Original Article

The Corporate Brand Identity and Reputation Matrix – The case of the Nobel Prize

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ABSTRACT The purpose of this article is to explore corporate brand identity and reputation, with the aim of integrating them into a single managerial framework. The Nobel Prize serves as an in-depth field-based case study, and is analysed using the Corporate Brand Identity and Reputation Matrix (CBIRM), introduced here for the first time. Eight key reputation elements adapted from the literature and enriched by the case study are incorporated within an existing corporate brand identity framework. Among the key findings are structural links outlining essential connections among elements of corporate brand identity and reputation. The new framework provides a structure for managing a corporate/organisational brand. It is a potential tool in the definition, alignment and development of such brands. A limitation is that the communication dimension – the journey from identity to reputation and *vice versa* – is included, but not explored in detail. The originality of the article is two-fold: first, developing a new integrated framework; and second, refining and applying the framework to a distinctive research study of a specific organisational case, in this instance, the Nobel Prize. Specific quotes from extensive field interviews support the development of the new **CBIRM** and its broader managerial relevance and applicability.
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INTRODUCTION

The purpose of this article is to explore corporate brand identity and reputation, with the aim of integrating them into a single managerial framework. The principal context for our qualitative study is the Nobel Prize organisation. The Nobel Prize is a unique entity for investigating the phenomenon we are studying. First, the Nobel Prize is very much in the public eye and highly visible as a global institution with multiple stakeholders. Second, the foundation for the rich identity of the Nobel Prize is the essence of Alfred Nobel's will – 'for the benefit of mankind' – and this identity is backed by an impressive track record and heritage. Third, to our knowledge, this is the first field-based study of the identity and reputation of the Nobel Prize viewed as a corporate/organisational brand. The case in itself is intriguing since most know of the Nobel Prize's prestigious reputation but very few know how it acquired its elevated position.

Our initial fieldwork focused on corporate brand identity, but we came to realise that reputation is an essential dimension in order to understand the Nobel Prize. Reviewing the literature, we found an opportunity to further integrate the concepts of corporate brand identity and reputation. We attempt this by extending an existing corporate brand identity framework and integrating it with reputation elements adapted from the literature and enriched by our case research. The new managerial framework presented in this article is applied to the Nobel Prize and thereby further developed.

Our work relates to decades of significant expansion and interest in conceptual development and empirical research on the topics of corporate image, corporate branding, corporate identity and corporate reputation. Studies that focus on corporate identity, corporate branding and corporate reputation typically are conducted within one of three domains: (i) Problems and issues facing organisations, both private and public sector; (ii) Theories and conceptual frameworks; and (ii) Research methods, including research design and analytical tools (Abratt and Kleyn, 2011).

Both scholars and practitioners agree on the importance of corporate identity and corporate reputation (Balmer *et al*, 2013). There is equally strong agreement that these concepts are interrelated (for example, Aaker, 2004; Fombrun and Van Riel, 2004; Kapferer, 2012; Roper and Fill, 2012). However, a serious corporate brand management problem is the lack of a widely agreed framework that can define a corporate brand identity and also align its different reputation elements so that they come together as one entity: 'Chief executives and their management teams recognise the importance of creating and maintaining both excellent reputations and strong brands but do not know what this process entails in totality' (Abratt and Kleyn, 2011, p. 1049). We view our research as a response to a meaningful challenge for corporate brand management.

Here is our roadmap. First, we present the Nobel Prize as a networked brand with its stakeholders. Second, we explain our methodology and the clinical research related to the case study. Third, we review the literature with a focus on managing corporate brand identity and reputation. We identify a gap in the literature regarding a managerial framework that considers both corporate brand identity and reputation, and we specify criteria to utilise to fill it. Next, we select and adapt reputation elements primarily from the existing literature and consolidate them with nine brand identity elements based on those in the existing corporate brand identity matrix (CBIM). Elements of brand identity and reputation are thus combined into a single more coherent whole – the new Corporate Brand Identity and Reputation Matrix (CBIRM).

Then, we apply and refine the CBIRM to our case analysis – the Nobel Prize. After a discussion of the case and our findings, we conclude with the article's implications for theory and practice, and limitations.

UNDERSTANDING THE NOBEL PRIZE

The *Oxford Dictionary* describes the Nobel Prize as 'the world's most prestigious award', and its extraordinary reputation is widely confirmed. As stated recently by Stanford University president John Hennessy: 'In … [Silicon] Valley, everyone talks about your IPO [Initial Public Offering to the stock market] … but in the sciences they talk about going to Stockholm [as Nobel laureates], and you go to Stockholm only if you make a fundamental breakthrough that really reshaped the field. That's the kind of impact we really look for in our research' (*Financial Times,* 3 February 2014).

The Nobel Prize was possibly the first intellectual prize of its kind, and was established at about the same time as the modern Olympics in 1896. Michael Sohlman, former director of the Nobel Foundation, described the Prize to us as 'the Olympics of the intellect'.

The Alfred Nobel legacy and 'the will'

Born in Sweden, Alfred Nobel (1833–1896) was the inventor of Dynamite (a registered trademark) and held patents for many inventions in his name. Alfred Nobel was a cosmopolite and had not been a registered resident of any country since the age of 9; therefore, he was jokingly called 'The richest vagabond in Europe' (Sohlman, 1983, p. 86). In 1888, Alfred Nobel was astonished to read his own obituary, entitled *The merchant of death is dead*, in a French newspaper. Because it was, in fact, Alfred's brother Ludvig who had died, this obituary was eight years premature (Larsson, 2010).

Nobel eventually died in 1896 and left one of the largest fortunes of his century. His legacy rests in his will. 'His handwritten will contained no more than an outline of his great visionary scheme for five prizes' (Sohlman, 1983, p. 1). A section of the will reads, '… constitute a fund, the interest on which shall be annually distributed in the form of prizes to those who, during the preceding year, shall have conferred the greatest benefit to mankind' (Nobelprize. org). The last phrase has been and is central to the identity and reputation of the Nobel Prize.

Those who are now entrusted to carry out the final wishes of Alfred Nobel described the will as 'a strength and a ruler' and as 'a constitution'. The Nobel Prize has been awarded since 1901 for achievements 'for the benefit of mankind' to be continued in perpetuity. This responsibility characterises the Nobel Prize and the people behind it.

The prestige of the Nobel Prize

The Nobel Prize award holds a unique position. The tradition of establishing prizes and awards can be traced back in time, and relates to cultural values and the economics of prestige (see English, 2005 for an overview). *The Legacy of Alfred Nobel,* written by Nobel's assistant and later, the executor of his will, provides valuable insights into the establishment of the Nobel Prize (Sohlman, 1983). Alfred Nobel's life and the controversy and prestige associated with the awards contribute to the general interest and curiosity inspired by the Nobel Prize (Feldman, 2012).

We see four main reasons why the Nobel Prize has acquired its elevated position. First, the Nobel Prize was one of the first international prizes to be established (1901), in a time when nationalism was strong. Second, the Nobel Prize attracted
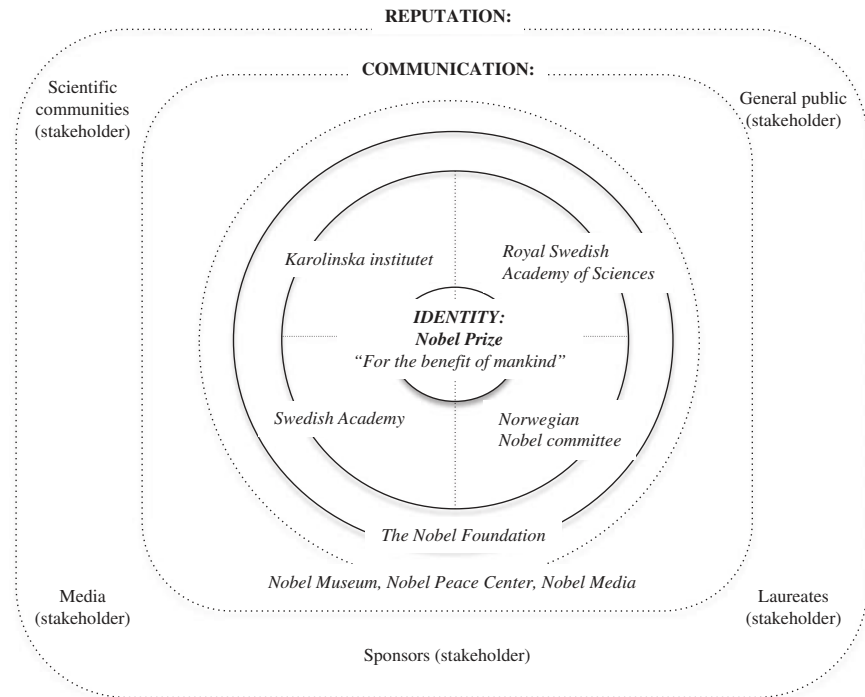
Figure 1: The Nobel Prize: A networked brand and its stakeholders (Urde and Greyser, 2014).

immediate attention and stirred curiosity, debate and criticism (Källstrand, 2012). The third reason is the recognition over time of the absolute criteria and rigour in its awarding processes. As one member of an awards committee (scientific) succinctly explained, 'The discovery. That's it. We disregard other aspects'. Finally, the Nobel Prize rapidly gained iconic status via its associations with extraordinary discoveries and individuals. 'This is the prize awarded to Albert Einstein, the prizes that have changed our understanding of the world', a Nobel committee member told us.

