Branding Authenticity: Relating to the Public in a New Corporate Venture

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Annotated Bibliography

Ackermann, F., & Eden, C. (2011). "Strategic management of stakeholders: Theory and practice". *Long range planning, 44*(3), 179-196. Retrieved from http://www.sciencedirect.com.ezproxy.liberty.edu:2048/science/article/pii/S0024630110000452.

Over a period of 15 years, this research was conducted and based on work being conducted with 16 top management teams. While participating in the research study, the teams were developing strategies so that the method that was being created could be grounded in theory and practice. As a result of the study, three themes radiated from the research and ultimately led to the development of the method published by Ackermann and Eden which guides how stakeholder management theories can be implemented in practice. This published work discusses how management teams can increase their productivity of strategies by first paying attention to the critical indications of those reviewed in this study in order to improve stakeholder relations. This study in particular will add to the discussion on corporate responsibility and trust when branding authenticity.

Borland, H., & Lindgreen, A. (2013). "Sustainability, epistemology, ecocentric business, and marketing strategy: Ideology, reality, and vision". *Journal of business ethics, 117*(1),173-187. Retrieved from http://search.proquest.com.ezproxy.liberty.edu:2048/docview/1439202948.

Sustainability is making advances in conversations in the political, economic, technological and academic realms and yet, there is little documentation currently available on how it influences strategic marketing and planning. This article examines further the relationship between marketing and sustainability by adopting an approach that enables the development of an alternative business and marketing approach that places equal importance on nature, the planet and ecological sustainability as the source of well-being for humans and other living beings. This approach is known as eco-centric epistemology. In addition to the focus on that

approach, transformational business and marketing strategies are proposed and deemed universal. This article provides additional evidence on necessity of creating a sustainable business model.

Carayannis, E. & Grigoroudis, E. (2014). "Linking innovation, productivity and competitiveness: Implications for policy and practice". *The journal of technology transfer, 39*(2), 199-218. Retrieved from http://link.springer.com.ezproxy.liberty.edu:2048/article/10.1007%2Fs10961-012-9295-2.

For a period of ten years, a database bearing a set of 25 unique indicators for 19 countries were developed in order to study the linkage between innovation, productivity and competitiveness. More specifically, authors Carayannis and Grigoroudis seek to determine if and why certain relations of competitiveness, productivity and innovation predict any strength or weakness. According to the findings as published in the study, there are no significant gaps between the three factors. For each country profiled, an overall score is assigned based on the computations used for quantitative extrapolation. The variations shown amongst countries provide insight and implication on management strategies for the purposes of discussion on the changing environment for business in this research paper.

Crofts, N. (2003). *Authentic: How to make a living by being yourself.* West Sussex, England: Capstone Publishing Limited. Retrieved from http://books.google.com/books?hl=en&lr=&id=Rx4iZUbAADYC&oi=fnd&pg=PR7&dq=Authentic+:+How+to+Make+a+Living+by+Being+Yourself&ots=0lZbEcS_XY&sig=uhCTperubOpheADoSKjdK3Kf8jA#v=onepage&q=Authentic%20%3A%20How%20to%20Make%20a%20Living%20by%20Being%20Yourself&f=false.

Neil Crofts willingly dives into a new topic in his 2003 book, *Authentic: How to Make a Living by Being Yourself*. The text begins with a riveting anecdote that suggests for those reading the book and feeling disconnected between who we are and what we do, we are not alone. This is an intriguing concept that may resonate with some readers on a personal level as

well as those seeking to understand business in the new economy. Realistically, just as there exists a "new consumer" the law of attraction holds that there may also be the emergence of those seeking to do business in the "new economy" and connect more authentically. Crofts provide supportive argument that the journey to authenticity is worthwhile.

Dolphin, R. R., & Fan, Y. (2000). "Is corporate communications a strategic function?". *Management decision, 38*(1), 99-106. Retrieved from http://search.proquest.com/docview/212061579?accountid=12085.

