



# Communicating via the Corporate Brand to Create Stakeholder Engagement in Multi-brand Organizations

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# The Corporate Brand

**P&G**



# Key Research Question

“How do you find that one positioning that can motivate employees, inspire investors, and give confidence to consumers?”



# Why Have a Corporate Brand?

“What are our **values**? Point of View? What is our **higher purpose**? What are the **behaviors** that **support those values**? *Who are we, what do we stand for, and what do we aspire to?*”

- **Build Authenticity and Trust**
  - *“Individual brands may be developed separately; however, their promise must be authentic to the promise of the corporate brand”*
- **Improve performance by influencing stakeholders**
  - *“To the investor community, our message is about the resurrection of brands. To the trade that’s a somewhat relevant message. To consumers, that’s an irrelevant message – that’s something we’re wrestling with”*
- **Leverage equity**
  - **Toyota → Prius ; Prius → Toyota**

# Who is the Corporate Brand Audience?

- Targeting Different Stakeholders:
  - Investors, Analysts
  - Employees
  - Customers
  - Community & Country

# Investors

- Investors:
  - *“80% of financial valuation is related to financial performance; 20% can be explained by strategy and management”*
  - *“To investors we’re a mutual fund of health care companies. To consumers, we are one individual brand at a time”*

*HP & EDS response by wall street?*

*Pepsico as a “balanced” portfolio?*

# Employees

- Employees:
  - *“Our corporate brand serves as our internal audience rallying cry”*
  - *“A strong, consistent, authentic message is what motivates employees to stay with you through transitions”*
  - *“Our corporate brand is the number 1 thing we use in recruiting”*

# Customers

- Benefits of the Corporate Brand:
  - When going global or into new markets: Can be a “trust mark” across products
    - *“In China we put our corporate brand on the front of the package because it adds a lot of value. In the US, it’s on the back”*
  - Can offer higher level, emotional benefits: brand legacy, authenticity
  - Can link individual brands to broader CSR initiatives

# Customers

- Concerns about Corporate Branding:
  - When the corporate brand shares its name with an individual brand that has strong associations - this can limit the scope of the corporate brand (e.g., Pepsi Co.)
  - When the individual brands themselves are strong (e.g., P&G) and potentially inconsistent (detergents and beauty)
  - When associations between the individual brands do not match directly to that of the corporate brand (e.g., in corporations who build by acquiring new or struggling brands)

# Community & Country

- CSR initiatives are often linked to the corporate brand – Diageo Drinking Responsibly
- A corporate brand allows individual brands to benefit from CSR initiatives
  - Corporate brands that were previously only known to investors are beginning to come forward to consumers through CSR initiatives (e.g., J&J and the Olympics)

# Shifting the Focus of Strategy

	<b>Traditional Branding</b>	<b>Corporate Branding</b>
Audience	Only Customers	>1 Stakeholder (Investors, Employees, Customers, etc)
Employee Involvement	Irrelevant	Relevant
Positioning Individual Brands	Differentiation Focus	Highlight Commonalities Across Products