The Nobel Prize: 'A small federative republic'

To the world at large, the Nobel Prize is an annual series of awards for distinguished achievements. Upon close examination, however, the actual awards and the celebrations in Stockholm and Oslo are the

visible manifestations of the processes of interrelated institutions, organisations and individuals. What is reported in international media during the annual Nobel Week is only a fraction of the total activities of the overall Nobel 'federation'. The Nobel Prize has been characterised by one Nobel official as 'a small federative republic', as shown in Figure 1. In fact, it is a group of awards living together as a network (cf. Ford *et al*, 2011, for an overview of network theory).

The Nobel Prize is the 'hub' of the network and the core of its corporate/organisational brand identity (centre; first circle). Four prize-awarding institutions (second circle), the Nobel Foundation (third circle), as well as the Nobel Museum, Nobel Peace Center and Nobel Media (fourth circle) make up the principal entities in the 'federation'. The laureates represent an essential part of the network and are also stakeholders (outer circle). They all
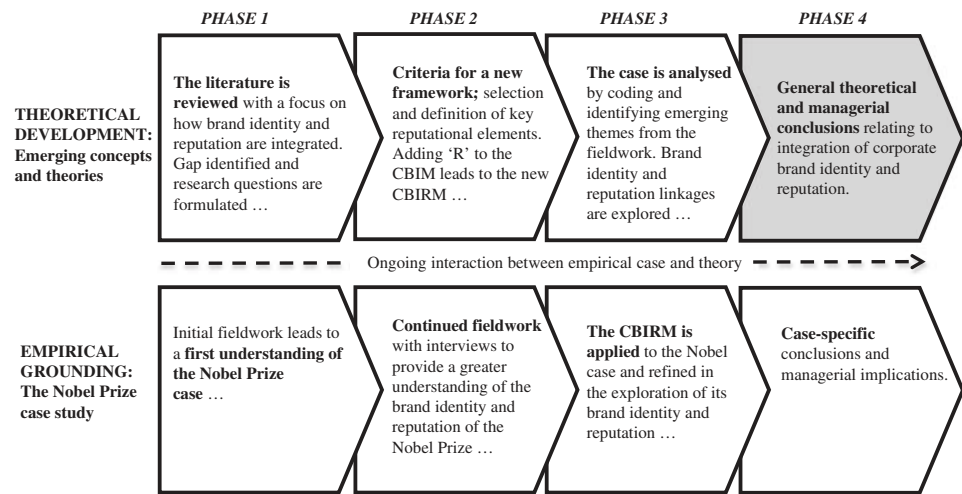
Figure 2: Methodological flowchart: An iterative research process at empirical and theoretical levels.

communicate the 'Nobel Prize' directly or indirectly. The scientific communities, the general public, sponsors and the media are examples of key stakeholder groups that influence the network's reputation (for more information on each of the key network organisations, see Urde and Greyser, 2014).

In our depiction of the Nobel Prize, we have included identity, communication and reputation in order to develop a more extensive and holistic understanding. This inspired us to explore further the integration of identity and reputation for a corporate brand.

METHODOLOGY

Brands acquire their meanings in the minds and hearts of people; in this sense, brands are 'social constructions' (Berger and Luckmann, 1966; Blumer, 1969; Strauss and Corbin, 1990). Since this study concerns the relationship between the identity and reputation of a corporate/organisational brand, we needed to understand and interpret internal and external stakeholders' perceptions (Bryman and Bell, 2011). We used the Nobel Prize case in this study to describe an entity, to apply theory and to

generate theory (Yin, 1989, 1993). The aim of our revelatory case study is three-fold, and goes beyond an illustration. First, it provides an opportunity to study the phenomena of corporate brand identity and reputation firsthand. Second, it provides an opportunity to apply and refine the new framework. Third, it is part of the generation of theory and essential to the grounding and 'sense-making' of the results (Glaser and Strauss, 1967).

In a methodological flowchart (Figure 2), we provide an overview of our qualitative iterative research process at both the empirical and theoretical levels (Glaser and Strauss, 1967; Strauss and Corbin, 1990). One row represents the *empirical grounding* – the Nobel Prize case study. The other row presents the *theoretical development* with emerging concepts and theories that can potentially be generalised and thereby become applicable to other corporate brands. The upper right 'arrow' in our methodological flowchart is given a grey shade to illustrate schematically how more general theoretical insights may emerge as a result of case-based research (cf. Flyvbjerg, 2006; Bryman and Bell, 2011).

Initially, our interest in studying the Nobel Prize was, as noted, to investigate its

corporate brand identity. However, when attempting to describe the Nobel Prize, we realised that reputation was an additional necessary dimension. A more holistic understanding of an organisation calls for access to the organisation's leadership and key stakeholders, a qualitative research approach advocated by Gummesson (2005). It was particularly important to learn how its different component (network) entities regard the organisation; that is, its work (structure), purpose (identity) and standing (reputation). We reviewed the literature alongside our own experiences, and found a gap regarding managerial frameworks that encompasses both corporate brand identity and reputation. The first phase, which led to the formulation of the study's purpose, was partly based on and shaped by our field observations.

In the second phase, our continued fieldwork and literature review was more focused in order to provide insights into the identity and reputation of the Nobel Prize as a corporate brand. Eight key reputation elements were selected and defined by what we term 'guiding questions'. These questions were used during our interviews, and we formulated and reformulated them to 'fit' and 'work' in managerial situations. To us, it is essential that the research results 'fit' within the reality of the Nobel Prize organisation (and its embedded network organisations). Furthermore, we believe that the research results should 'work' – in the sense that they should be understandable and potentially useful for those we have met in our field research and, more broadly, for practitioners in corporate brand management (Glaser and Strauss, 1967; Jaworski, 2011). Notably, there were constant iterations between the empirical grounding (the case study) and the theoretical development throughout the research process (Bryman and Bell, 2011). The reputation elements were thereafter integrated into the existing CBIM (Urde, 2013).

In the third phase, we employed the new CBIRM – with the 'R' added – in the analysis of the Nobel Prize case study. The linkages and relations among the different corporate brand identity and reputation elements were explored and defined. The three steps in the selection of reputation elements are described in detail below (in the section 'A new managerial framework'). In another critical step in the development of the new framework, managers and participants in executive programmes were invited to apply it. In total, 14 managerial groups, during 1-day sessions in Scandinavia and the United States, used or discussed the framework to explore their corporate brands' identities and reputations.

In the fourth phase, the resulting theoretical and managerial conclusions and implications are presented. We make a distinction between case-specific (related to the Nobel Prize) and general implications (as represented by the grey-shaded arrow in Figure 2). A key aspect of clinical research is to broaden applicability from the practical to the general (Barnes *et al*, 1987; Bryman and Bell, 2011). We envision our conceptual contributions in the attempt to bridge corporate brand identity and reputation to be related primarily to 'delineating and integrating new perceptions' (MacInnis, 2011, p. 138).

Operationally, we were granted access by the Nobel Prize organisation network to key relevant stakeholder individuals and groups (Figure 1). This empowered us to conduct open and semi-structured interviews, undertake document and archival studies, and also incorporate observation into the research process (Bryman and Bell, 2011). In total, we conducted 27 interviews with 18 individuals (see Appendix for a list of interviews). We individually interviewed the four selection-committee heads (in Stockholm and Oslo, for 1.5–2.5 hours each), the present and former directors as well as the current chairman of the Nobel Foundation, three Nobel laureates, the

CEO of Nobel Media and also the director of the Nobel Museum and sponsors of Nobel events (such as the Nobel Dialogue Week). The Nobel Foundation and the Nobel Museum supplied us with documents on relevant subjects; for example, regarding the history of the Nobel Prize and Nobel laureates. Accreditation to the Nobel Award ceremonies (Nobel Dialogue Week, the Prize Ceremony and the Banquet in Stockholm in December 2013 and December 2014) provided us with an opportunity for firsthand observation and informal conversations that led to further interviews.

LITERATURE REVIEW

Brand identity and reputation can be said to be two sides of the same coin (deChernatony, 1999; Balmer, 2010; Kapferer, 2012). Identity is primarily an *internal* perspective, while reputation is primarily an *external* one (Roper and Fill, 2012), and the distinction between the two depends upon the perspective of the observer. In essence, corporate brand identity is about the organisation and its management's perceptions, while reputation is all about stakeholders' perceptions (Balmer, 2012). Therefore, to have a more extensive understanding of 'the phenomenon of a corporate brand', it is necessary to adopt multiple perspectives (Balmer, 2010; Abratt and Kleyn, 2011). However, for a corporate brand manager, two fundamental questions about identity and reputation remain: What to manage, and how to manage it (Knox and Bickerton, 2003; Schultz *et al*, 2005; Balmer *et al*, 2013).

In this literature review, we discuss the broader theoretical concepts of corporate brand identity and corporate brand reputation – the 'what to manage' part – in relation to existing frameworks that purport to explain to 'how to manage it'.

Corporate brand identity is based on the broader concept of corporate identity (Abratt, 1989, offers the conceptual antecedents). Corporate identity comprises the key attributes of any organisation (Alvesson and Berg, 1992; Melewar and Jenkins, 2002; Knox and Bickerton, 2003; Balmer, 2008, 2010). From a reservoir of corporate identity attributes, a corporate brand's identity is 'distilled' (Balmer, 2010, p. 186). Corporate brands come to life once they are communicated and 'their value is only realised when they are assimilated by stakeholders' (Abratt and Kleyn, 2011, p. 1055). Consequently, corporate identity is distilled into corporate brand identities, which in turn, when communicated and perceived by others, result in a corporate brand (Balmer, 1995, 2010) with an image and a reputation (Roper and Fill, 2012).