In "Is Corporate Communications a Strategic Function?", Richard Dolphin and Ying Fan discuss the findings on an empirical study conducted on 20 organizations in the United Kingdom. Their research responds to the need for more information on the role and function of communication executives in regards to corporate communication. Additionally, the article acknowledges that corporate communication is the modern interpretation of what has been known as public relations in the past. In order to be most effective at corporate communications, Dolphin and Fan suggest that internal behavior and external messages must be included. The information held in this article is important to the discussion of branding authenticity because if a plan for corporate communications exists with no one to execute, then the plan may become void. Comprehension, responsibility and consistency become critical in order to devise and implement a winning strategy.

Faget, M. (2008). "Beyond the logo: Effective b2b branding". *Nutraceutical business & technology, 4*(1), 36-39. Retrieved from http://search.proquest.com/docview/207664875?accountid=12085.

Branding is widely understood as the message that a business communicates to the greater public and reinforces with sales and marketing. Although this is true, it can be at times harder to recognize and adopt different practices with business to business branding. When the

focus is marketing business to business, what matters is that return on investment (ROI) and strong rationale. This is unlike the attention paid simply to logos and recognition for products/services when directly targeting the consumers. Faget notes that paying close attention to brand permeation; communicating values; and understanding what he name/logo say to the audience are all strategies to combat the battle in driving down price. The winning brand is not necessarily those who offer lowest price, but they will almost always boast a larger return on investment (ROI). This research paper on branding authenticity will discuss the necessary differences between marketing to individual consumers and businesses.

Fennis, B. & Strobe, W. (2014). "Softening the blow: Company self-disclosure of negative information lessens damaging effects on consumer judgment and decision making". *Journal of business ethics, 120*(1), 109-120. Retrieved from http://link.springer.com. ezproxy.liberty.edu:2048/article/10.1007%2Fs10551-013-1647-9.

In "Softening the Blow: Company Self-Disclosure of Negative Information Lessens Damaging Effects on Consumer Judgment and Decision Making", Fennis and Strobe review three experiments on whether self-disclosure of negative information lessened the damaging impact of the information in lieu of allowing this information to be released by an outside party or media outlet. Based on the results of the study, the findings show that when a company chooses to self-disclose on a negative event that consumers' choice were positively affected. In fact, consumers tended to view the company as trustworthy in these situations. Ultimately, it can be said that through this research, self-disclosure lessened the impact of negative information as compared to that of a third party or news outlet. For companies that already had a positive reputation, there was no significant impact on those that self-disclosed. This published research supports the claim that proactive crisis planning is an effective means of establishing authenticity in the eyes of the consumer and building a positive reputation.

Forman, J. (2013). *Storytelling in business: The authentic and fluent organization*. Stanford University Press. Retrieved from http://site.ebrary.com.ezproxy.liberty.edu: 2048/lib/liberty/docDetail.action?docID=10656283.

In *Storytelling in Business: The Authentic and Fluent Organization*, Janis Forman authors a timely and quite appropriate story on how her childhood activity with Nana Betty has extended into her life as an adult. Janis Forman is the Director of the Management Communication Program at UCLA Anderson School of Management. Throughout her strategic studies program and the Global Access Program, she has led teams of MBA students on projects impacting companies such as Coca-Cola, Nestle, Hewlett-Packard and Microsoft. Forman uses the first-hand experience and dialogue about storytelling in business exhibit the importance of this art form. This book clearly cuts to the point of it all by highlighting the fact that humans crave narrative, therefore the use of a story is what outlasts any other form of communication.

Illia, L. & Balmer, J. (2012). "Corporate communication and corporate marketing: Their nature, histories, differences and similarities", *Corporate communications: An international journal 17*(4), 415-433. Retrieved from http://www.emeraldinsight.com. ezproxy.liberty.edu:2048/journals.htm?articleid=17062430.

This research was led and published by Dr. Laura Illia of IE University and Professor John M.T. Balmer of Bruvel University. Dr. Illia, an Assistant Professor and Academic Director of the Masters in Corporate Communications programme, focuses her research on problems of identity, CSR, image and reputation. Specifically in this article, the work of Dr. Illia is evident where there is discussion on how identity, image and reputation connect with organizational management. As a Professor of Corporate Marekting, Professor Balmer brings his experience and leadership of the International Corporate Identity Group (ICIG) to the research. It is their ultimate, collective goal to further explore the identities of corporate marketing as well as corporate communication with their histories. This research is critical to the discussion on the

modernization of public relations into corporate communications and the impact this has on business.

