, involved actively in the data collection and analysis process. Consequently, the collected data could be less than objective (Stake, 1995) and might generate bias. However, this could be minimized if the informants were willing to review the report draft and give comments (Yin, 1994).

The final weakness was related to the use of personal interviews as the major data collection method. At times it was difficult to estimate the degree of truthfulness of the stories given by the interviewees. Lindolf (1995) noted, "the triangulation of interviews and other data sources could ease, but not eliminate the uncertainties" (p.167).

To minimize that, the researcher kept particularly alert during the interviews and clarified all possible questions when she suspected that the interviewees were hiding some truths.

Chapter Four

Results

In this chapter, the two case study results are presented according to the three preliminary study foci: (1) the corporate identity campaign rationale, (2) the campaign process, and (3) the key success campaign factors. Then, the researcher will conclude the patterns found in those two cases.

Case Study of Computer Server Company

The first case was a leading global supplier of on-line transaction processing computer servers and business solutions. Its products targeted various industries, including securities, retail, health care, electronic commerce, decision support, and banking. The company was in the midst of diversifying its businesses into two new opportunities, the Windows NT™ operational environment and telecommunications. Both were emerging and fast-growing markets. The company wished to adapt its existing high-end server architecture to enter these two markets to gain a better market position and financial performance.

The new business strategies were proposed by the company's new CEO. In order to put the new strategies on the right track, the new CEO launched a Challenge 2000 event. It was an on-going company campaign, inviting the participation of all employees, company partners, and customers. Part of the campaign was to develop a new corporate identity to establish a favorable corporate image for enhancing more business partnership formation in these two new markets.

The two respondents from this company were the director of Integrated Corporate Marketing Communications Division (ICMC) and the director of brand and creative. The

ICMC director was responsible for all kinds of communications activities in the company, including employee communications, public relations activities, trade shows, and dealing with all communications consultants. The brand and creative director was responsible for creating corporate messages as well as setting guidelines and structures for all the creative works. He reported directly to the ICMC director. Both of them were actively involved in the company's corporate identity campaign.

Campaign motives. As explained above, in order to survive in the industry, the company needed to source other possible business opportunities, finally settling on two. Both opportunities allowed the company to use its existing technology and product lines. The first opportunity was the newly emerging Windows NT™ operating system, which covered a broader customer-based market segment. If successful, the company could likely generate more revenue by licensing its technology to more computer manufacturers. The second opportunity was to diversify its technology applications to the fast-growing telecommunications industry. The primary goal of both opportunities was to form more business partnerships.

However, a focus group research study conducted by an external research company showed that a favorable, relevant corporate identity and image were also vital for the company to enter those markets. This research was conducted in three major commercial cities of the United States: San Francisco, New York, and Chicago. Various blue-chip companies' management information system directors and information technology department heads were invited as respondents. They were part of the most important of the company audiences, as they were responsible for making purchasing decisions of computer servers and applications.

The focus group research findings showed that the respondents were very brand-conscious. This fact illustrated that the company's potential customers would rely on popular and well-recognized brands and perceive that those brands were the best choice. Regarding this aspect, the brand and creative director noted:

Because the purchase decision is still very emotional. We are not the only supplier. People spend money on the emotional level. They can spend millions of dollars in making a decision to buy a main frame computer system. But they all feel the same way — that they made the right decision. One of the reasons why advertising is so important is because people want to see your brand out there. Therefore, they can talk about how great they are when they make that purchase decision.

In the same research findings, it was shown that the company's corporate identity awareness was very low among the respondents. This fact was true for most of the potential customers. They were not aware of the company's name, nor could they recall it when they planned to buy computer servers. Further, the same findings illustrated that the company still carried the high-end, expensive, and proprietary corporate image. This perceived image was not appropriate for the new business opportunities. As described previously, the new Windows NT™ market was a lower-end, broader customer-based segment. It would be difficult for the company to become partners with those customers if they still had the high-end, expensive, and proprietary image.

Without doubt, the company needed to do something for its corporate identity. The company believed it could generate more sales opportunities if people became more aware of and familiar with the company. According to the advice from the focus group

research company, a favorable corporate image helped its customers perceive the benefits and attributes of the products as well as giving them a reason to buy.

More benefits of corporate identity and image were found from the proposal drafted by the company consultants. They suggested that corporate image could give a company an edge by differentiating itself from its competition. The stronger the corporate image, the greater would be the company's differentiation. Further, they also noted that corporate image was the relationship between a company and its customers. It was a promise that the product would perform consistently and meet customers' expectations. If managed properly, the consultants said the corporate image would give value and create preference to customers. This value was called equity.

Further, according to the ICMC director, he believed that a favorable corporate image was especially important when a company experienced hard times. His comments were as follows:

It can save a company and sustain a company. For example, when you look at a company like Apple Computer that is now experiencing hard business troubles. However, it has a solid brand and image going with it, one of the strongest in the world. Those residual positive feelings of the Apple brand and image are conceivably enough for it to sustain itself during the troubled times. A solid brand demonstrates how well a company is managed.

In short, the major driving force for the company to launch a corporate identity campaign was to cope with its new business directions. Previously, the company served as a niche player in the expensive, high-end computer server market. However, as profit

was diminishing in this segment, the company needed to diversify its business to the more lower-end, broader customer-based Windows NT™ and telecommunication markets.

The focus group research findings supported the launch for three reasons. First, the respondents, who were the potential customers in those new markets, were brand-conscious. Second, the respondents had a low corporate identity awareness towards the company. Third, the respondents still perceived the company as a high-end, expensive, and proprietary server manufacturer that was not appropriate for the new markets. the company also realized that a strong corporate identity could benefit itself with the following: (1) differentiating itself more from the competitors, (2) building relationships with the audiences, (3) creating customer expectation because of consistent product performance, (4) giving value and preferences to customers, and (5) safeguarding the company when it experiences hard times.

Campaign process. The corporate identity campaign started with the company restructuring. The new CEO dissolved the previous product marketing and product management divisions. Staffs from those two divisions were re-grouped into different business units; some of them were transferred to the corporate communications division, which had previously fallen under the product marketing and product management divisions.

After the transformation, corporate communications became a separate division and was renamed the Integrated Corporate Marketing Communications (ICMC) division. The significant change to the division was that it was empowered to have more influence and responsibility in supporting marketing activities. Previously, its function was no more than a sales support, according to the ICMC director, who said:

Before, I did not think the management was communication sensitive, to be honest. They called us marketing but they only treated us as a sales support. The management team at that time had trouble in identifying the difference between marketing and sales support. But now, our new CEO focuses on branding and marketing. That tells you how much has been changed in our department. The positive changes are that we can make a better contribution because we have been empowered to do more.

The vice president, selected by the new CEO, headed the newly formed ICMC division; he had extensive experience in product marketing and management. Directly underneath him was the ICMC director. The division had six sub-divisions. First, the creative services division was responsible for creative design and copy development. Second, the integrated communications division was responsible for advertising, consultant relations, employee communications, direct mailing, public relations, and trade shows. Third, the World Wide Web division was responsible for the Internet and intranet development and maintenance. Fourth, the corporate events division was responsible for staging local and global events. Fifth, the corporate conference center division was responsible for arranging customers' visits. Sixth, the industrial design and human factors division, a newly established group, was responsible for working horizontally across all the groups to ensure that consistent corporate identity and personality were created.