From a management standpoint, both the definition and alignment of corporate brand identity constitute the formulation of a strategic intent (Prahalad and Hamel, 1989; Aaker and Joachimsthaler, 2000; Kapferer, 2012). Since there are other views in any given organisation beyond those of management (or even within management), it is essential to consider the multiple identities of a corporate brand (Balmer and Greyser, 2002; Schultz *et al*, 2005; Balmer, 2008). The notion of multiple identities is equally relevant in the discussions about how the corporate brand is to be perceived by internal and external stakeholders.

Corporate brand reputation is closely related to the image concept (Boulding, 1956; Gruning, 1993), which can be defined as a current perception, with reputation being an accumulation of images over time. A brand's image may therefore change more rapidly than its reputation (cf. Chun, 2005, on image and reputation). In a brand crisis, for example, an image (short-term and specific) and its reputation (long-term and general) may be affected (Greyser, 2009). Reputation is defined as 'a collective representation of a firm's past actions and results that describes the firm's (the

organisation's) ability to deliver valued outcomes to multiple stakeholders. It gauges a firm's (organisation's) relative standing both internally with employees and externally with its stakeholders, in both its competitive and institutional environments' (Fombrun et al, 2000). Reputation reflects personal judgements based on a company's or organisation's past and present actions (Fombrun and Van Riel, 2004). Therefore, the reputation that constituents ascribe to an organisation's corporate brand is a collection of opinions and judgements.

The reputation of a corporate brand is influenced by multiple internal and external stakeholders' perceptions (deChernatony and Harris, 2000; Roper and Fill, 2012). In fact, it is relevant to think of a corporate brand's reputation in plural terms, since there are multiple stakeholder groups such as customers, community, investors and employees (Abratt and Kleyn, 2011). Furthermore, an organisation's brand structure may consist of a brand portfolio (Aaker and Joachimsthaler, 2000; Balmer, 2010; Kapferer, 2012). The reputation held by a stakeholder group of the corporate brand may therefore be one reputation, while the reputation of its specific product or service brands may be notably different (cf. Balmer and Gray, 2003, on corporate brand roles; Veloutsou and Moutinho, 2009, on relationships to brands). From a managerial perspective, 'perception is reality'; that is to say, the way a brand is perceived by a particular stakeholder group will affect its competitive strength and/or the willingness-to-support (Greyser, 2009). The reality in terms of perceptions – grounded in factual circumstances or not – determines the conditions and circumstances for the management of brands.

In the literature and practice of strategic brand management (with corporate brand management as a subset), a main dividing question is 'what is to be fitted to what': Should the organisation adapt its brand identity (resources) to its environment, or should it attempt to adapt the environment to its brand identity (resources)? The approach taken could in principle be from the inside out (with the corporate brand's identity in focus) or from the outside in (with the corporate brand's reputation in focus). An organisation with a brand-oriented approach would be more inclined to 'satisfy the needs and wants of its customers and stakeholders within the boundaries of its brand identity' (Urde et al, 2011, p. 14). In contrast, an organisation with a market-oriented approach would respond to and be guided by 'the needs and wants of its customers and stakeholders' in the corporate brand-building process (Keller, 2001; Urde et al, 2011). On the one side, there are arguments put forward to focus on the internal brand strength and identity – taking an inside-out perspective. On the other side, there are equally strong arguments for adopting an outside-in perspective and focussing on external market opportunities (cf. De Wit and Meyer, 2010). Brand orientation and market orientation are different but synergistic approaches, and typically an organisation would be guided by a combination of the two (Urde et al, 2011).

Strategic brand management maintains an inherent tension between the inside-out versus the outside-in perspective. This tension is manifested in questions such as: What should be the strategic focus in the management of our brands? Should the identity of a brand be the point of departure, or should it be identical to the brand's reputation? Below, we present different views from the literature on how managers should address these questions and try to resolve the tension.

Managing corporate brand identity

Adopting an inside-out perspective implies a management focus on brand identity.

Corporate brand identity relates to internally rooted questions such as: Who are we? Where do we come from? What do we stand for? What is our *raison d'être*? and, What is our wanted position? In principle, authentic answers to these kinds of questions about the corporate brand identity primarily come from the organisation and its management (cf. Gryd-Jones *et al*, 2013, on 'co-creation' of a brand's identity involving for example customers).

In the process of defining a corporate brand's identity – and subsequently building and safeguarding it – the internal commitment and engagement of the organisation remain essential (Ind, 2007; Baumgarth, 2010). This calls for an agreement and/or a managerial decision to define and align the brand's essential identity elements (Kapferer, 2012). The role and function of a brand platform is to provide the organisation and its management with a blueprint of the corporate brand's identity (Keller, 2001; Aaker, 2004; deChernatony, 2010). Since a brand identity is always an expression of strategic intent (cf. Prahalad and Hamel, 1989), it will differ in various respects from its actual position, image and reputation as perceived by internal and external stakeholders (Hatch and Schultz, 2001; Balmer and Greyser, 2002; Gryd-Jones *et al*, 2013). The brand platform (and other related steering documents such as a corporate brand policy and cultural 'Our Way' documents) crystallises the corporate brand identity process (deChernatony, 1999; Davies *et al*, 2003; Hatch and Schultz, 2008).

The formulation of a 'wanted position' is another essential identity management task (Brexendorf and Kernstock, 2007; Kapferer, 2012), an effort to describe the organisation and its management's corporate brand ambition. The process of positioning can be approached from the inside out or from the outside in (cf. Urde and Koch, 2014, on brand- and market-oriented positioning). Ultimately, the aim for corporate identity management is to support the accumulation of distinctive brand resources to gain competitive advantages (Abratt and Kleyn, 2011). Finding a strategic fit with the inside-out approach is 'an adaptation *of* environment': the organisation's corporate brand is positioned in the marketplace with the brand identity as its point of reference and continuing frame of reference (Urde and Koch, 2014).

Managing corporate brand reputation

Adopting an outside-in perspective implies continuous management of brand reputation that takes the environment as the starting point (cf. De Wit and Meyer, 2010). The political, economical, social, technological, environmental and legal aspects therefore need to be taken into account (cf. PESTEL framework; De Wit and Meyer, 2010). Reputation management as a corporate function rests on a foundation that traditionally has been encompassed in (and in practice, managed by) such ancillary functions as 'corporate communications', 'public relations', 'corporate affairs' and 'corporate relations' (Hutton *et al*, 2001). Reputation, being primarily externally rooted, contrasts with identity (Davies and Miles, 1998; Davies *et al*, 2003; Griffin, 2008; Greyser, 2009). It relates to questions such as: How do others actually perceive us? How are we ideally to be perceived? How do others expect us to be perceived? (cf. Higgins, 1987; Chun, 2005). Management's constant focus on attaining an advantageous brand reputation (Boyd *et al*, 2010) implies a positioning of the corporate brand guided by this market-oriented dictum: 'To satisfy the needs and wants of the customers and non-customer stakeholders' (Urde and Koch, 2014, p. 482). Other necessary tasks for reputation management are to track continuously the brand's actual competitive position(s) and to follow the competitors' marketplace moves and

Table 1: Comparing corporate brand identity management and corporate brand reputation management

	Corporate brand identity management	Corporate brand reputation management
Perspective	Inside-out	Outside-in
Key questions	Who are we? Where do we come from? What do we stand for? and, What is our wanted position?	How do others actually perceive us? How are we ideally to be perceived? How do others expect us to be perceived?
Source	Organisational (management) agreement and/or decision	Stakeholder perceptions based on market information
Key concepts	Internal commitment	Image, perceptions and expectations
Emphasis on	Brand resources over market demands	Market demands over brand resources
Strategic focus	Building distinctive brand resources	Attaining advantageous reputation
Positioning	(a) Defining the wanted brand position(s). (b) Positioning the organisation's brand(s) to satisfy the needs and wants of the customer and non-customer stakeholders – *within* the boundaries of its identity.	(a) Positioning the organisation's brand(s) to satisfy the needs and wants of the customer and non-customer stakeholders. (b) Tracking the brand's actual position(s).
Strategic fit by	Adaptation *of* environment	Adaptation *to* environment
Point of departure	Internal strength-driven brand potential	External opportunity-driven market demand

positions (Aaker and Joachimsthaler, 2000). The outside-in view emphasises 'market demands over brand resources' and the point of departure is 'external opportunity-driven market demand' (Boyd *et al*, 2010; De Wit and Meyer, 2010).

Table 1 provides an overview comparison of corporate brand identity and corporate brand reputation management.

Having discussed the 'what to manage' question based upon the literature, we next move on to the question of 'how to manage' corporate brand identity and reputation.

Bridging corporate brand identity and reputation management

In the literature, there are theoretical frameworks that take both brand identity and reputation into account. Especially relevant to the purpose of this article are those that include internal and external links and alignments (for example, Abratt, 1989; Dutton and Dukerich, 1991; Dowling, 1994; Davies and Miles, 1998; deChernatony, 1999; Hatch and Schultz, 2001). Alignment is defined by Van Riel (2012, p. 1) as 'a mutually rewarding

relationship between a company and its stakeholders that enables the firm to meet its objectives and realise its purpose'. When an organisation is viewed in a 'favourable light' by its stakeholders it has earned a 'licence to operate', according to Van Riel (2012). This echoes the philosophy of Arthur W. Page, legendary head of public relations at AT&T (1927–1946): 'All business in a democratic country begins with public permission and exists by public approval' (Arthur W. Page Society, 2014). Alignment of brand identity and reputation – and the subsequent identifications of gaps and how to avoid pitfalls – are of particular interest for corporate brand management professionals (cf. Balmer and Soenen, 1999; Balmer and Greyser, 2002, on 'misalignment'). However, it is important to note that the implication of a 'match' or 'mismatch' needs to be interpreted by management (Davies and Chun, 2003). For example, in the repositioning of a corporate brand, 'identity and reputation mismatches' are to be expected and must be addressed.