Kaplan, A. M., & Haenlein, M. (2010). "Users of the world, unite! The challenges and opportunities of social media". *Business horizons, 53*(1), 59-68. Retrieved from http://www.sciencedirect.com/science/article/pii/S0007681309001232.

Websites that allow user-generated content are increasingly becoming leading sources of information online. In this article, Kaplan and Hoelein seek to tie the high importance of an online presence that exists currently to the original form and function of the internet. When the internet was introduced in the 1970's, it was a giant Bulletin Board System (BBS) that allowed users to exchange software, data, messages and news. Their connection of the original intent of the internet with its current use help readers to draw important conclusions on how "being online" can enhance the image of the business. Additionally, the authors define social media which guides readers on what social media is not and how it is most used. Finally, the article concludes by comparing types of social media with levels of self-disclosure and media richness. Challenges and opportunities that exist when using social media integrate well into the conversation on branding authenticity and emerging into a dynamic environment.

Kress, K. Ozawa, N. & Schmid, G. (2000). "The new consumer emerges". *Strategy & leadership, 28*(5), 4-11. Retrieved from http://www.emeraldinsight.com. ezproxy.liberty.edu:2048/journals.htm?articleid=1455728.

This article discusses the growing prevalence of the new consumer in the American economy. The "new consumer" is defined as one with higher expectations of the methods and strategies used by businesses to meet demand for products and services. In order for businesses to be comptetive in today's marketplace, they must rist to the expectations of the consumer and adapt. Katherine Kress, Nancy Ozawa and Gregory Schmid discuss definitions of the new

consumer while providing implications for businesses. Collectively, Kress, Ozawa and Schmid share duties of directorship for the Institute for the Future (IFTF). The authors' background and experience research and strategy development provide supportive, credible evidence on how businesses might better relate to the consumer in the face of change.

Lewis, D., & Bridger, D. (2001). *The soul of the new consumer: Authenticity-what we buy and why in the new economy*. Clerkenwell, London: Nicholas Brealey Publishing. Retrieved from http://books.google.com/books?hl=en&lr=&id=9Jz4hQ7H9IQC&oi=fnd&pg=PR11&dq=authenticity+&ots=w35CNhn2Gc&sig=TbsRHmqcJmi9p021t8d16lFh61E#v=onepage&q=authenticity&f=false.

This book is focused on the dynamic environment and economy created by the New Consumer. The impact and emergence of globalization in the 21st Century has resulted in a more localized marketplace. Technology in the forms of information, transportation and medical are all linked to the spread of globalization. As a result of the increased access of information; modes of global travel; and longer life expectancy, the New Consumer is now more prevalent. New Consumers are independent minded, individualistic and well-informed. Therefore, it is more evident than in recent years that information is the economic basis for growth and influence. The book goes on to argue that this information should be relative to the target audience in order to solidify the message.

Molleda, J.C. (2010). "Authenticity and the construct's dimensions in public relations and communication research". *Journal of communication management, 14*(3), 223-236. Retrieved from http://rx9vh3hy4r.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF8&rfr_id=info:sid/summon.serialssolutions.com&rft_val_fmt=info:ofi/fmt:kev:mtx:journal&rft.genre=article&rft.atitle=Authenticity&rft.jtitle=Journal+of+communication+management&rft.date=2010&rft.pub=Emerald&rft.issn=1363-254X&rft.externalDocID=634721283&paramdict=en-US.

This research seeks to better define the construct of authenticity so that empirical data can be used to measure levels of authenticity in organizational output such as message, products and

services. Having a foundational understanding of authenticity as it relates to the organization is also important as a driver on expectations of employee behavior; operations and spokespeople. As with any organization, properly managing and balancing the needs of employees, consumers and stakeholders is paramount to success. Due to the fact that we are entering into an era in which storytelling about authentic people is how we relate to brands, consistency and clear communication must be implemented in all aspects of the organization.