The CEO chose the ICMC division as the image team. Under the ICMC director, there was a program manager responsible for the image team's budget, creative ideas, development timing, and scheduling. The CEO and the vice president were also active

team members. Other team members included an internal researcher as well as all the ICMC staffs. The team members communicated with each other informally through e-mail network, daily conversations, as well as formally through regular meetings. The image team worked closely with an external research company and a corporate identity consultant firm.

The company immediately conducted an internal company audit of its present technology, products, and market positioning. The target audiences were the directors of Management Information System (MIS) and the department heads of the Information Technology (IT), responsible for making purchasing decisions of computer servers and applications. The audit findings showed that it had very low recognition in the new markets. This meant that its potential target customers might be totally unaware of the company and its products offered. The research result also showed that the customers' perception of the company was as a high-end, expensive, niche player, and proprietary, as well as non-stop [running continuously day and night] and fault-tolerant [making almost no mistakes all the time]. Such a report result was consistent with the focus group study described in the previous section.

Next was the focus group study, and three main objectives. The first was to evaluate the company's existing corporate brand equity. The second objective was to investigate how to modify the company's image for the Windows NT™ environment. The final objective was to evaluate the target audiences' reactions to some of its products and names.

The results were again that the audiences' awareness of the company was very low. Findings also showed that there were no typical product attributes in the market

associated with the company, as compared with its direct competitors. In addition, respondents perceived incorrectly or were confused as to the functions of some products based on the names of the product. Finally, it was found that the target audiences were very brand-conscious when they made any purchase decision of computer products.

The image team compiled all the research findings and forwarded them to its consultants as the input for the corporate identity development. The company consultant followed a four-step plan for developing a new corporate identity system.

The first step here was called corporate identity strategy and architecture. This step included the following five actions: (1) establishing campaign objectives, (2) conducting internal and external audits, (3) reviewing primary and secondary research findings, (4) conducting competitive analysis, and (5) developing corporate identity strategy and architecture, including the personality attributes, positioning and hierarchy of masterbrand and sub-brands.

The second step was name and tagline development. Tagline is a simple message conveying the campaign concept — the personality the company wanted to establish. The company consultants held a brainstorming session to explore some possible master corporate names and corresponding taglines. Then they selected the most appropriate set of names and taglines for creative development.

The third step was creative development. The company consultants drafted a creative brief, including the design objectives and criteria. Based on the brief, they developed several design concepts and executed them. Then they selected those most appropriate identities, names, logos, visual imagery, and taglines for testing locally and internationally with their target audiences.

The fourth step was creative refinement and execution. The consultants analyzed the results and recommendations from the testing sessions before refining the creative concept. Then they implemented the actual corporate identity system, including the development of name, logo, tagline, as well as creative guidelines for other communications activities, such as poster, brochure, and Web site.

Based on the above plan, a new corporate identity system was finally produced. The new system kept the original corporate name, altered the corporate color and the logo graphical presentation, as well as included a new tagline. Previously, the standard logo was composed of a red chevron in front of the corporate name, which was presented in black color. For the revised logo, the color of the chevron changed from red to light blue. The position of the chevron also moved closer to the corporate name, and was a bit overlapped. The corporate name was in white instead of black. Additionally, the new tagline, "reliability, no limits," became part of the logo. It was presented in white, but in a smaller print format underneath the corporate name.

The new logo visual presentation would give a three-dimensional look, according to the brand and creative director. The company also used the chevron pattern to apply in different ways for different kinds of stationeries and applications such as business cards, letterheads, office building signage, trade show booths, and souvenirs.

With everything ready, the company launched the campaign. The objective of the campaign was to position the company as partners; market relevant and strong.

Regarding the audiences, they were the employees, customers, and financial analysts.

The tactics for each target audience will be discussed as follows:

For the local employees, the company formally announced and introduced the new corporate identity at a company event. The employees were given souvenirs, such as a T-shirt with the new corporate logo, and a flyer stating the purpose and showing the look and feel of the company's new corporate identity. After the opening ceremony, the whole company underwent a conversion, replacing the old logo with the new one. The company referred to the conversion as a running change. This meant that the employees would use up all the old stationeries before they ordered the new one with the new logo design.

For the overseas employees, the company set up a worldwide brand equity group, which was a team of 50 people. The team members were employee representatives from around the world. They came together five times a year to talk about the new logo implementation, branding efforts, and future business directions.

For the customers, they received a letter from the company CEO, notifying them of the new logo change. A CD-ROM, including many varieties of new logo applications and methods of execution, was created and distributed to them. Further, a corporate advertising campaign, including television spots, print ads, and a billboard, was also launched. Interestingly, the copy of the corporate ad mentioned nothing about the new logo or the company's technologies. Regarding these aspects, the brand and creative director noted:

We don't need to say we're new, we're important. People can have a very negative reaction about us. We're not talking about our new look, rather we are talking about being market relevant and the new look is part of that. . . . We were not talking so specifically about the technology. We didn't tell the company's non-stop computer is fault-tolerant This is the general message about why we

make the world a better place, what we serve, and what we provide. We talked about the fact that the company's system is used to handling 90% of the world's stock transactions, 80% of all ATM transactions, and 66% of all credit card validations.

The above mentioned corporate ad was also targeted for the financial analyst audiences. The president held roadshow tours to various cities of the United States to meet with the financial analysts about the campaign.

Since the campaign had been just launched while these case study interviews were conducted for the study, no evaluation had yet taken place. The respondents, however, said that they would conduct a post-test research study to ascertain the effectiveness of the corporate identity campaign in the future.

To summarize, the company's corporate identity campaign process involved the following steps.

1. The newly appointed CEO diversified the company's business into the Windows NT™ and telecommunication markets.
2. The CEO restructured the company from a function-based to a product units-based organization. He also set up the ICMC division and empowered it with more marketing communications responsibilities.
3. The CEO assigned the ICMC as the image team. The image team was headed by the ICMC director. It was composed of the company's CEO, vice president, all the ICMC staffs, an internal researcher, and a program manager.

4. The image team hired an external research company for conducting a focus group research and a corporate identity consultant firm for developing the new corporate identity system.

5. The internal research staff conducted a company internal audit to find out the relevancy of its existing technology platforms, products, and market positioning. The external research company also conducted a focus group study with potential customers in new markets in three cities of the United States.

6. The image team compiled all the research findings and gave them to the corporate identity consultant firm as input.

7. The corporate identity consultant firm followed a four-step plan for developing the corporate identity: (a) Development of corporate identity strategy and architecture; (b) development of name and tagline; (c) creative development as well as testing locally and internationally; and (d) creative refinement and execution. The completed corporate identity system included the following items: (i) the original corporate name; (ii) new logo graphic presentation and new corporate color; (iii) a new tagline added to the logo, and (iv) a manual for various kinds of communications activities applications.

8. The campaign launch, whose objective was to position the company as a strong, market relevant partner.

9. The campaign audiences were company employees, customers and prospects, and financial analysts.

10. Campaign tactics for each public were as follows:
For the local employees, it included an opening ceremony. During the event, all the employees were given promotional items with the new logo. For overseas employees, a

worldwide brand equity group was formed that would meet five times a year to discuss the logo implementation and the company's future business direction.