Davies and Miles (1998) asked three questions: 'what the company is'; 'what the company says it is' and 'what the
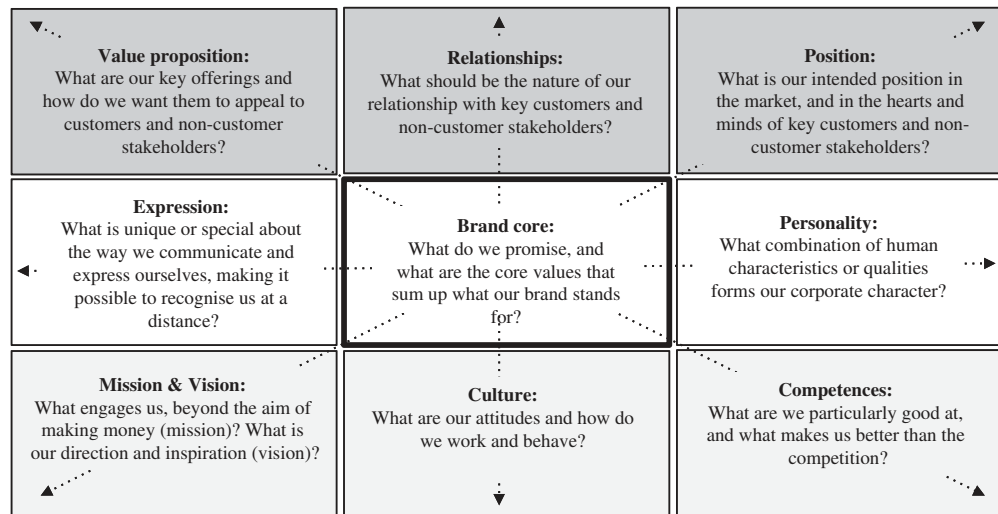
Value proposition: What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?	Relationships: What should be the nature of our relationship with key customers and non-customer stakeholders?	Position: What is our intended position in the market, and in the hearts and minds of key customers and non-customer stakeholders?
Expression: What is unique or special about the way we communicate and express ourselves, making it possible to recognise us at a distance?	**Brand core:** What do we promise, and what are the core values that sum up what our brand stands for?	**Personality:** What combination of human characteristics or qualities forms our corporate character?
Mission & Vision: What engages us, beyond the aim of making money (mission)? What is our direction and inspiration (vision)?	**Culture:** What are our attitudes and how do we work and behave?	**Competences:** What are we particularly good at, and what makes us better than the competition?

Figure 3: The Corporate Brand Identity Matrix.
Source: Urde (2013).

customers think it is', with 'gaps' forming the centre of a triangle-shaped framework. This conceptualisation provides an overview of relations linking identity and reputation with the vision. In a similar fashion, the concepts 'vision-culture-image' were linked by Hatch and Schultz (2001) to illustrate corporate brand alignment. Later, Schultz *et al* (2005, p. 184) outlined five steps in a corporate brand building process: (1) who you are and who you want to become; (ii) organising behind your identity; (iii) involving all relevant stakeholders; (iv) integrating all expressions of your brand; and (v) monitoring results through performance measurements. Balmer and Greyser (2002) underscored the corporation's 'multiple identity' character and provided structured actual case examples of 'misalignments'. In an attempt to capture 'the gestalt of the corporation', Balmer and Greyser (2006) asked: 'what we feel we are'; 'what we indubitably are'; 'what we say we are'; 'whom we seek to serve'; 'what is promised and expected'; and 'what we are seen to be'. These questions are the *6Cs of corporate marketing*, and are a compendium of questions relating to identity and reputation (Balmer, 2008). Ultimately, corporate brand

reputation is most strongly influenced by corporate behaviour, what Greyser (2009) called *acta non verba* (deeds, not words).

The CBIM (Urde, 2013) differs from other corporate brand frameworks by having a 'core' as a structural hub. The CBIM is limited in the sense that it does not include the reputational or the communication dimensions (Figure 3). However, it is an attempt to structure, describe and integrate nine 'brand identity elements' into a three-by-three matrix. The arrows radiating from the centre of the framework convey the logic that all elements of the matrix are interrelated and form an organised entity. The content of one element 'echoes' that of the others, with the core as the centre square of the framework (cf. Kapferer's 'brand identity prism', 2012).

In a coherent corporate brand identity, the core reflects all elements, and every element reflects the core (Figure 3). The nine elements define the essentials of a corporate brand's identity. Its internal (sender) elements are described in terms of three organisational characteristics: 'mission and vision', 'culture' and 'competences'. The external (receiver) component comprises 'value proposition', 'relationships' and 'position'. The matrix is

completed by three elements that are both internal and external. 'Personality' describes the corporate brand's individual character, whereas 'expression' defines the verbal and visual manifestations of the brand. The 'brand core', consisting of a brand promise and supporting core values, is at the heart of the corporate brand identity (Urde, 2013).

Overall, the literature review shows a further need to bridge the concepts of corporate brand identity and corporate brand reputation. From a managerial perspective, the meaning and dimensions of corporate brand identity and reputation represent a true challenge. This frustration and confusion is in our view illustrated by the following quote from a CEO: 'Reputation, identity, image of the company, I think it is so interchangeable, they are just so directly linked. I don't know how one would say the identity is different from the image of the company; it is different from the reputation – for me they are just so intertwined' (Reddiar *et al*, 2012, p. 33).

Towards a managerial framework

Our intent here is to provide the management of corporate brands with a larger framework that takes *both* brand identity and reputation into consideration. We set out to develop a managerial framework that outlines key CBIM connections by adding reputation as an additional dimension. (We acknowledge that communication – although important – will not be addressed at length.)

From a theoretical point of view, a usable framework for defining and aligning a corporate brand's identity and reputation needs to do the following:

- Identify key reputation elements
- Logically link reputation and identity brand elements
- Outline and combine the concept of corporate brand reputation with identity into a single framework

- Allow shifting between outside-in and inside-out perspectives
- Apply to different types of corporate brands (companies, institutions and other entities)

From the managerial point of view, such a framework needs to do the following:

- Provide a structured and comprehensible overview to describe ('what are the key elements?') a corporate brand's identity and reputation
- Guide the definition (answering 'what questions and whose perceptions?') of a corporate brand's identity and reputation
- Inform discussions of key linkages and alignment (matches and mismatches) among essential elements of a corporate brand's identity and reputation
- Help to identify issues and areas of improvement to strengthen the reputation and/or help the organisation stay true to its corporate brand identity
- 'Fit' and 'work' in a managerial context

A NEW MANAGERIAL FRAMEWORK: THE CBIRM

The CBIRM is a reinforcing framework of elements and linkages, with a core consisting of a set of values supporting a promise. It is intended to serve as a tool for an organisation's management of its corporate brand identity and reputation, including communications.

Elements of reputation

Conceptualising and measuring reputation is a research area in itself that engages practitioners and academics alike (Davies *et al*, 2003; Ponzi *et al*, 2011; Reddiar *et al*, 2012; Van Riel, 2012). A review of reputation elements in the literature (and in proprietary reputation models) identifies credibility, performance, responsibility and trustworthiness

as the four elements that are most often cited (Herbig and Milewicz, 1993; Fombrun, 1996; Ponzi *et al*, 2011). Proprietary brand strength and reputation models (for example, Interbrand and Reputation Institute) include other reputation elements, such as differentiation, authenticity, relevance, governance and citizenship. These models also serve to measure reputation for financial brand value estimates and rankings. Greyser (1995, 2009) used 'willingness-to-support' as a reputation impact measure.

In advertising, models are often based on consumer interviews to provide insights into a (corporate) brand's image (here and now perception) and reputation (over time and overall perception). The proprietary Young & Rubicam model, for example, measures esteem, energised differentiation, relevance and knowledge. Roper and Fill (2012, p. 42) provided a comprehensive overview of 'criteria that influence reputation' including: product and service quality, customer satisfaction, employee satisfaction, comprehensive reputation, customer service, market position, innovation, profitability, corporate social responsibility, and vision and leadership. The 'personality' of a brand is related to its reputation and is discussed in terms of sincerity, excitement, competence, sophistication and ruggedness (Aaker, 1997). Roper and Fill (2012) viewed reputation as a 'gestalt' and recommend that business leaders 'consider that reputation is greater than the mere sum of all the parts of the organisation' (p. 23). Fombrun (1996) concluded that 'a reputation comes into being as constituents struggle to make sense of a company's past and present actions' (p. 72).

From a business perspective, the late Lord Marshall, former chairman of British Airways, identified management's task regarding corporate identity and image: 'Corporate and brand identity are living entities. Once launched and accepted, they no longer belong to the management of an organisation, but to all its stakeholders – customers, shareholders, employees, business partners and suppliers. The job of management is to take custody of corporate identity and brand image, to protect them and to strengthen them in the face of new business opportunities and fresh business challenge' (Balmer *et al*, 2009, p. 18).

Selection of reputation elements

Here we describe the three-step process of identifying and selecting reputation elements, as noted above in the Methodology section. This in turn will lead to our new expanded model.

First, we reviewed the relevant literature on reputation, and selected elements that we believe, as a totality, capture vital aspects of the dimensions of the concept. We also considered how each different reputation element we chose reflected – and could be structurally and logically linked to – the nine CBIM brand identity elements (Figure 3). Our fieldwork within the Nobel Prize case provided us with a holistic view of its identity and reputation as a corporate brand. From the continuous process of transcribing, coding and pattern-matching of the empirical data, we fitted relevant quotes to the corresponding identity elements (Strauss and Corbin, 1990). Furthermore, the aforementioned 'bench tests' with managerial groups in executive programmes supported the selection process. We also wanted the elements ideally not to overlap, and moreover to fit and work in a managerial context.