Moriano, J., Molero, F., Topa, G. & Mangin, J.P. (2014). "The influence of transformational leadership and organizational identification on intrapreneurship". *International entrepreneurship and management journal, 10*(1), 103-119. Retrieved from http://link.springer.com.ezproxy.liberty.edu:2048/article/10.1007%2Fs11365-011-0196.

Several Spanish public and private organizations have their employees analyzed in order to draw supported conclusions on the impact that transformational leadership has on employee behavior. For the purposes of this stud, 186 employees were analyzed. The results concluded that transformational leadership has a positive impact on employee's intrapreneurial behavior and transactional leadership negatively influences it. This article is especially important to the discussion on branding authenticity because organizations seeking to adapt to the age of the new consumer may wish to harness employees that are creative, independent thinkers, proactive and results-oriented. The transformational leader will drive the focus of collective goal while encouraging a sense of ownership.

Nickles, L., & Nickles, E. (2012). *Brandstorm: surviving and thriving in the new consumer-led marketplace*. New York, NY: Macmillan. Retrieved from http://books.google.com/books?hl=en&lr=&id=dTpB—NvJGAC&oi=fnd&pg=PP2&dq=Brandstorm:+surviving+and+thriving+in+the+new+consumerled+marketplace&ots=VQNnTbE_iI&sig=dtV79qoq9OPqv2rRZbt3efmlcC4#v=onepage&q=Brandstorm%3A%20surviving%20and%20thriving%20in%20the%20new%20consumer-led%20marketplace&f=false.

The Nickles' text on how to thrive in the consumer-led marketplace is an important component to lend to the discussion on branding authenticity. Effective branding in essence requires the ability to be flexible, adaptable and transparent. Transparency, perhaps is the most important component of branding because consumers are now well-educated, well-informed and resourceful enough to navigate information on the web. Brands that send mixed messages or initiate a conflict to the interest of the individual may suffer. Many of today's most recognized brand's such as Wendy's, Papa John's, Apple, Dell, The Rush Fitness and Ingles Supermarkets are putting a face to their advertising campaigns. By showing the face behind the business – often in the form of CEOs or Founders – companies are able to tell the authentic story and establish rapport with their target audience.

Olmedo-Cifuentes, I., Martinez-Leon, I. & Davies, G. (2014). "Managing internal stakeholders' views of corporate reputation". *Service business, 8*(1), 83-111. Retrieved from http://link.springer.com.ezproxy.liberty.edu:2048/article/10.1007%2Fs11628-013-0188.

The purpose of this research was to determine what would be defined as internal reputation from both senior managers and employees' perspectives. Once an understanding was established, this information was intended to be used to create parameters to measure and assess internal reputation. Authors Olmedo-Cifuentes, Martinez-Leon and Davies theorize on the relationships and views of each group by using the data collected by a neutral party. It is the hope and true intent of the authors that the data published in this article be used to create strategies around managing employee's views of reputation along the continuum of positive correlation by leadership. These strategies can be applied to businesses seeking to establish loyal employees that can be adaptable over time to changes in the global marketplace.

Park, J., Lee, H., Kim, C. (2014). "Corporate social responsibilities, consumer trust and corporate reputation: South korean consumers' perspectives". *Journal of business research, 67*(3), 295-302. Retrieved from http://dx.doi.org/10.1016/j.jbusres.2013.05.016.

Earlier in March 2014, Park, Lee and Kim conduct a study on a model of corporate social responsibility in order to measure the relation to consumer trust and corporate reputation. For the purposes of their study, the authors study a sample population of South Korean consumers on three key parameters. First, they look at four categories of corporate social responsibility (CSR). Second, they explore three types of consumer trust as mediating variables. Third, the corporate reputation is held as the dependent variable. The findings of the study show that there was a positive correlation between the fulfillment of economic and legal CSR initiatives and corporate reputation. Conversely, neither ethical nor philanthropic initiatives did. Additionally, the study explores which parameter has the most impact on varying types of trust and provides implication for strategies to foster expertise trust, integrity trust, benevolent trust in the company. Although the population sample is international, the outcomes of the study are still applicable to firms in the United States with comparative traits and consumer types. Overall, Park, Lee and Kim succeed in confirming that corporate social responsibility does have a noticeable impact on consumers' view of the company.