The CEO gave each of the existing customers a letter and a CD-ROM with the new logo and describing all the new logo applications. A corporate ad campaign, including television commercials, print ads, and a billboard, was launched for the customers and prospects.

For the financial analysts, the company CEO conducted roadshow visits in various cities of the United States to meet with them. The corporate ad campaign was also targeted for this public.

11. Campaign evaluation. A post-test research study would be conducted upon the completion of the campaign.

Crucial success factors. The ICMC director said that the new CEO's support was one of the most crucial success factors, because the CEO restructured the company and empowered the division to do more about the company's corporate identity and image. His support was especially vital as the whole image campaign was launched in a very tight schedule. The interviews and one document showed that the company planned to develop the whole identity within 18 to 24 months.

Further, the CEO's support was essential to the campaign budget approval. A written estimate showed that the entire campaign launch could be as high as \$26 million. However, the annual worldwide communications activities budget for the year the company launched the corporate identity campaign was only about \$6 million, according to the ICMC director. Such enormous discrepancy would make the launch impossible if the CEO was unwilling to support the campaign.

The new CEO also created an open and participative atmosphere, welcoming comments, opinions, and dialogues from the staff members, business partners, and customers. In the Challenge 2000 strategy paper, he stated:

Challenge 2000, which began with a critical evaluation of the company, will require the support of employees, partners, and customers to assist us in transforming the company. We are counting on these groups to challenge the company's traditional ways and find new answers to old questions. We will communicate progress of the Challenge 2000 program through regular meetings with these key audiences. Eventually, all company audiences around the world will be part of Challenge 2000.

He also used his own Web page to communicate with the employees, customers, and potential partners around the world.

The brand and creative director pointed out that employees' participation was also crucial to the campaign success, although it was difficult to have everyone agree and support it. His own experience was that some people from the business units were unwilling to cooperate with the campaign. The reason was that they could not see any benefit from the corporate identity campaign to their product sales and marketing.

The brand and creative director also stated that quality of the company's product could have an indirect effect on the campaign's success. His argument was that people would be more motivated and involved if the company products were good quality.

In short, four essential success factors of launching a corporate identity campaign were identified in this study. The first factor was the support from the company's CEO. The CEO ordered a look at the company's corporate identity, set up an image team, and

gave it sufficient power to carry out its responsibility. Those actions were central to the campaign's success.

The second factor was the participative corporate culture generated by the CEO. He launched a Challenge 2000 company event to let the employees participate in and understand the new business directions. It served as a foundation for the employees to understand the need to launch a new corporate identity campaign as well. In addition, he established two-way communication with his staffs, customers, and partners around the world through his own Web page. The third factor was employees' active participation in the campaign. The fourth factor was the company's high quality product, which made the employees proud of their company and motivated them to participate at a deeper level.

Case Study of Computer Accessories Company

The second company that participated in the study was a supplier who designed and marketed accessories, peripherals, and software for the computer after-market. It offered more than 500 computer accessory products in 28 different product categories. Those categories included input devices, time management software, comfort and safety accessories, and workstation productivity items. The company was a leader in computer accessories in North America, according to the company's corporate identity consultant. From a market analyst report, it was also one of the foremost businesses and a fast growing \$100-million-plus supplier in the market. The company called itself a consumer-tech company as it designed and marketed computer after-market products. However, it still considered itself a consumer packaged-goods company, as it sold most of its products through office supply retailers, according to the company's corporate identity consultant.

The company had a complicated corporate hierarchy, composed of several layers. It was a unit of a global office product manufacturing supplier that asserted itself to be the world's largest office product supplier (as shown in its web-site's corporate overview). The acquisition of the company was part of the strategy for this global office product supplier in expanding its business into the high-tech office equipment. On the other hand, this global office product supplier was a subsidiary of an international consumer product holding company. The parent company had diversified businesses in cigarette, liquor, golf accessories, as well as home and office products.

The company began a master corporate brand name campaign about a year before the study. As described above, the company marketed over 500 computer accessory products in 28 product categories. Some of them fell under its own name and the rest under different manufacturers or company names. Therefore, the goals of the campaign were to consolidate all the existing product brand names under the company's corporate name and to develop the corporate brand equity.

The first respondent was the company's corporate identity consultant, or CID consultant. He had been the vice president of corporate marketing at the time of the campaign. He was responsible for the corporate identity strategy and positioning development who headed the campaign. The second respondent was the creative services manager, referred to as the creative manager for the rest of this study. She was responsible for developing the creative strategy for all the company's communications pieces. She was actively involved in the campaign and reported directly to the CID consultant.

Motives for master corporate brand name campaign. The driving force behind the campaign came right after the company's acquisition of two small computer accessory companies and the transference of several product brands from its office supply parent company. This was actually the first step in achieving the company's business goal — becoming the worldwide leader in the computer accessory market.

In so doing, the company needed to grow rapidly by consolidating more computer accessory products. According to the CID consultant, one of the essential success factors in the industry was “you had to have size and breadth of product line.” He also noted that consolidation was the present trend of the computer accessory industry.

Another reason for consolidation related to the industrial competition. The company's competitors were cross-category, meaning that they provided not one specific product, but a wide range of computer accessory products. The ability to offer more products across more computer accessory categories became a competitive edge in the industry.

With the financial support from its parent companies, the company grew through aggressive acquisitions of other companies. Since the office supply parent company had several computer accessory products that were unrelated to its strategic platform, it transferred them to this subsidiary.

In addition to its own corporate brand name, the company suddenly had to accommodate several more product brands. After evaluating its benefits, the company decided to implement an overall single corporate brand strategy.

The two respondents described the benefits of adopting a single corporate brand name strategy. Both of them agreed that economical use of promotional dollars was one

major benefit of using single corporate brand strategy. The CID consultant noted that “when you look at the economics, it just doesn't make sense to fragment marketing dollars with six to seven brands, which are all low cost computer accessory products.”

A single brand strategy also saved its customers, the retailers, time and money. The retailers could receive a bigger purchase discount if they could buy a greater variety of products from a single supplier. Further, a single supplier saved the retailers management time, since they did not need to deal with as many sales representatives from suppliers of various computer accessories. This strategy was what the company proposed as the one order one invoice to its retail customers, and was what they were seeking, according to the CID consultant.

Further, as all products were highly related and being offered to the same consumer group — people working with computers — it was better to use a single brand strategy, according to the creative manager. Her reason was that she “wants the consumers to find one familiar brand that they can rely on” when they buy any kind of computer accessory products.

In fact, the CID consultant said that it was a trend for many corporations today to use their own corporate name as an edge in the global markets, because corporate names gave them the most equity. He defined corporate brand equity as “composed of five principal things: awareness, customer loyalty, product quality, positive brand associations, trade marks, patents, and other kinds of legal devices to protect your brands.”

The type of corporate brand name the company most wished to establish was the one that had the most elasticity; it could then be applied to all different kinds of computer

accessories and used for the global market. The company needed such a brand because it planned more company acquisitions before it moved out internationally.