Second, we used dictionary definitions of the reputation elements to provide their generally accepted meanings in language. The use of dictionaries, thesauruses and etymologies is helpful to review potential overlaps between and among concepts and to provide linguistic precision. We found inspiration and support from the linguist deSaussure's (1983)

Table 2: Elements of reputation, with definitions and with our 'guiding questions'

Element of reputation	Dictionary definition	Guiding question
Relevance (Young & Rubicam)	Closely connected or appropriate to the matter at hand. The condition of being relevant. Pertinent, to the purpose, applicable, suitable	How appealing and meaningful is the value they offer?
Trustworthiness (Fombrun, 1996)	Firm belief in the reliability, truth, or ability. A relationship built on mutual trust and respect: confidence, belief, faith, freedom from suspicion	How dependable are their words and deeds?
Differentiation (Young & Rubicam)	Distinction, distinctiveness, contrast, difference, demarcation	How distinctive is their position in the market?
Credibility (Fombrun, 1996)	… the quality of being convincing or believable	How believable and convincing are they?
Performance (Fombrun, 1996)	Consistently good in quality or performance, able to be trusted	How solid and consistent are their quality and performance?
Responsibility (Fombrun, 1996)	… a moral obligation to behave correctly towards or in respect of	How committed and accountable are they?
Willingness-to-support (Greyser, 2009)	Approve of, encourage, stand-behind, stand up for, endorse, recommend …	How engaging and inspiring are their purposes and practices?
Recognisability (Young & Rubicam)	Identification from previous encounters or knowledge. Recollection, recall, remembrance	How distinct, visible and consistent are their overall communications?

distinction between *language* and *speech*. The dictionary definition of a word represents its meaning in general language, while the same word can be given a different meaning in a specific context or community. For example, the word 'credibility' has its principal dictionary definition, but can also be defined in the context of theoretical and managerial models for measuring many attributes, including reputation and brand strength. In an attempt to overcome issues of different interpretations, we resort to dictionary definition – the use of language, as de Saussure would put it.

Third, the general (language) meaning of each reputation element provided the basis for our formulation of what we call 'guiding questions'. For example, 'How consistent and solid are their [the company's or organisation's] quality and performance?' reflects *performance* (Table 2). In an earlier version of the reputation elements we used 'reliability', but this description was considered to be easily confused with 'credibility' and 'trustworthiness', according to managers in our 'bench test'. Therefore, we opted for 'performance' instead.

Notably, the identity questions (Figure 3) commence with *what*, while the reputation questions (Table 2) commence with *how*. The pronouns *we* and *they* underscore the fact that the questions refer to an organisation and its corporate brand. Because our view is that identity pertains to the company or organisation itself, a guiding question regarding identity should be framed in terms of *we*. In contrast, since reputation reflects stakeholders' perceptions, a guiding question regarding reputation needs to be framed in terms of *they* (the company or organisation) and must be understandable in general language.

Consolidating elements of corporate brand identity and reputation

Any managerial system involving brand identity and reputation needs measurements of how different stakeholders view the organisation in a given context (Aaker, 1991; Aaker and Joachimsthaler, 2000; Keller, 2001; Burmann *et al*, 2009, on 'brand equity'; and Van Riel, 2012, on 'alignment and stakeholder support'). The CBIRM aims to
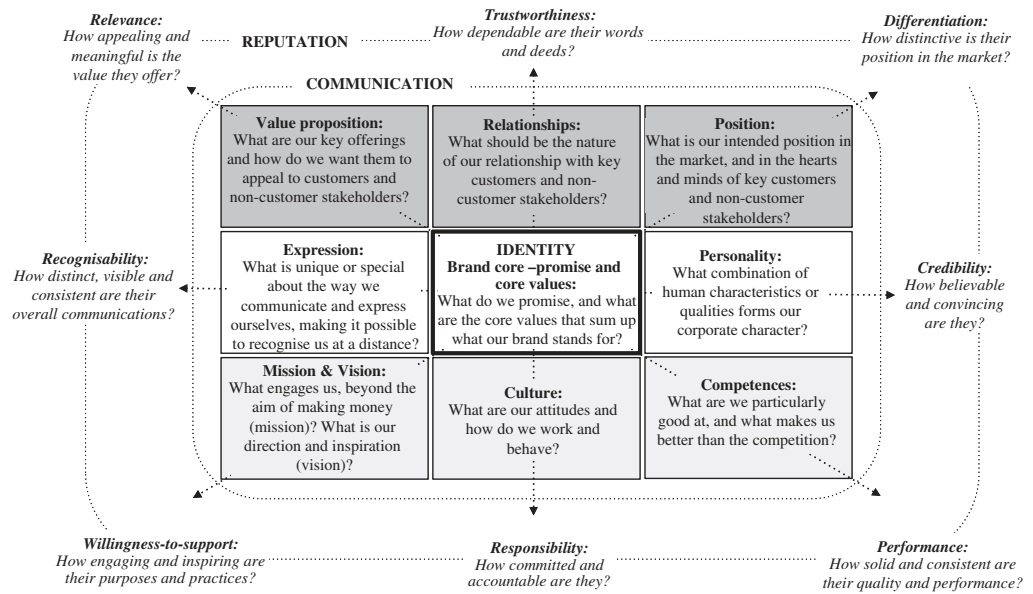
Figure 4: The Corporate Brand Identity and Reputation Matrix (CBIRM).

provide management with a general outline of key corporate brand identity and reputation elements and essential linkages (Figure 4). The guiding questions and the structuring of the elements can help management tap into how its multiple stakeholders perceive the brand, and to what extent these external perceptions match the internally driven identity. Elements of corporate brand identity (boxes in the matrix) and of reputation (surrounding the matrix) are thus combined into a single more coherent whole – the new CBIRM.

The logic and connections in the CBIM (Urde, 2013) are extended here to incorporate reputation. The four dotted arrows – two diagonals, one vertical and one horizontal – illustrate this and are explained below.

Next we shall apply the new managerial framework to what we learned from our study of the Nobel Prize.

APPLYING THE CBIRM: CASE ANALYSIS

In this section, we present our own analysis, interpretation and perspectives on the Nobel Prize as a corporate brand, particularly its identity and reputation. We explore the linkages among the key corporate brand identity and reputation elements in the CBIRM. The use and 'bench test' of the new managerial framework in an operational context is part of its development and refinement. Figure 5 summarises our analysis of the Nobel Prize as a corporate brand.

The identity elements articulated within the matrix in Figure 5 are from the study by Urde and Greyser (2014) and support our analysis of the Nobel Prize's corporate/organisational brand identity. On the basis of our fieldwork and analysis, we have selected relevant quotes linking reputation elements to the Nobel Prize's corporate brand identity. The quotes from our research represent impressions of the Nobel Prize's reputation as perceived by both internal stakeholders (for example, members of Nobel committees and directors of the foundations) and external ones (for example, a president of a university, laureates and sponsors).
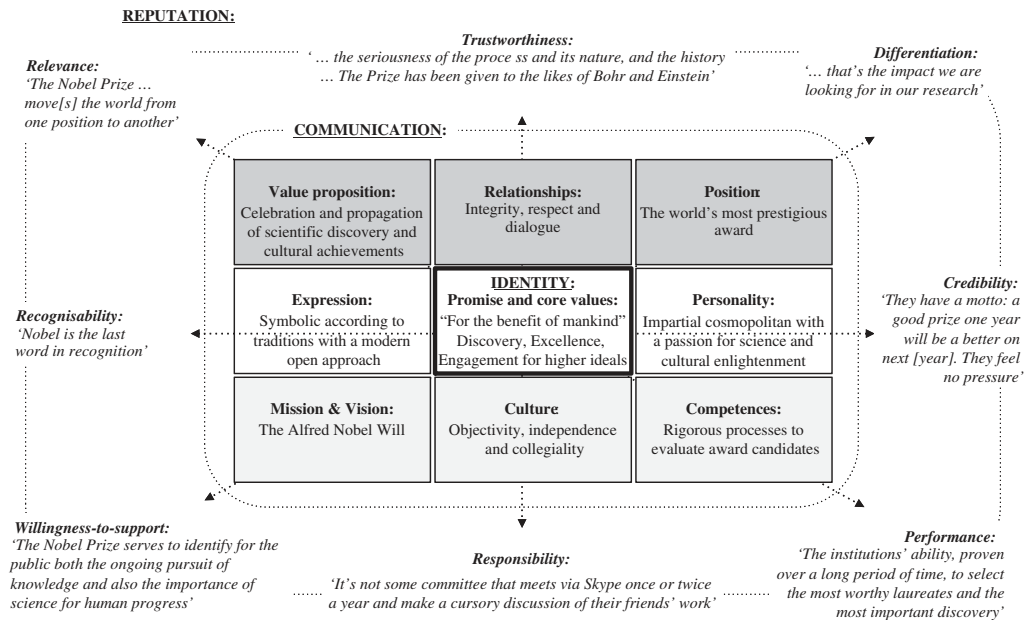
Figure 5: The Nobel Prize analysed with the CBIRM.