Percy, L., & Rossiter, J. R. (1992). "A model of brand awareness and brand attitude advertising Strategies". *Psychology & marketing, 9*(4), 263-274. Retrieved from http://search.proquest.com.ezproxy.liberty.edu:2048/docview/230385989.

This article is important to include in the research on branding authenticity because of the supportive evidence that exists for the argument that purchasing decisions are not simply a result of advertising communication strategy. Consumers' decision to purchase a good or service is typically the result of the relationship between buying motivation and brand awareness. Conversely, a decision not to buy is the result of brand attitude. Authors Percy and Rossiter also

seek to clarify the crucial difference between brand recognition and brand recall within the context of conversation about brand awareness. In brand recognition, the brand is presented prior to a need being acknowledged. However, in brand recall, the consumer must rely on memory – and ultimately the prevalence of repetition – in order to associate their need with a suitable brand.

Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). "Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment". *Journal of organizational behavior, 31*(4), 609-623. Retrieved from http://search.ebscohost.com.ezproxy.liberty.edu:2048/login.aspx?direct=true&db=bth&AN=48836925&site=ehost-live&scope=site.

This article makes clear distinctions between a transformational leadership style and that of the transactional leader. The global marketplace is growing and with the closing gaps among nations, brands and companies, the need for innovation and creativity has increased. While the argument has existed that transformational leadership is most effective in guiding and developing innovative behavior, more published information is needed. This particular article draws findings from a study of 230 employees in the Netherlands working at a government agency. The study shows that transformational leadership is positively correlated with innovative behavior, but only when psychological empowerment is increased.

Price, T. (2003). "The ethics of authentic transformational leadership". *The leadership quarterly, 14*(1), 67-81. Retrieved from http://www.sciencedirect.com.ezproxy.liberty.edu:2048/science/article/piiS104898430200187X.

This article on transformational leadership works to distinguish the difference between authentic transformational leadership and inauthentic transformational leadership. Price claims that leadership in of itself should be uplifting while raising leaders and follower to "higher levels of motivation and morality". Transactional and transformational leadership[however, vary in

their approach. The transactional leader recognizes the other individual as a person. In this case, there is an uncritical view of self. The transactional leader appeals to us as we are, whatever our desires might be. The transforming leader requires us to identify with something higher than simply desire and preferences.

Rampersad, H. K. (2009). *Authentic personal branding: A new blueprint for building and aligning a powerful leadership brand*. Charlotte, NC: Information Age Publishing. Retrieved from http://site.ebrary.com.ezproxy.liberty.edu:2048/lib/liberty/doc Detail.action?docID=10441128.

This book discusses the importance of investing time intentionally into developing an authentic brand that will tie together messages and strategies for long-term success. Core to the various components and results of authentic personal branding, are the differentiation between marketing, sales and branding. The ultimate goal of marketing is to create awareness, affinity and understand by planning the initial see of interest with the consumer. The intent of sales is to build on the marketing strategy by applying methods of questioning, listening and persuasion skills. Sales close the deal. Conversely, branding associates and identity with a message in order to give purpose to sales and marketing. By adopting strategies unique to each, authenticity can be established and incorporated.

Rampersad, H.K. (2010). "Step by step to an authentic personal brand". *Training & management development methods, 24* (2019), 401-406. Retrieved from http://search.proquest.com. ezproxy.liberty.edu:2048/docview/202599624.