In short, the driving force behind the corporate identity campaign was the consolidation of the many different brand names of numerous similar products under a single brand strategy. Such single-brand strategy benefits both the company and its customers.

For the company, a single corporate brand strategy could save marketing dollars by concentrating its resources to promote one brand, rather than many different brands, and could build up brand equity for the company. Benefits of brand equity included increasing customer awareness of the company, enhancing consumer loyalty, establishing perceived product quality for existing and new products, generating positive associations of its products, and establishing copyright protection for the company.

For the customers, the single corporate name strategy saved the company operating costs, so it could receive a bigger discount by ordering more different kinds of products from a single supplier. As well, a single corporate brand strategy saved management time, as managers dealt with only a single supplier.

Campaign process. Once the company set the goal to be the global leader in the computer accessory industry, it re-organized the company structure from traditional function-oriented to product-focused business units. Previously, the company was divided by different functional groups, such as finance, marketing, sales, accounting departments. Everyone had a focused responsibility for all the products. For example, the marketing people were responsible for all product marketing.

After the change, the products were grouped into three categories, each governed by a business unit. Every business unit had its own sales and marketing people concentrated on their product lines with profit and loss responsibility. Other departments, including the Corporate Marketing Department, became general support for the business units.

The next move was that the company immediately bought two computer accessory companies. Further, some product brands were transferred from its office supply parent company. The company hired a new vice president of corporate marketing to review the corporate names and formulate positioning strategy for the company.

The vice president of corporate marketing conducted a research project to review the corporate names for itself, its parent company, and the two newly acquired companies. The purpose was to determine which corporate name should be used. He interviewed about 30 internal senior executives to get the historical background of the company's corporate identity and to find the possible strategic direction for the future. He also had the company's public relations agency conduct an outside-in view of its corporate identity by interviewing two dozen media editors, writers, market analysts, and suppliers. A total of 800 consumer interviews and 105 trade interviews were also carried out as part of the research project. For the international market, he conducted a confirmatory study in the United Kingdom by interviewing 100 consumers there. When asked why he had a confirmatory study in only the United Kingdom, the CID consultant, then vice president of corporate marketing, simply responded with the following answer:

The UK was more confirmatory. It was because when I was a SJSU graduate student, my thesis was on global advertising strategy. I also did a follow-up

research study for the Business Marketing Association (BMA). My study was focused on high-tech companies, but the BMA study was on business-to-business companies. Both confirmed that a standardized global strategy works.

The results showed that the company's corporate name had the most equity and elasticity, meaning that it could be used for many different computer accessory product categories. The creative manager described the corporate name's equity as follows:

The equity we had is the very good feeling from the consumers. Those people [the consumers] knew us and loved us even though it wasn't a huge population. Our company is used to offering high-quality products and extensive customer services. It targets at the niche target audience willing to pay a little bit more.

Because of these findings, the company determined to eliminate all of the other corporate names, and use its own name as the master corporate brand name for most of the computer accessory products. Based on the master brand, the vice president of corporate marketing also developed a sub-brand for another market segment of the computer accessory products. The market segment of the master brand was for the more conservative, male, office computer users, while the sub-brand was for younger, female, and those who enjoy more personalized service.

The next step was to determine and test the attributes and positioning statements for both the master brand and sub-brand. In so doing, the vice president of corporate marketing conducted another round of focus group research with consumers. In the same research, he also tested the new packaging systems of both the master brand and the sub-brand. The final positioning was "guaranteed product quality" for the master brand and "fun meets function" for the sub-brand.

The vice president of corporate marketing discussed all the research results and possible strategies with the company president. After getting approval from the president, he decided to launch a master brand campaign based on product quality. He hired an outside public relations agency to conduct the master brand campaign because the company's existing public relations department was only experienced at product publicity.

The objective of the campaign was to establish an association of the company with guaranteed quality. All of the campaign activities were focused on the company's audiences, including employees, the trades/retails, consumers, market analysts, and the media. Communications tactics for each target audience are discussed in the following sections.

The company started employee communications as the first step of the campaign. Regarding the importance of this step, the creative manager expressed these views:

Everyone was part of it. The most important thing is to make sure your department understands the brand strategy that they can start building products that are based on the same product positioning. We have done some activities internally to explain to our people how we are going to build the brand and the company. An important part of building the brand is really having people work on the same thing and understand what it is.

During the research stage, the employees were apprised of the research findings and the subsequent strategic direction to take place. A new mission statement was created and signed by all the employees with a so-called 'guaranteed quality' pen when the campaign first started. The mission statement delineated the company's commitment

to be the global leader in computer accessories as well as to provide high quality and well-designed products to consumers.

Further, there was a monthly company meeting to nominate and present a 'guaranteed quality' award to someone within the organization who had done a valuable, high quality task. Finally, if any employee had questions about the campaign, they could communicate with top management through the regular monthly meeting, the Internet, and the intranet.

Almost all promotional activities were targeted to the trades and retailers, as most of the product sales were still from them. Establishing a healthy channel relationship became the top priority of the campaign, although the eventual buyers were still the consumers. Most of the campaign activities were public relations-related, such as corporate advertising, participating in the Comdex trade show, organizing sales forces regional meetings, designing and manufacturing promotional collateral materials, etc.

The CID consultant explained the rationale behind these activities:

We would do task-analysis by considering what the most essential marketing communication activities were. Our final conclusion is public relations gives us the best return, including both kinds of public relations. We also concluded that we definitely needed trade shows. We continue to do some trade advertising as a kind of a reminder. Of course we also developed tons of collateral and sales-support materials.

As for the consumers, the company continued to employ its 'guaranteed quality' strategy. Guaranteed quality was stated to be the company's heritage, as it had been offering its consumers a standing five-year warranty, 90-day free risk trial, and a toll-free

technical service hot line since long before the campaign. During the campaign, the company created a tagline, "The Brand You Can Count On," to tie-in with the guaranteed quality theme. Another big project was repackaging all the products under either the master corporate brand or the sub-brand. The creative manager expressed the importance of the packaging as follows:

For building identity, we do it with packaging as we are a retail and consumer product company. Packaging is very important for establishing identity, making sure that consumers can identify our products in every single aisle when they come to a store. Basically, we have 500 products in 28 product categories merchandised in different parts of stores. The activity in achieving this is consistent packaging. So no matter what kind of products, we package them in a consistent mode, with the same company look that people can identify. The identity becomes strong when we reinforce the logo by continuously using it the same way, the same font style, and the same logo design.

Concerning the target audience of market analysts, the CID consultant considered them an external influence. When asked how significantly they have an effect on the company, he explained that the media would call the market analysts for industry information. Therefore, the market analysts' words influence the media's perception of the company. The company president and the CID consultant met with some important market analysts and talked about what the company had achieved after six months of the campaign launch. Company sales had increased 35% from the same period of the previous year. The company president and the CID consultant used this as an opportunity to indicate to the market analysts that the company was the leader in the industry. The

meetings were fruitful as one of the important market analysts did mention that the company was a model of success in the industry when he wrote a market report about the computer accessories.

For the media, the company president met its representatives through press tours in various cities of the United States at the beginning of, and six months after, the launch. The company also reprinted the market report, on the success of the company, and sent it to the press.