Linking key identity and reputation elements

We first review the brand core (promise and core values), since it occupies a pivotal role for the Nobel Prize network and the CBIRM framework. The role (and function) of the brand core is that of a hub, and all brand identity and reputation elements are thereby interconnected and influenced by it. The brand core concept is defined as 'an entity of core values supporting and leading to a promise' (Urde, 2013, p. 752). As part of the Alfred Nobel Will, the phrase 'for the benefit of mankind' encapsulates the overall covenant of the 'federative republic', according to Urde and Greyser (2014). The core values that sum up what the Nobel Prize stands for are defined as 'discovery', 'excellence' and 'engagement for higher ideals' (see centre square of framework in Figure 5).

The following sequential analysis is used in order to explore systematically the relations between pairs of corporate brand identity and reputation elements.

The strategy diagonal, the competition diagonal, the interaction vertical and the communication horizontal are key linkages in our analysis, and are shown as dotted arrows in Figure 6.

Each of the four connections is introduced by a brief general description, followed by an exploration and analysis of the linkages between pairs of corporate brand identity and reputation elements. Tables 3–6 include the 'guiding questions' and the 'responses' excerpted from quotes from the field study. Additionally, each table has a 'navigational tool' to depict which part of the framework is being investigated.

The strategy diagonal

The strategy diagonal cuts across the matrix (Figure 5) and spans between the reputation element *willingness-to-support* to *mission and vision* to the *brand core* (promise and core values) in the centre of the framework, and continues to *position,* which
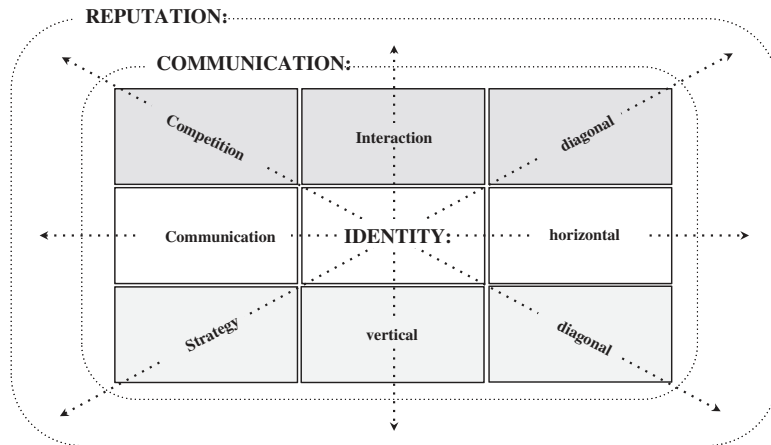
Figure 6: Key CBIRM linkages between identity and reputation.
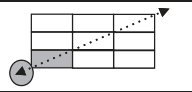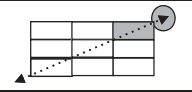
in turn points to the reputation element *differentiation*. In corporate brand identity definition and alignment, this diagonal is essential, as it connects the organisation's mission and vision and its wanted position. Lastly, the stakeholders' perceptions are reflected by *willingness-to-support* and *differentiation*.

Table 3 above links 'mission and vision' and 'willingness-to-support'. The Nobel Prize identity is based on the Alfred Nobel will; therefore, the will itself represents the mission and vision (lower left square of Figure 5). It is a response to the guiding question(s): 'What engages us (mission)? What is our direction and inspiration (vision)?' The engagement and inspiration found in the mission and vision is closely linked to the promise – 'for the benefit of mankind'. The reputation element most closely linked to the mission and vision is willingness-to-support (lower left). It is explained by the guiding question, 'How engaging and inspiring are their [The Nobel Prize] purposes and practices?' A laureate commented on this question: 'The Nobel Prize serves to identify for the public both the ongoing pursuit of knowledge and also the importance of science for humanity … Science is, after all, the source for human progress'. A sponsor commented, 'At

Ericsson, we speak about the use of technology for connectivity for the future of society and business. Looking into Ericsson values, such as innovation and technology, they relate our vision to the idea behind the Nobel Prize'.

Table 3 also links 'position' and 'differentiation'. The *wanted position* is an identity element in the framework, emphasising that the ambition is part of what a brand stands for and how it would like to be perceived by internal and external stakeholders. The Nobel Prize's wanted position (upper right square of Figure 5) is to be 'the world's most prestigious award', as a response to the question, 'What is our intended position in the market, and in the heart and minds of key customers and non-customer stakeholders?' The wanted position relates to the reputation element *differentiation* (upper right): 'How distinctive is their position in the market?' The Volvo Group's head of sponsorship commented on the shared position of Volvo and the Nobel Prize: 'In my view, caring can be seen as an essence of our values – safety, quality, and environment. It is about caring for our customers and people. The connection to Alfred Nobel's testament – for the benefit of mankind – we think becomes evident in this perspective. The

Table 3: From 'willingness-to-support' to 'differentiation'

	The strategy diagonal	
IDENTITY ELEMENT: *Mission and vision*		**REPUTATION ELEMENT:** *Willingness-to-support*
What engages us, beyond the aim of making money (mission)? What is our direction and inspiration (vision)?	GUIDING QUESTION:	How engaging and inspiring are their purposes and practices?
The Alfred Nobel Will	RESPONSE:	'The Nobel Prize serves to identify for the public both the on-going pursuit of knowledge and also the importance of science for humanity. … Science is after all the source for human progress.' (Laureate) 'At Ericsson, we speak about the use of technology for connectivity for the future of society and business. Looking into Ericsson values, such as innovation and technology, they relate our vision to the idea behind the Nobel Prize.' (Sponsor)
IDENTITY ELEMENT: *Position*		**REPUTATION ELEMENT:** *Differentiation*
What is our intended position in the market, and in the hearts and minds of key customers and non-customer stakeholders?	GUIDING QUESTION:	How distinctive is their position in the market?
The world's most prestigious award	RESPONSE:	'… in the sciences they talk about going to Stockholm [as Nobel laureates], and you go to Stockholm only if you make a fundamental breakthrough [that] really reshaped the field. That's the kind of impact we really look for in our research.' (Stanford President) 'The Nobel Prize has its long history and connection to Sweden, this we have in common.' (Sponsor)

fundamental values relate very well'. A comment from a sponsor (L.M. Ericsson Ltd) underscores a different kind of shared position: 'The Nobel Prize has its long history and connection to Sweden, this we have in common'. The aforementioned quote from Stanford University's president also illustrates the distinctiveness of the Nobel Prize.
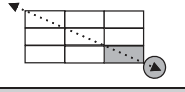
The competition diagonal

The competition diagonal (Table 4) encompasses value-creating processes. The essence of the identity element *competences* concerns an organisation's capabilities and resources and how they are combined into value-creating processes and potential competitive advantages. The competences are prerequisites to substantiate the *value proposition,* and the connection between these two identity elements is the overall promise. The strength and clarity of the competition diagonal is reflected by the stakeholders' perceptions of the reputation elements *relevance* and *performance*.

Table 4 links 'value proposition' to 'relevance'. The Nobel Prize's value proposition (upper left square of Figure 5) is summed up as the 'celebration and propagation of scientific discovery and cultural achievements'. The guiding question is: 'What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?' The Nobel Prize needs to specify value propositions that resonate with its multiple stakeholder groups; for example, to the scientific community and individual researchers. The perceived relevance of the Nobel Prize's value proposition is a related

Table 4: From 'relevance' to 'performance'

	The competition diagonal	
IDENTITY ELEMENT: *Value proposition*		**REPUTATION ELEMENT:** *Relevance*
What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?	GUIDING QUESTION:	How appealing and meaningful is the value they offer?
Celebration and propagation of scientific discovery and cultural achievements	RESPONSE:	'The Nobel Prize is based on the enlightenment and a philosophy of progress, to move the world from one position to another' (former Director of Foundation)
IDENTITY ELEMENT: *Competences*		**REPUTATION ELEMENT:** *Performance*
What are we particularly good at, and what makes us better than the competition?	GUIDING QUESTION:	How solid and consistent are their quality and performance?
Rigorous processes to evaluate award candidates	RESPONSE:	'The institutions' ability, proven for a long period of time, to select the most worthy laureates and the most important discovery, with relatively few questionable decisions' (Member of Nobel committee)

reputation element. The answers to the question, 'How appealing and meaningful is the value they offer?' are important for the identity of the Nobel Prize network. The former director of the Nobel Foundation commented on the basis of the value proposition: 'The Nobel Prize is based on the enlightenment and a philosophy of progress, to move the world from one position to another'.

Table 4 also links 'competences' and 'performance'. The competences (lower right square of Figure 5) of the Nobel Prize network are defined in the model as 'rigorous processes to evaluate award candidates'. We acknowledge the importance of the four institutions' unique processes that have been developed, sustained and proven for more than a century. These processes, as noted in the case study, are described as 'watertight compartments'. As in the construction of a ship, the function is to prevent the breakage of any compartment from endangering the ship's

stability and flotation. The implications of this in the Nobel Prize network are related to brand protection and safeguarding the reputation. The processes differ but the rigour is a shared key trait. The competences element points and relates to the core of the framework; in other words, the promise. The reputation element performance (lower right), represented by the question, 'How solid and consistent are their quality and performance?', mirrors competences. A member of a Nobel committee commented thusly on this question: 'The institution's ability, proven for a long period of time, to select the most worthy laureates and the most important discovery, with relatively few questionable decisions'.

