The 3rd annual conference of the Corporate Identity/Associations Research Group marks progress in the steady convergence of what has traditionally been intra-disciplinary research in marketing, organizational science (including organizational behavior), and communication (including journalism, public relations, corporate communication, and organizational communication). Our understanding of corporate associations and corporate identity can only be deepened by continual conversations across disciplines. Adapted from Peter Dacin and Tom Brown’s research agenda published in Corporate Reputation Review (2002), we invite participants from different academic disciplines and the professions to share their cutting-edge thoughts and research ideas in and among the following areas:

- Where and how do corporate associations arise?
- How does corporate communication affect the associations the public form about organizations?
- What role does corporate conduct play in the formation of associations the public form about organizations?
• How do 24/7 news, cable TV networks, business and financial news networks, web logs, media monitoring organizations, and corporate websites change the content and character of corporate associations?

• What is the role of the CEO in corporate association formation?

• How do codified standards of conduct, ethics, and guiding philosophies play in the formation of corporate associations?

• What role do the experiences of multiple stakeholders and stakeholders having multiple forms of membership (employee, consumer, and investor, for instance) have on the development and unfolding of corporate associations?

• How are corporate associations measured and evaluated?

• How do organizations regulate (or attempt to regulate) the internal and external associations their various publics form?

• What role does research for and by organizations affect the way corporate associations are understood and the responses that organizations undertake?

Keynote Speaker: Stephen A. Greyser, Richard P. Chapman Professor of Business Administration (Marketing/Communications), Harvard University.

Conference Agenda

Friday, April 16

2:00-5:00pm  Registration
Radisson Hotel lobby

5:30-10:30pm  Dinner at The Improv

Saturday, April 17

7:30-7:55am  Registration
JKP 112 - Outside of classroom

7:55-10:00am  SESSION IA - Chair, Michael Kamins
JKP 110
8:00-8:25am  “Strengthening Corporate Associations from Within: A Social Identity Perspective”  
*Amy Sallee (Oklahoma State University)*

The current paper seeks to extend the marketing literature by examining the formation of corporate associations within a sales context, a seemingly neglected yet quite important domain in terms of corporate associations. It adds to the corporate association research arena by using social identity theory as a guiding force in the examination of the formation of corporate associations from within the company, specifically salespeople identifying and associating with the company.

8:30-8:55am  “Maximizing Company-Cause-Customer Fit in Cause-Related Marketing - A Social Identity View”  
*Shruti Gupta (Susquehanna University) and Julie Pirsch (Villanova University)*

This paper examines whether investing in a cause-related marketing program makes business sense. The paper examines cause-related marketing alliances through the lens of Social Identity Theory (SIT). We hypothesize that the customer response to a cause-related marketing campaign is a temporal outcome of three sub-processes.

9:05-9:30am  “When Corporate Identity is Tied to Unethical Behavior: Consumer Reactions to Martha Stewart”  
*Allison Johnson (University of Southern California)*

This paper will examine the impact on corporate identity of unethical behavior by the founder of the company. It is my hypothesis that consumers’ strength of association with the founder moderates the impact of the digression. Using Martha Stewart as an example, I will present research which provides empirical evidence that consumers who strongly identified with her are less likely to react negatively to her company than consumers with a lower level of identification.

9:35-10:00am  “Cause-Related Marketing: I Gave at the Jumpin’ Little Juke Joint”  
*Tom J. Brown and Tracy A. Suter (Oklahoma State University)*

This paper examines whether consumers perceive they have given financial support for a particular cause associated with a specific company simply due to having bought a product or service from a contributing company participating in a cause-related marketing program (CRM). Using “Foot-In-The Door” research as a theoretical foundation, the authors’ maintain that under certain conditions negative outcomes may be obtained by using CRM programs.

7:55-10:00am  SESSION IB- Chair, Craig Carroll  
JKP 112

8:00-8:25am  “Bases of Organizational Identity Formation and Their Relationship to Dimensions of Affiliation”  
*Michael G. Pratt and M. Teresa Cardador (University of Illinois at Urbana-Champaign)*
The purpose of the paper is to present a general conceptual framework regarding how individuals come to form organizationally-aligned identities. Specifically, the authors discuss three “bases” of identity formation: behaviors, relationships and symbols. They then discuss how different types of affiliation with organizations (e.g., as a member or customer) influence the degree and use of these bases in shaping members’ identities.

D. Todd Donavan and Swinder Janda (Kansas State University)

The major focus of this manuscript is to build upon extant literature and empirically evaluate a model of identification (ID). This is accomplished by proposing a series of hypotheses focusing on the relationship between identification and its key antecedents and consequences. This research contributes to the theoretical and methodological domain by developing valid and reliable multi-item measures of key constructs such as cognitive identification, mystique, prestige, symbol collecting, and symbol passing, among others.

9:05-9:30am  “Personality Influences on the Need for Affiliation and Identification”
D. Todd Donavan (Kansas State University) and Brad Carlson (Oklahoma State University)

Past research demonstrates the positive effect of identification (ID) on the organization. In this study, the researchers investigate some dispositional antecedents of identification. Research supports the contention that personality variables may have a significant impact on individual differences. The authors find that need for affiliation is an important mediating variable in the relationship between basic personality traits and identification.

9:35-10:00am  “What Different Types of Corporate Associations Can Be Distinguished?”
Guido Berens and Cees B. M. van Riel (Erasmus University)

This paper discusses the different types of corporate associations that have been reported in the academic literature. Insight into this matter could provide researchers with a basis to develop a measure of corporate associations, and in addition could guide companies in deciding what attributes they should address in their corporate communication.