The company had formal and informal evaluations of the campaign. For the formal evaluation, the company would use a tracking study research method, comparing the resultant findings with the research data done before the campaign. Informal evaluations included positive anecdotal responses from the trades and the consumers, the ability of placing more products with the trades/retails, and the sales volume percentage increase. The 35% increase in sales volume was one of the informal evaluations of the success of the campaign.

For summary, the company's corporate identity campaign took the following steps:

- (1) The company president set the company goal to become the global leader in the computer accessories market.
- (2) The company president restructured the company from function-based to product-focused organization.
- (3) The company increased the breadth of its product lines through acquisition and the transfer of products from its office supply parent company.

(4) The company president initiated the launch of a single corporate brand campaign and hired a new vice president of corporate marketing to head the campaign.

(5) The vice president of corporate marketing conducted a research project to examine the company's corporate name and other product names. He interviewed senior executives, media editors, writers, market analysts, suppliers, local and overseas consumers, and the retailers.

(6) The vice president of corporate marketing proposed to consolidate all the product brands under a master corporate name and a sub-brand name according to the characteristics of the products.

(7) The company developed the attributes, positioning statements, and packaging systems for the master corporate name and sub-brand. Then, the vice president of corporate marketing conducted a test focus group study with the consumers.

(8) The vice president of corporate marketing reported the research results to the president and got his approval for launching the corporate brand campaign.

(9) The company hired a public relations agency especially for handling the implementation of the campaign.

(10) The campaign objective was established: an association of the company with guaranteed quality.

(11) The target campaign audiences were the company employees, the trades/retails, consumers, market analysts, and the media.

(12) Campaign tactics for each public were as follows.

For the employees, the company held staff meetings to report the research findings and strategic directions, then drafted a new mission statement with them. A guaranteed

quality award ceremony was held every month to award those who performed a high quality task. The employees were encouraged to express their opinions through the regular monthly meeting, the Internet, and the intranet with top management.

For the trades/retails, the tactics were launching a corporate ad campaign, participating in a Comdex trade show, holding sales forces regional meetings, as well as designing some collateral promotional materials for them to use.

For the consumers, the company continued to offer a five-year warranty, 90-day free risk trial, and toll-free technical hot line. A new tagline, "The Brand You Can Count On", was developed. Also, all the products were renamed and repackaged under the master corporate brand and sub-brand.

The company president toured several cities in the United States to meet with the market analysts and the press. The company also reprinted a favorable market analyst report for the media.

(13) Formal and informal campaign evaluation. The company would conduct a tracking research study as the formal evaluation and get anecdotal responses from the trades and consumers as the informal evaluation.

Key success factors. Regarding the factors affecting the success and failure of the campaign, the CID consultant deemed sufficient funding as the most important factor. This was because all departments were fighting for their own budgets. It was difficult to convince people that a master corporate brand campaign could make the company become stronger and generate more revenue, especially when it had already been earning good money. In fact, developing a corporate brand could be very expensive. Therefore,

even with impressive financial results and positive responses from the trades and the media, it would still be hard to prove that such a sum of money was worth spending.

On the other hand, the creative manager believed that timing was one of the more important factors affecting the campaign success. She said that it was important to time the launch to coincide with some specific event like the Comdex trade show, where people would be much more likely to get excited about the campaign launch.

Additionally, she considered consistent messages for all communication activities as another important factor. Other factors she mentioned were choosing the right tactics, company employees' participation, president's support, and understanding customers' needs.

In short, the essential factors for a successful corporate identity campaign in this case study were ample funding, proper timing, a consistent message for all communications activities, appropriate tactics, employees' participation, president's support, and understanding customers' needs.

Patterns between the Two Cases

In this section, the researcher compared and contrasted the similarities and differences of launching a corporate identity campaign between the high-tech computer server and the consumer computer accessory companies.

Campaign motives. The case study results showed that the two companies had different primary driving forces for launching a corporate identity campaign. For the high-tech server company, it launched the campaign because its existing corporate identity and image were quite irrelevant to its new business directions. Unlike its existing niche and high-end market, the new markets covered more lower-end and broader-based

customers, including both the industrial and end users. According to the focus group research findings, these groups of people were very brand-conscious. They also had a low awareness of the company, and they perceived incorrectly the functions of some products that the company offered. All of these factors became obstacles for the company when entering new business arenas. Consequently, it decided to do something to its identity and image to make people feel that it was relevant. On the other hand, the consumer computer accessory company launched the campaign because it had too many products under many different brand names. A corporate 'personality' could help them consolidate all the existing brands under a single identity.

Although they had different campaign motives, both companies shared a common view that a corporate identity campaign could increase awareness of their businesses. They believed that the campaign, if implemented successfully, could convey accurate and powerful messages to their targeted audiences. The server company expected the campaign to help its audiences perceive that it and its products were market relevant. On the other hand, the computer accessory company expected the public to build up a stronger association of its corporate name to guaranteed quality products.

Both companies believed that the identities attained from the campaign were unique, long lasting, and cost effective in the long term marketing dollar. Both termed them as the brand equity, which would build a favorable relationship with their audiences. In the case of the computer accessory company, in addition to benefiting itself, the campaign could benefit its retail sales by saving operating costs through a bigger volume discount. It was a crucial benefit to the accessory company, since it depended heavily on its retail product sales.

Further, equity gave reasons and preference for the consumers to buy their products because of the positive associations created by the corporate brand. Additionally, it created goodwill for the companies even when they experienced hardship, and the equity established a perceived quality for their future products. Consequently, the companies did not need to invest as many promotional dollars for new products. The long-term cost-saving aspect was equally significant for both companies. For most high-tech companies like the server company, many of their products had a relatively short product life cycle, since the technology changed so quickly. Thus it would affect the company image, even when the products appeared and disappeared promptly from the marketplace, if the brand attributes were separate from the corporate identity. In the case of the computer accessory company, it offered numerous, low cost, highly related products, and so did not make economic sense to split the cost to invest in each individual brand.

Another common pattern found was that the campaign was initiated by the companies' CEO or president. Their involvement was the fundamental driving force behind the campaigns, since each were launching such activities for the first time. More evidence from the campaign process was found to support this argument, which will be discussed later in this chapter.

Very few differences were found regarding the campaign motives in these two case studies. Although the two companies' industries and the products offered were totally different, many common campaign benefits were identified. This finding might imply that a strong corporate identity benefits both the high-tech and consumer industries. The similarities might also be because the consumers or customers were brand-conscious

in both industries; therefore, each needed a strong corporate identity to support their businesses. Another possible explanation was that the dominant coalitions in both cases believed the corporate identity concept worked for their companies, which made the patterns so similar.

Campaign process. The two companies followed quite a similar pattern when they launched the corporate identity campaigns. The following procedures were commonly found in both cases:

- (1) Both companies started with new business goals.
- (2) The dominant coalitions restructured the company organization from functional-based to product-units-based.
- (3) The dominant coalitions initiated the launch of a corporate identity campaign and assigned a leader to head the campaign.
- (4) Both companies had a team of people specifically to work on the campaigns, and most of them had corporate communications activity experiences. Some were experts in creating corporate identities.
- (5) Both companies conducted research to study their existing corporate identities and test for new corporate identity elements.
- (6) Both companies set campaign objectives.
- (7) Both companies believed that the campaign was an full company event, wherein all the employees should actively involve and participate. Other common audiences found in both cases were the customers and external analysts.
- (8) Both employed public relations activities such as corporate ad campaigns and roadshow visits by the dominant coalitions as tactics.