The theory and insight included in this article were originally published in Dr. Hubert Rampersad's *Authentic Personal Branding: A New Blueprint for Building and Aligning a Powerful Leadership Brand*, which was released by Information Age Publishing in 2009, this step-by-step article provides an overview and examples on how to build an authentic, personal brand. In order to build this brand, Rampersad states that it must combine aspects of personal

marketing, image building, selling, outward appearances and promoting oneself. Therefore, a personal brand is the synthesis of expectations and perceptions associated when others hear our name. Due to the connection made and messages sent to the public, it is critical for the personal brand to be authentic and reflective of one's identity and purpose in life. As adapted from his earlier book, Rampersad provides a step-by-step approach to develop a strong brand and unlock personal attitude.

Richbell, S., & Ratsiatou, I. (1999). "Establishing a shared vision under total quality management: Theory and practice". *Total quality management, 10*(4-5), 684-689. Retrieved from http://search.ebscohost.com.ezproxy.liberty.edu:2048/login.aspx?direct=true&db=a9h&AN=2202476&site=ehost-live&scope=site.

In "Establishing a Shared Vision Under Total Quality Management: Theory and Practice," the importance of communicating and sharing a vision internally is explored. For this study, authors Richbell and Ratsiatou survey employees and managers separately in order to collect data on perceived levels of communication, leadership, management and overall quality of the company. While the findings did vary from one set to another, it provided great insight on how internal branding and communication might be improved so that these two areas are consistent with what is projected externally to stakeholders and consumers.

Sabatini, F., Modena, F. & Tortia, E. (2014). "Do cooperative enterprises create social trust?". *Small business economics, 42*(3), 621-641. Retrieved from http://link.springer.com.ezproxy.liberty.edu:2048/article/10.1007%2Fs11187-013-9494-8.

Consumers tend to "buy" from companies and brands that they trust. In the face of the emerging new consumer and negative publicity surrounding CEO and financial executives of major companies, trust as a development and management strategy is likely to continue its rise in importance and relevance. For this study, Sabatini, Modena and Tortia collected survey responses from a representative sample of the population of the Italian Province of Trento in

March 2011. The authors acknowledge that prior to the study, social capital had been identified as a factor of economic and social development. For businesses, the question remained whether social capital fostered a sense of trust in the human capital and consumer populations. Based on their findings of various business structures, it was concluded that cooperative enterprises – for-profit businesses that are membership driven and share responsibility – is the only type in which the environment facilities the trust of the human capital. While all businesses could not elect to be membership-driven, principles and practices could be explored and adopted.

Sorenson, O. (2013). "Status and reputation: synonyms or separate concepts?". *Strategic organization, 121*(1), 62-69. Retrieved from http://soq.sagepub.com.ezproxy.liberty.edu:2048/content/12/1/62.full.

In previous context, status and reputation have been treated as equally defined terms. However, Sorenson makes the point that it is critical to distinguish between the two concepts. The idea of status as an attribute of organizations and potential sources of competitive advantage originated in 1993 with Joel Podolny's dissertation in *American Journal of Sociology*. Sorenson claims that social position will always been the root of status. On the other hand, reputation originates in economics. As businesses and brands seek to become more aligned and attuned to the consumer in the dynamic, global marketplace it is highly important to be aware of both internal and external reputations. If the external reputation is monitored through public relations and corporate communications without the same effort internally, mixed messages or inconsistent attitudes could develop and impact overall status. This article provides evidence on how that might be avoided with a more strategic approach.

Zhu, W., Avolio, B. J., Riggio, R. E., & Sosik, J. J. (2011). "The effect of authentic transformational leadership on follower and group ethics". *The leadership quarterly, 22*(5), 801-817. Retrieved from http://dx.doi.org/10.1016/j.leaqua.2011.07.004.

This article explores how follower identity and emotion influence transformational leadership. Without a followership, the role of leadership is difficult to execute. Authors Zhu, Avolio, Riggio and Sosik offer research and supportive evidence on implications. In recent years, leaders have received bad press for unethical decisions and violations in the eyes of the public. In "The Effect of Authentic Transformational Leadership on Follower and Group Ethics," authors show how the ethical orientation and style of leadership influences individual follower and group ethics and actions. Specifically, the social cognitive theory is used to explain how the ethical orientation and style influence and social processes. Moral role modeling and vicarious learning are also explored as a means to develop an individual's capability to address complex ethical challenges.