The communication horizontal
The communication horizontal stretches between the two reputation elements *recognisability* and *credibility*. According to

Table 5: From 'recognisability' to 'credibility'

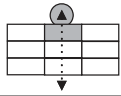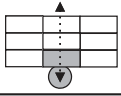|		
The communication horizontal		
IDENTITY ELEMENT: *Expression*		REPUTATION ELEMENT: *Recognisability*
What is unique or special about the way we communicate and express ourselves making it possible to recognise us at a distance?	GUIDING QUESTION:	How distinct, visible and consistent are their overall communications?
Symbolic according to traditions with a modern open approach	RESPONSE:	'The different awards have an additive effect. The Literature and Peace awards create interest in broader audiences while the awards in physics, medicine and chemistry provide prestige among experts' (member of committee) 'Nobel is the last word in recognition' (Laureate)
IDENTITY ELEMENT: *Personality*		REPUTATION ELEMENT: *Credibility*
What combination of human characteristics or qualities forms our corporate character?	GUIDING QUESTION:	How believable and convincing are they?
Impartial cosmopolitan with a passion for science and cultural enlightenment	RESPONSE:	'[The rigorous process] is one of the reasons why the Nobel Prize stands head and shoulders above the rest. There are many awards; some of them more lucrative, but there is no scientist alive that would not return all of them in the exchange for of the Nobel Prize' (Laureate)

the framework, the identity element *personality* is closely linked to credibility. The question to define personality – that is, 'What combination of human characteristics or qualities forms our corporate character?' – reflects the answer to the question on credibility: 'How convincing and believable are they?' An organisation's *expression* typically encompasses all forms of communication, including advertising, design and choice of media. This identity element is primarily related to recognisability, one of the reputation elements in the framework.

Table 5 links 'expression' and 'recognisability'. The personality of the Nobel Prize is reflected by the identity element expression (middle left square of Figure 5): what is unique or special about the way the Nobel Prize network expresses itself, making it possible, so to speak, to recognise the Nobel Prize at a distance? The expression is succinctly defined as 'symbolic according to

traditions with a modern open approach'. The use of symbols – both physical and figurative – is essential in communicating the Nobel Prize heritage. At the same time, the more recent 'reaching out' initiatives, including the (international) Nobel Dialogue Week and the active use of nobelprize.org explain the addition of 'with a modern open approach'. Recognisability (middle left) is the related reputation element that mirrors expression. As a member of a Nobel committee explained to us, 'The different awards have an additive effect. The Literature and Peace awards create interest in broader audiences, while the awards in physics, medicine and chemistry provide prestige among experts'. A laureate commented separately on the recognisability the awards and the organisations behind them: 'Nobel is the last word in recognition'.

Table 5 also links 'personality' and 'credibility'. The Nobel Prize's corporate brand

Table 6: From 'trustworthiness' to 'responsibility'

The interaction vertical		
IDENTITY ELEMENT: *Relationships*		**REPUTATION ELEMENT:** *Trustworthiness*
What should be the nature of our relationship with key customers and non-customer stakeholders?	GUIDING QUESTION:	How dependable are their words and deeds?
Integrity, respect and dialogue	RESPONSE:	'They have the motto 'A good prize one year will be a better one the next'. They feel no pressure, and will rather wait until they are absolutely sure' (Laureate)
IDENTITY ELEMENT: *Culture*		**REPUTATION ELEMENT:** *Responsibility*
What are our attitudes and how do we work and behave?	GUIDING QUESTION:	How committed and accountable are they?
Objectivity, independence and collegiality	RESPONSE:	'We are entrusted to steward and ensure quality of the Nobel Prize which is culturally significant for the world. We do this with honour and a strong sense of loyalty and duty' (former Director of Foundation)

personality (middle right square of Figure 5) reflects Alfred Nobel's personality – an 'impartial cosmopolitan with a passion for science and cultural enlightenment'. Credibility (middle right) is the related reputation element. A laureate commented, '[The rigorous process] is one of the reasons why the Nobel Prize stands head and shoulders above the rest. There are many awards, some of them more lucrative, but there is no scientist alive that would not return all of them in exchange for the Nobel Prize'.

The interaction vertical
The interaction vertical demonstrates how the reputation elements 'trustworthiness' and 'responsibility' are connected to and influenced by a corporate brand's identity. Trustworthiness, according to the CBIRM, reflects 'the nature' of the relationships an organisation is striving to have or to build with its customer and non-customer stakeholders. In turn, the extent to which an organisation is perceived to be responsible is primarily reflected and shaped by its culture. As for all connections in the framework, the brand core forms the centre.

Table 6 above links 'relationships' and 'trustworthiness'. In the CBIRM, culture relates to and reflects the identity element relationships (top centre square of Figure 5). 'What should be the nature of the organisation's relationships with its key stakeholders?' For the Nobel Prize network, these are defined as 'integrity', 'respect' and 'dialogue'. Trustworthiness (top centre) is related to relationships. A laureate commented on the dependability of the Nobel Prize network's words and deeds; in other words, on trustworthiness: 'They have the motto: A good prize one year will be a better one the next. They feel no pressure, and will rather wait until they are absolutely sure'.

Table 6 also links 'culture' and 'responsibility'. What are the institutional attitudes of the Nobel Prize network, and how does it work and behave? This is the guiding

question for the identity element culture (bottom centre square of Figure 5). The Nobel Prize network's culture is defined with three words – 'objectivity', 'independence' and 'collegiality'. Responsibility (bottom centre) is the reputation element related to culture. The former Foundation director commented: 'We are entrusted to steward and ensure quality of the Nobel Prize, which is of culturally significant for the world. We do this with honour and a strong sense of loyalty and duty'.

DISCUSSION

Reflecting on our research with the Nobel Prize case and the application of the new framework, the integration of corporate brand identity and corporate brand management was indeed confirmed as essential for the management of a corporate brand (cf. Abratt, 1989; Dutton and Dukerich, 1991; Dowling, 1994; Davies and Miles, 1998; deChernatony, 1999; Hatch and Schultz, 2001; Balmer, 2010; Van Riel, 2012). We have in our research identified and incorporated eight reputation elements and paired them with their identity counterparts from an established corporate identity framework (Urde, 2013). The new managerial framework differs from existing ones by having a pivotal core and by its structure – outlined by essential links between the elements of brand identity and reputation. The structure has helped us to make clearer distinctions between corporate brand identity and reputation, responding to a managerial concern as noted by Abratt and Kleyn (2011). Further, each element is associated with a specific 'guiding question'. The idea to formulate 'guiding questions' proved to be useful in the continuous development of the framework. For example, we could formulate and reformulate questions to better 'fit' and 'work' in managerial contexts and in application (Glaser and Strauss, 1967; Jaworski, 2011). In the Nobel Prize case

analysis, the systematic relating of identity and reputation elements supported by quotes provided a structured overview of this unusual corporate brand. The usefulness of a holistic view was a recurring observation of managers who applied the framework in executive programmes. This was one of the criteria we set in the development of the new framework.

Emerging from our fieldwork with the Nobel Prize case and the application of the new framework we recognize a tension between corporate brand identity and reputation management (Roper and Fill, 2012). This tension can also be described in terms of finding a balance between brand orientation and market orientation (cf. Baumgarth, 2010; De Wit and Meyer, 2010; Urde et al, 2011; Gryd-Jones et al, 2013). A quote from one of our interviews with a Nobel official illustrates this tension:

> I don't think the reputation of the Nobel Prize was built by people caring about the reputation of the Prize. It achieved that reputation because people carried out the intentions of Alfred Nobel's will and they wanted to reward deserving scientists. If we adhere to aspirational descriptions of ourselves such as objectivity, integrity, and rigour, I think we are doing our job.

Referring to public attitudes, he went on to say this:

> It is not necessarily a remit [responsibility] to go out and find out what the world thinks of the Nobel Prize and try to adjust our behaviour because of that. Every organisation wants to be very conscious about what its audience wants and to behave up to those expectations in order to grow and expand. Therein lies a big question for the Nobel Prize: what are we about, should we serve what the audience wants, or should we just do what we think is right – that is, to continue working as we always have from the Nobel Foundation's

point of view. It is interesting to know what the world thinks of the Nobel Prize, but should that change our behaviour? Therefore, if it would change our behaviour, fine, let's find out; if not, we should continue doing what we are doing.

One of the essential questions that we discern from the quote about public attitudes is this: Should those who manage the Nobel Prize try to shape external perceptions – or even internal perceptions – to fit its goals, policies and behaviour? Modern times, with higher demands for openness and transparency, represent both a challenge and an opportunity for the network (Ford *et al*, 2011) and its stewardship (cf. Balmer, 1995, 2010). For the Nobel Prize, stewardship derives from both those in the network and its stakeholders, such as the laureates. These individuals may be seen as guardians of identity, and they serve as custodians of reputation and heritage (Urde *et al*, 2007). The aggregated mindsets of the individuals in the network influence the organisational mindset (cf. Alvesson and Berg, 1992; Hatch and Schultz, 2008). We emphasise that the laureates, elevated to world-recognised status, are themselves Nobel custodians.

We see the Nobel Prize network as a heritage-based corporate brand (cf. Urde and Greyser, 2014). Further, we consider heritage to be rooted in identity, and consider it to both reflect and generate reputation. This certainly applies to the Nobel Prize. Our findings support those of Burghausen and Balmer's (2014) study of 'corporate heritage identity', and extend the discussion by a stronger focus on 'corporate heritage brand reputation'. The Nobel Prize has thrived for over 100 years without a formal brand platform (cf. Balmer *et al*, 2006, study of monarchies as corporate brands). We understand this and attribute it primarily to the strong identity-driven approach (with the Nobel Will as bedrock) and its culture of widely shared values. The management of the awards and the management of the brand are ingrained within the network, based on its culture and on principles such as 'never be commercial' and 'absolute integrity'.