(9) Both companies had campaign evaluations.

On the other hand, most of the differences of the campaign processes arose from their different campaign objectives rather than their different industries. For example, the server company, except for the corporate name, re-designed almost the entire corporate identity system to include logo presentation, logo color, and a new tagline. All these efforts were to make the company more relevant in the new markets. In the case of the computer accessory company, the campaign focus was how to preserve its own identity and apply it to other product brands. One difference, due to their different industries, was consumers. Since the computer accessory company was a direct-to consumer company, it made sense that it had particular tactics for those end-users, such as packaging systems.

There were some phenomena among the patterns worth looking at more closely. The first phenomenon was the active role played by the dominant coalition. In both cases, it was clear that the ultimate driving force for the campaign launch was from them. The campaign launches were proposed by the CEOs rather than any public relations specialists or consultants, and those decisions were made with no initial research finding to substantiate the need. They organized or re-organized their companies to conduct such campaigns. In the case of the server company, the CEO established the integrated corporate marketing communications division and empowered it with extensive marketing communications responsibilities. The division was later designated as the image team. In the computer accessory case, the company president also restructured the company and prepared a vice president of corporate marketing to head the campaign.

Another phenomenon that occurred related to the computer accessory case. Although it stated it was a consumer company, the focus of the campaign concentrated

heavily on the trades/retails. Expensive tactics like a corporate ad campaign and the Comdex trade show were employed for this public. In fact, part of the campaign was also used to tie-in with its one order one invoice strategy, according to the CID consultant. The nature of the business might be an explanation for this phenomenon -- it seemed that this industry depended heavily on channel members to create consumer demand. It was no surprise to see that the company used product placement as an informal benchmark to measure the campaign success.

Strategic success factors. Both companies commonly quoted only two strategic success factors. They were the dominant coalitions' support, and employees' participation. Concerning other factors, the server company mentioned the participative culture and high product quality. On the other hand, the computer accessories mentioned ample funding, correct timing to tie-in with special events, consistent messages, suitable tactics, and understanding customers' needs.

The above were the answers given by the respondents to the researcher's question: What is/are the essential success factor(s) of the campaign? By looking back through the entire interviews, documents, and archives, the researcher discovered that most of the factors mentioned above were common to both cases. However, the researcher considered the dominant coalitions and employees' participation as the most significant success factors and the rest as indirect factors. These two common factors will be discussed further.

The first common factor was dominant coalition support. Its presence was obvious throughout the two cases. As discussed in the previous sections, they played an active role in ordering the launch, delegating leader responsibilities, approving budget,

creating appropriate atmosphere for employee participation, as well as meeting with the external analysts. Also, they restructured the companies and set up the integrated corporate communications departments. These contributions could alleviate many company politics and allow the campaign launches to go more smoothly.

As shown in the server company case, the ICMC director said his group could only function properly when the new CEO empowered it with more influence and responsibilities. Previously, when the group was still under the product marketing department, the employees did not really understand its function. The group was merely a sales-support team at that time. He believed that the inclusion of other product marketing people into his group after the restructuring made them better understand his group's function. It should be noted that it was still difficult to gain a consensus, although the dominant coalition supported the campaign. The brand and creative director pointed out that he had met some product marketing people from the business units who were unwilling to support the campaign, because they did not think the campaign could generate product sales for the company.

A similar scenario took place in the computer accessory case. The CID consultant said it was difficult to convince people that a master corporate brand campaign could make the company become stronger and generate more revenue, especially when it had already shown acceptable earnings. The fact was that most people were fighting for bigger budgets for their own departments, and it was hard to prove the value of a corporate identity in the short run. In essence, their objections were a justification to try to prevent more funding from being granted to branding.

The next common factor was employee participation. Both companies believed that a corporate identity campaign was a collective company event. The degree of employee participation and commitment became a determining factor for a successful campaign launch, which was why both companies considered the employees one of the most important audiences. Several tactics were also custom-made for employees, to ensure that they understood the purpose of the event and got guidelines on how to contribute to the campaign.

Among the related, but not compelling factors, was participative culture. Both companies established two-way communications channels to let the employees express their views and communicate with top management. It was considered that participative corporate culture was a complementary condition for employee participation in the campaign.

A fourth common, but not powerful, factor was high product quality. The brand and creative director of the server company said that high product quality had an indirect effect on the campaign success. It was more a motivation to make the employees proud of their company and more willing to participate in the campaign. In the computer accessory case, guaranteed product quality was, in fact, part of its campaign objective. However, the creative manager believed that high product quality was a prerequisite condition rather than simply a factor for the campaign's success.

Consistent message was the fifth common factor. The server company did not mention this as an important success campaign factor; however, the establishment of an industrial design and human factors group under the ICMC division shows the company's commitment to ensuring consistent message. To repeat, the function of the group was to

work horizontally across all the ICMC groups to make sure all the communications conveyed the same corporate identity and personality.

The next common factor was use of proper tactics, which was found very important, as financial resources were always limited. In both cases, public relations activities such as corporate advertising, press tours, meeting with the industry analysts, etc., were commonly employed.

Understanding the customers' needs was another common factor. Both companies had done extensive research on its audiences before they launched the campaigns. Clearly understanding the audiences' wants and needs was one of the campaign's success factors.

The final common factor was the formation of an integrated marketing communications division. This factor was not mentioned by either company; however, each of them underwent a company restructuring and set up an integrated marketing communications division or corporate marketing before they launched the campaign.

Chapter Five

Discussion and Conclusions

In this chapter, the researcher will use the pattern-matching method to discuss the preceding results chapter. The discussion contents are divided into the following sections: (1) the patterns of the two case studies and the literature, (2) the conclusions, (3) limitations of the study, and (4) future research directions.

Patterns of the Two Cases and the Literature

In this section, the researcher compared and contrasted the patterns found from the case study results and the literature. Discussions were based on the three preliminary foci of the study: (1) campaign motives, (2) campaign model, and (3) significant success factors.

Campaign motives. The researcher discovered that the case studies' resultant patterns were highly compatible to the literature. Aaker's (1991) equity theory was one of the popular theories quoted in both cases to show their support of the campaign launch. Both companies believed that a corporate identity campaign could enhance the equity of their corporate names. They even defined the equity almost identically to Aaker (1991). The server company mentioned that the campaign could raise its company awareness, establish favorable corporate image such as market relevancy, differentiate itself from the competitors, as well as create values and preference to customers. Alternatively, the computer accessory CID consultant defined equity as follows: "Brand equity is composed of five principal things: awareness, customer loyalty, product quality, positive brand associations, trade marks, patents, and other kinds of legal devices to protect your brands".

The ICMC director of the server company said that a strong corporate identity could also help a company overcome hardship, as in the case of Apple Computer Corp. This argument was similar to the writings given by Ackerman (1993); Chajet and Shachtman (1991); and Gray (1986). According to them, a desired corporate image can help a company contend with crisis.