10:00-10:20am BREAK

10:20-12:05pm SESSION II- Chair, Michael Kamins
JKP 112

10:25-10:55am  “CSR and Corporate Associations - The Interrelations between CSR and Corporate & Brand Identity as a Strategic Marketing Challenge”
Klaus-Peter Wiedmann (University of Hanover)

The objective of this paper is three-fold. First, to present some results of studies, we’ve realized together with different companies which allow to illustrate the high chance/risk situation companies do face in the CSR case. Secondly, we discuss the possibilities of a SWOT analysis, which centers on the interrelations between CSR, CI, and BI, and – based on that – sketch some approaches of a sustainable CSR management from a
marketing perspective. Finally, we introduce future research directions on an international level as a basis to ensure sustainable success of CSR programs in building corporate reputation and brand equity.

11:00-11:30am **“Corporate Associations and the Alignment of Customer and Employee Views: A Cross-Sectoral Study in Retailing”**  
*Rosa Chun and Gary Davies (Manchester Business School)*

In this paper we debate the different ways in which corporate associations can be conceptualized and argue that there is more in common across a number of perspectives than might be expected. We propose that there are three broad groups of association. We then construct a model where different types of corporate associations are correlated with three outcomes: stakeholder satisfaction, perceived differentiation of the business and stakeholder loyalty.

11:35-12:05pm **“Dimensions and Associations of Corporate Identity”**  
*John M. T. Balmer (University of Bradford)*

This paper will examine the multiple dimensions/associations of the corporate identity concept by making reference to three identity studies. The three studies reveal that corporate identity has considerable utility with regard to the examination, comprehension and management of organizations.

12:10-1:10pm **LUNCH**  
USC Upstairs Commons Garden Court

12:30-12:45pm **Welcoming Remarks**  
*Mike Kamins, (Marshall School of Business, Marketing)*  
*Craig Carroll (Annenberg School for Communication, Journalism)*

12:45-1:15pm **Speaker Introduction - Craig Carroll**  
**Speaker - Cees B. M. van Riel, Erasmus University**  
**“The Corporate Branding Triangle”**

1:30-2:50pm **Brainstorming Session**  
Popovich Breakout Rooms  
Team 1, Discussion Leader: *Craig Carroll* (JKP)  
Team 2, Discussion Leader: *Peter Dacin* (JKP)  
Team 3, Discussion Leader: *Tom Brown* (JKP)  
Team 4, Discussion Leader: *Michael Kamins* (JKP)  
Team 5, Discussion Leader: *George Zinkhan* (JKP)

2:50-3:10pm **BREAK**

3:15-5:35pm **SESSION III- Chair, Craig Carroll**  
JKP 112

3:15-3:45pm **“Institutional Complexity in the Firm-Brand Community Relationship”**
Jay M. Handelman, Peter A. Dacin and M. Tina Dacin (Queens University)

The purpose of this paper is to conceptually explore the cultural complexities of brand communities and the resulting implications for how we think about corporate identity management and the associations constituents develop about the firm. What emerges from this analysis is a theoretical model of the complex, dynamic and paradoxical nature of the firm – brand community relationship.

3:50-4:20pm  “Issues in Brand Orchestration”
Gabriel J. Biehal (University of Maryland at College Park) and Daniel A. Sheinin (University of Rhode Island)

The objective of this paper is to develop a managerial decision-making framework for building customer focused corporate messages. We consider two related questions. First, what dimensions should managers consider when developing a customer-focused corporate message strategy? Second, how will decisions about the three corporate-message strategy dimensions subsequently influence implementation in such areas as coordination, control and tactical marketing integration activities?

C.B. Bhattacharyya (Boston University) and Sankar Sen (Bernard M. Baruch College)

In this research we adopt a consumer-centric view of Corporate Social Responsibility (CSR) to take an in-depth look at how, why, and in what ways, from a consumer’s perspective, CSR works. We propose, based in part on our continued research in this domain, a more complex, contingent model of consumer responses to CSR, articulating both the internal and external outcomes of CSR initiatives, for not just the company but also the consumer, and the CSR issue/cause.

5:05-5:35pm  “Revealing Reputation’s Halo Effect in Crisis Management”
W. Timothy Coombs and Sherry J. Holladay (Eastern Illinois University)

Crisis management scholars have long assumed a halo effect for a favorable, pre-crisis reputation. Experimental research has found little support for reputation’s halo effect in a crisis. However, the manipulations of reputation have been acknowledged to be weak and problematic. Our study sought to test a more rigorous manipulation of reputation in order to explore reputation’s halo effect in a crisis.

7:15-9:00pm  DINNER
USC Faculty Center

7:30-8:15pm  Speaker Introduction - Craig Carroll
Keynote Speaker - Stephen Greyser, Harvard University
“The Monarchy as a Brand: Some Corporate Communication Principles”

Sunday, April 18

7:30-7:55am  Continental Breakfast
JKP 112 - Outside of classroom
8:00-10:00am  Brainstorming Session Presentations  
Chairs, Michael Kamins & Craig Carroll  
JKP 112  
Twenty minute presentations by each Team Leader

10:00-10:20am  BREAK

10:20-11:30am  Feedback on Presentations  
Chairs, Michael Kamins & Craig Carroll  
JKP 112

11:30-12:00pm  Future Research Directions  
Chairs, Michael Kamins & Craig Carroll  
JKP 112

12:00-12:15pm  Concluding Remarks  - Michael Kamins & Craig Carroll  
JKP 112

12:15pm  Box Lunch Provided