In this article, we have discussed the 'what to manage' and 'how to manage' questions, but we are reminded of the 'why to manage' question as we reflect upon our case research. The legal and moral importance associated with the Alfred Nobel Will – 'for the benefit of mankind' – and its status as the de facto point of departure for the overall approach of the Nobel Prize indicates that it is brand-oriented to a high degree. An organisation with a stronger brand-oriented approach is guided by its identity to a higher degree. In contrast, an organisation with a stronger market-oriented approach would to a higher degree be responsive to and guided by the needs and wants of its key stakeholders. The perception of the brand – that is, its image and reputation – in a market-oriented approach influences the organisation's strategy process. In our view, a challenge for the management of the Nobel Prize is to preserve its core identity and simultaneously stimulate progress (cf. Collins and Porras, 1998). The case illustrates the importance of mitigating the tension between corporate brand identity and corporate brand reputation.

CONCLUSION AND IMPLICATIONS

In this article, we have attempted to further bridge the concepts of corporate brand identity and reputation by introducing the new CBIRM.

Theoretical implications

We suggest three main theoretical implications related directly or indirectly to 'the big five' in the research field of corporate brand management: Corporate identity, corporate branding, corporate reputation, corporate

communication and corporate marketing (ICIG Cape Town, 2014).

First, the new CBIRM represents an integration of corporate brand identity and corporate brand reputation. The suggested managerial framework provides a holistic view of the two dimensions and thereby responds to a gap in the current literature and practice. As a reinforcing framework, the CBIRM, with its integrated elements and linkages, suggests and supports the notion of a core, consisting of a set of values supporting a promise. The corporate brand's core role and function as a hub are emphasised by the two diagonals, the horizontal and the vertical that interconnect its elements. The framework suggests a logic and structure providing insights into the definition and alignment of the key reputational and identity elements of a corporate brand construct. The CBIRM thereby has potential as an analytical tool and an aid in identifying the key elements of corporate brand identity and corporate reputation – and understanding how they are related.

Second, a selection and definition of reputation elements provide a conceptualisation of a corporate brand's reputation. This conceptualisation contributes by linking each reputation element to a corresponding identity element that fits into one single framework. The selection process of the resulting eight reputation elements included a literature review, a linguistic translation of theoretical definitions into common language and insights from the fieldwork, applying eight guiding questions. These guiding questions were theoretically supported and empirically grounded in order to fit a managerial context. The defined reputation elements represent an integration of expansive reputation concepts based on sometimes overlapping and specific existing theoretical and practice-oriented constructs. The result is potentially a more general conceptualisation in a managerial context. Furthermore, the CBIRM expands the CBIM (Urde, 2013), which previously did not include reputation dimensions. The CBIRM differs from other models by outlining in more detail which elements are primarily related and how, as well as why that is so. The framework supports the importance placed on the brand core with its promise and supporting core values.

Third, the empirically based case contextualises the 'brand orientation and market orientation tension'. The clinical application of the new CBIRM framework to the Nobel Prize case pinpoints the 'brand orientation versus market orientation' question that delineates the two paradigms: To what extent in managing its brand(s) should an organisation be guided by its identity [brand orientation], and to what extent should it be guided by others' views and wishes [market orientation]? The literature review compared corporate brand identity and corporate brand reputation management (Table 1). The case study provides insights into how and why a focus on a corporate brand's reputation rather than a focus on its identity may result in tensions within an organisation. The CBIRM framework's holistic view has the potential to provide a basis for common understanding of the two necessary perspectives of a corporate brand.

Managerial implications

The case study and the new CBIRM contribute by providing insights into the dynamics between corporate brand identity and reputation management. We suggest five managerial situations where the new framework provides guidance as an analytical tool. As described in the Methodology section, the framework has been applied (for development and refinement) in other managerial contexts (for example, in executive education) besides the Nobel Prize case study.

First, the CBIRM can be used to define a corporate brand platform, taking into account both identity and reputation. Illustratively, by reviewing existing strategy documents and market data and by organising workshops, an initial overview can be constructed. Thereafter, a systematic review of the key 'how' questions (external reputation elements), combined with the answering of the 'what' questions (internal identity elements), can reveal essential insights in the process of defining the corporate brand. Questions without answers, and/or questions with several conflicting answers, indicate the necessity for further input and discussion.

Let us consider the following example. In one industrial organisation, working with an international executive team, managers were first asked to review the identity of their corporate brand. In light of a series of recent acquisitions and a new pan-European strategy, the CEO saw the need for agreement regarding the corporate brand identity. Divided into groups, the managers presented their views of the corporate brand's identity under these conditions. After intense discussions, an initial agreement on identity was reached; however, questions arose relating to the current reputation(s) and actual position(s). At this stage, reputation elements of the CBIRM framework were discussed based on the managers' experiences supported by market data. Afterward, a participant said, 'Now we understand the bigger picture'.

Second, the CBIRM can be used for troubleshooting. The framework enables identifying 'matches or mismatches' between a corporate brand's reputation and its identity. An alignment or misalignment can be general (looking at the corporate brand's identity and reputation broadly) or specific (looking at individual reputational or identity elements). If a stakeholder group perceives the relevance (the answer to the guiding reputational question: 'How appealing and meaningful is the value they offer?') to be low, this suggests that management would be well-advised to revaluate the value proposition (identity element) and how it is being communicated.

In another illustration, a newspaper's marketing management group first concluded that their corporate brand identity was indeed strong and rooted internally. Furthermore, in analysing the individual guiding questions associated with the eight reputation elements, all but one was considered 'strong' or 'very strong'. Nonetheless, the relevance of the newspaper's value proposition was singled out as an issue to be prioritised.

Third, the CBIRM can be used to assess key reputational and identity issues in a crisis situation. For example, a group of executives was asked to analyse the BP Deep Horizon crisis case (cf. Balmer *et al*, 2011) using the framework as a point of departure for the discussion. The 'trustworthiness', 'credibility', 'performance', 'responsibility' and 'willingness-to-support' were the primary reputation elements that were judged to be affected negatively. On the other hand, the management group did not see 'differentiation' and 'relevance' as being directly affected by the crisis situation. A follow-up discussion centred on the question of whether BP should in fact review its corporate brand identity (or not) in the aftermath of the crisis. In this particular situation, the CBIRM proved its worth as a crisis assessment tool for corporate brand management.

Fourth, the case and the framework can be used to pinpoint the importance of the approach and mindset to brands. This discussion is potentially relevant for individual managers, organisations and external partners: Is the point of departure brand-oriented or market-oriented? As noted, a market-oriented approach is guided to a

higher degree by external perceptions, with image and reputation in focus, while a brand-oriented approach takes external perceptions into account, identity remaining the 'fixed star'. This insight lessens the risk for misunderstandings and promotes constructive discussions.

Fifth, the framework can be used to discuss accountabilities and responsibilities within corporate brand management. The CBIRM's 'guiding questions' outline relationships and links that explain a corporate brand's *modus operandi*, especially its identity and reputation. In a discussion with an executive team that had worked with the framework, the question arose regarding 'who should be accountable and responsible for which components?' The manager for human resources commented, 'I can now clearly see where my department fits into our business'.

LIMITATIONS AND FURTHER RESEARCH

A principal limitation of this research is that the communication dimension – the journey from identity to reputation and *vice versa* – is included, but is not explored in detail. In addition, while the reputation elements are illustrated with selected quotes from our fieldwork, they are not quantified. Although not broadly generalisable in all aspects, we think the several applications of our framework reported here offer promise and support for its application in relevant settings. Further research mitigating these limitations – to explore and integrate the communication dimension into the framework and to test the validity and reliability of the model's elements quantitatively – would strengthen the framework's generalisablity. We believe the work in this article opens up opportunities for further study and operationalisation of the new CBIRM framework in different corporate brand contexts.

NOTE
Phrases in this paper related to 'managing the brand' are ours, and not necessarily those of Nobel Prize representatives.

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APPENDIX

Interviews September 2013 – May 2015

Amelin, Olov. Director, Nobel Museum, the Nobel Foundation. 8 November 2013: Stockholm.

Deckeman, Maria. Communication and Brand Manager, Karolinska Institutet. 11 February 2014.

Englund, Peter. Secretary Swedish Academy. 2 June 2014, et seq.

Fyrenius, Mattias. CEO, Nobel Media. 4 October 2013: Stockholm.

Hansson, Göran K. Vice Chairman of the Nobel Foundation, Secretary of the Nobel Committee for Physiology or Medicine, Karolinska Institutet. 8 November 2013: Stockholm.

Heikensten, Lars. Executive Director of the Nobel Foundation. 8 November 2013, et seq: Stockholm.

Heldin, Carl-Henrik. Chairman of the Nobel Foundation. 10 December 2013: Stockholm.

Kornberg, Roger. Laureate in chemistry in 2006, Stanford University. 3 February 2014.

Källstrand, Gustav. Researcher at the Nobel Museum. 4 October 2013, et seq: Stockholm.

Lundestad, Geir. Director of the Norwegian Nobel Institute. 6 February 2014: Oslo.

McFadden, Daniel. Laureate in economic sciences in 2000, UCLA. 11 December 2014: Stockholm.

Nilsson, Mats. Senior Vice President, Corporate Sponsoring & Events, Volvo Group, 14 May 2015: Newport, RI (USA).

Normark, Staffan. Secretary General of the Royal Swedish Institute of Sciences. 4 October 2013: Stockholm.

Pontikis, Annika. Public Relations Manager, the Nobel Foundation. 4 October 2013 et seq: Stockholm.

Smith, Adam. Chief Scientific Officer and Editor-in-Chief, Nobel Media. 4 October 2013, et seq.

Sohlman, Michael. Former Director of the Nobel Foundation. 10 February 2014, et seq.

Wilczek, Frank. Laureate in physics in 2004, MIT. 21 March 2014.

Zerne, Magdalena. Head of Communications Operations, Ericsson, 12 January 2015.