How the companies set campaign goals was also similar to the argument given by Atkins (1989); Chajet and Shachtman (1991); Newsom et al. (1996); and Selame and Selame (1988). They proposed that the goal of a corporate identity could be to establish a desired position, an image, or personality that an organization wants to be perceived by its audiences. In the server case, its campaign objective was to position the company as a market-relevant, strong partner. As in the computer accessory case, its campaign objective was to establish an association of the company with guaranteed quality.

Further, the focus group research study showed that the potential customers of the server company's new market were brand-conscious and made purchase decisions emotionally. This high-tech customer's buying behavior was similar to those in the consumer products industries. Schultz et al. (1993) said that the audiences in the consumer product business world are making decisions, for example, purchasing decisions, based on what they perceive to be true rather than on the facts.

The above phenomena imply that the popularity and practicability of the literature apply to both the consumer and high-tech companies.

Campaign model. In the preceding section, patterns of two companies were compared and discussed. The researcher found that their campaign frameworks were

very similar although they were different industries. Comparing the patterns to the ideal campaign model, various common steps were identified as the following.

Both companies assigned a leader to head the campaign and had a group of relevant people to handle it. In the server case, the composition of an image team was just like the committee of the ideal model. The team included the company CEO, vice president, all ICMC staffs, a program manager, product marketing people, as well as an internal research staff.

Both companies employed an external agency for the campaign. In the server case, it employed a corporate identity consultant firm and a research house. In the computer accessory case, it hired a corporate identity consultant as its vice president of corporate communications. The company also employed another public relations agency to help it launch the campaign.

The next similarity was that they both collected information about their audiences and classified them into categories. In the server case, it had three major audiences: employees, customers, and financial analysts. In the computer accessory case, it had five major audiences: employees, the trades/retails, consumers, market analysts, and the media.

Next, both companies had a research stage for gathering information before the campaigns. This step was similar to the initial data gathering of the ideal model. In the computer accessory case, it followed exactly the ideal model. The vice president of corporate communications conducted extensive interviews with the company's audiences regarding the company's corporate identity heritage. The audiences included the company senior executives as well as the media, writers, market analysts, suppliers,

consumers, and the trades. In the server case, instead of conducting interviews, an internal audit concerning the company's positioning, technology platform, and products was conducted. The company also conducted a focus group study regarding the company's relevance to the new markets.

Both companies drafted their objectives for the entire campaign. However, in both cases, they had no separate communications or marketing objectives for each specific public, as in the ideal model. It should be noted that the campaign objectives found in the two cases were qualitative rather than quantitative and measurable, as in the ideal model.

Additionally, in the ideal model, practitioners should employ different marketing tools for each specific public. However, in the two cases conducted, they did not have specific tools for each public. In the server case, it had only the promotional items such as souvenirs and leaflets for the entire campaign. As in the computer accessory case, it had new packaging system for its products, the one order one invoice strategy for the distribution, and a small number of promotional items for the entire campaign.

The two companies had different marketing communications tactics for each public. This finding tracked with the ideal model. In the server case, the company redesigned the logo presentation, changed the corporate color, as well as developed a new tagline and an implementation manual. Public relations activities, such as corporate advertising and roadshow tours, were used in both cases.

The last similarity was that both companies would conduct evaluations as in the ideal model. In the server case, the company planned to conduct a post-test research study. In the computer accessory case, the company employed both informal and formal

evaluations. Informal evaluations would be based on the anecdotal responses from the trades and consumers, whereas formal evaluations would be based on the tracking study.

As regards the differences, two steps from the ideal model were found missing in both cases. The first one was getting top management approval of initiating a corporate identity campaign. This step was unnecessary in both cases since the dominant coalition ordered the launch of the campaigns from the beginning. The second step was the contact management. The contact management concerned itself with how and when each public could get in touch with the corporate identity before setting any objective. The researcher could not find anything analogous in these two cases.

It should also be noted that the researcher identified three steps from the case study results that were not found in the ideal model. First, in both cases, the companies started with new business goals. Second, the dominant coalitions restructured the companies from a functional-based to product-units based organizations. Third, both companies conducted research for testing the new corporate identity systems before they formally launched the campaigns.

Although the two companies' campaign processes followed many steps from the ideal model, some differences were so significant that the researcher doubted the adaptability of the ideal model to the real world. Most of the ingredients of the ideal model came from the IMC model, which was a very behavior-oriented model. In the initial information gathering stage, the nature of the data should be very behavioral, such as collecting a purchasing history. However, the researcher could not find anything comparable to that in both cases. The contact management step, another example showing the behavioral nature of the ideal model, was also missing in both cases.

Further, the ideal model emphasized that the campaign objective should be more quantitative to evaluate the campaign more easily. In both cases, however, the campaign objectives were quite flexible and qualitative. Finally, the ideal model demanded that there should be a specific communications objective, a marketing objective, and marketing tools for each public. Again, there is no detail in the case study results. As such, the researcher concluded from the two cases that there was still room for reality to catch up with the ideal model. The ideal model as changed by the study was summarized as follows:

1. Dominant coalitions set new business goals.
2. Dominant coalitions restructure the companies from functional-based to product-based.
3. Dominant coalitions assign a leader and set up a committee, involving all relevant people.
4. Consider employing an external consulting firm, if necessary.
5. Collect data of relevant audiences.
6. Classify audiences into different categories, such as customers, suppliers, and financial analysts.
7. Research through conducting interviews within the company, with its clients, customers, suppliers, and others who may offer different perspectives.
8. Develop the campaign objective and strategy.
9. Test the relevancy of the strategy before the launch.
10. Determine the marketing mix for the entire campaign.

11. Employ persuasive and relevant marketing communications tactics for each target group. This could involve the logo redevelopment and/or other public relations related activities.

12. Measure and evaluate the responses of the campaign.

Basic success factors. To reiterate, the seven campaign success factors from the literature were as follows, (1) understanding the audiences, (2) dominant coalition support, (3) participative corporate culture, (4) persuasive tactics, (5) formation of an integrated marketing communications division, (6) high product quality, and (7) channel members' support.

From the case study results, two factors – dominant coalition support and employee participation – were commonly quoted from the respondents in both companies. As discussed previously, some other common, though indirect, factors were discovered throughout the study. They were participative culture, high product quality, consistent messages, appropriate tactics, understanding customers' needs, and formation of an integrated marketing communications division.

Concisely, except for the channel members' support, all the essential success campaign factors mentioned in the literature were commonly found in both cases. On the other hand, employee participation was the one factor found in each of the two cases which was not identified in the literature.

Conclusions

Findings showed that a high-tech company could have the same rationale, campaign processes, and vital success factors for launching a corporate identity campaign as a consumer company. The high-tech company examined was headed by a new CEO

with an engineering background. However, it was he who was the advocate of a corporate identity campaign launch to keep pace with his new business vision. He also empowered the existing corporate communications department with more responsibilities to support the campaign launch and daily communications activities.

Besides dominant coalition support, the new market customers' buying pattern drove the high-tech company to launch a corporate identity campaign. Like those in the consumer markets, the customers in the new markets were brand-conscious when they purchased computer server products.

It should be noted that the staffs from the communications department and the outside consultants were all communications experts. Many of them had full working experiences in the consumer markets. It should be no surprise to find that the way the company handled the campaign was as professional as any more established consumer company. All the above evidence answered research question one — does corporate identity concept really apply to a high-tech company? The answer was yes, as shown in this case study.

On the topic of research question two -- why does a high-tech company launch a corporate identity campaign? -- the key driving force from the case study results showed that the company CEO ordered it to do so. A number of other rationales were found to further substantiate the launch. A focus group research report showed that it had low company awareness in the new markets it wanted to enter. Potential customers in these markets had also perceived incorrectly the functions of some significant products the company offered. More importantly, this group was very brand-conscious. They could make a purchasing decision for expensive computer equipment emotionally. Based on

these research results, the company decided to launch a corporate identity campaign to make itself more market relevant.

Other corporate identity benefits may have also inspired the company to launch a campaign. The benefits found in this study were: differentiating itself from the competitors, building a relationship with its audiences, creating customer expectation, giving values and preferences to customers, as well as safeguarding the company when it experiences adversity.

With regard to how a high-tech company launches a corporate identity campaign, research question three, the case study results showed that the high-tech company followed most of the steps of the ideal model. However, the researcher considered that there was still had a gap between the reality and the ideal. One important discrepancy was that the ideal model was behavior-based. However, the case study findings showed not much of the campaign process was behavior-oriented. The ideal model demanded many detailed steps to follow which again could not be identified in this study. On the other hand, it should also be noted that several steps found in the real case were not included in the ideal model. They were: (1) The company started with new business goals, (2) the dominant coalition restructured the company from functional-based to product-units based and set up an integrated corporate marketing communications division, (3) the dominant coalition ordered a corporate identity launch.

The two case study results may imply that the ideal model is too complicated to follow in reality. To make the model more practical, two major modifications should be considered. The first is to make some steps more flexible. In the ideal model, there are steps demanding specific communications objectives, marketing objectives, and

marketing tools for each individual public which were not found in either case. An alternative could be simply to set a more general objective for all the audiences, as shown by the case study results. Other steps, however, like contact management and setting a more quantitative objective should remain intact, since they represent the behavior basis of the model as discussed previously.

The second modification is to add those missing steps found in the two real cases to the ideal model. The steps are: (1) setting new business goals, (2) company restructuring from functional-based to product-units based, and (3) forming an integrated corporate marketing communications division or a similar-function department.

Research question four, concerning the essential success campaign factors for a high-tech company, showed, except for the channel members' support, that all the factors from the literature were present in the study. The respondents directly quoted some of them, and the rest were found in other evidence. The factors quoted by the respondents were dominant coalition support, participative corporate culture, employee participation, and high product quality. It should be noted that the employees' participation was not mentioned in the literature. On the other hand, the factors found in other evidence were a consistent message, suitable tactics, and understanding customers' needs.

Research Study Limitations

The research study went quite smoothly. However, the researcher would have a more complete picture if the respondents were willing to release more information. For example, in the server cases, the respondents were unwilling to release the organizational chart, or any documents regarding the campaign budget, because they are confidential, and no detailed event calendar was given by either company. Moreover, in both cases, no

formal evaluations were done when the researcher conducted the study. As such, the researcher had no idea whether the campaigns could be evaluated to measure success.

Future Research Opportunities

After conducting the two case investigations, the researcher discovered that a high-tech company could share similar campaign patterns with a consumer company. Common patterns were found throughout the study, whether it was campaign motives, campaign processes, or principal success factors. This discovery seems to imply that the corporate identity concept is significant to both the consumer and high-tech industries. To increase the research results' validity, it would be best to conduct similar case studies with other companies.

The high-tech company in this case study represented products such as telecommunications, banking and securities, as well as electronic commerce. In the future, the researchers may select different kinds of high-tech companies as research variables. The degree of variations could range from the industrial to the consumer-based high-tech companies.

In order to get an universal view of how applicable the corporate identity concept is to the high-tech companies, future researchers could also modify the research protocol to conduct a large-scale quantitative research.

Since both participant companies were launching a corporate identity campaign for the first time, future research may be conducted with those companies that have past corporate identity campaign experiences.

Further, the case study findings showed that both companies' campaign processes have discrepancies with the ideal model. Future research could simplify the research

protocol by basing it solely on either Gorman's (1994) corporate identity model or Schultz et al.'s IMC model (1993) to see how closely they follow the models from the first.

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APPENDIX - SAMPLE QUESTIONNAIRE

A. Some general questions

- Q1. What is/are the company mission(s)?
- Q2. What kind of industry and business does your company involve?
- Q3. What is the mission and role of your department?
- Q4. Do you think that deciding a corporate identity campaign is an important strategic decision?
- Q5. In what area(s) can a corporate identity campaign increase your company's competitiveness in the market?
- Q6. Which is/are the department(s) responsible for suggesting and leading a corporate identity campaign?

B. Campaign committee set-up.

- Q1. When your company is going to launch a corporate identity campaign, do they form a committee for the project?
- Q2. If yes, who is/are responsible for setting-up the committee?
- Q3. What is the composition of the committee? Do it involve those key decision-makers to approve the proposal?
- Q4. To whom does the program coordinator report?
- Q5. Who reports to the program coordinator?
- Q6. What kinds of decisions does the coordinator have to formally sign off and with whom?
- Q7. What is the organizational chart of the program that shows the coordinators and different people in the committee?

C. Research led to propose a corporate identity campaign.

- Q1. Is there any type of research or analysis, including external and internal, to be done before drafting a campaign proposal?
- Q2. If yes, what kind of research or analysis does your company do?
- Q3. What is/are the purpose(s) of conducting this kind of research or analysis?

D. The approval procedure of a corporate identity campaign.

- Q1. What is the approval procedure for launching a corporate identity campaign?
- Q2. Who is/are the key decision maker(s) in this process?

E. Definition of target audiences.

- Q1. Who are the target audiences?
- Q2. Do your company has different segment of target audiences to reach in launching a corporate identity campaign?
- Q3. If yes, how to segment them and who are they?

F. Objectives.

Q1. What are objective(s) when launching a corporate identity campaign for each target segment?

G. Communications strategies.

Q1. What kind of communications strategies/tactics does your company use to fulfill each communications objectives for each target segment?

Q2. Why and how can this kind of communications strategies/tactics fulfill the objectives?

Q3. Can you give some sample of tactics for reference?

H. Marketing mix.

Q1. Do you have any specific product, price, distribution channel, and other promotional activities to tie-in with the corporate identity campaign for each objective?

I. Calendar of events.

Q1. Does your campaign develop a calendar of events showing the occurrence of different activities?

J. Budget.

Q1. What is the budget for the whole campaign?

Q2. How does your company determine and allocate the size of budget for each objective/ strategy/ marketing mix?

K. Evaluation tools and methods.

Q1. What is/are the method(s) to measure and evaluate the successfulness of the corporate identity campaign?

Q2. Why is/are such method(s) useful to do so?

L. Factors affecting the corporate identity campaign

Q1. During the whole campaign process, what is/are the factor(s) affecting the success and failure of the corporate identity campaign.

IMAGE EVALUATION TEST TARGET (QA-3)

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