

B2B Branding Online

A literature review

Pre-diploma work, autumn 2009

Haakon Jensen

Department of Industrial Economics and Technology Management
Norwegian University of Science and Technology
Trondheim, Norway

Telephone: +47 951 03 981

E-mail: haakon@itvardo.no

Abstract

Branding in business-to-business (B2B) markets has in the recent years received growing interest both among researchers and managers. At the same time the maturation of the Internet has seen growth of applications facilitating many-to-many communication. These applications called social media has seen rapid growth during the recent years, and creates new opportunities for marketing and branding.

This study investigates the impact of information technology by exploring academic contributions on B2B branding by addressing four related research questions. The main emphasis of the study is how the online environment is perceived and what impact social media will have on B2B branding. In order to address these questions the study explores issues with branding strategies and internal marketing.

A literature review is conducted on all B2B branding articles from the two journals *The Journal of Brand Management* and *The Journal of Product and Brand Management*. Only 23 articles met the search criteria, and the empirical findings demonstrated the novelty of B2B branding as an academic research field, in addition to very little research conducted on B2B branding in the online environment.

The findings of the study suggest that B2B brand strategies should be aligned towards and reinforce the overall business strategy, whilst striving for consistency throughout every customer touch point in order to achieve interactive effects from branding in multiple mediums. Internal marketing is important to obtain consistency, as the employees ultimately are the ones responsible for delivering upon the brand promise. These principles are also essential when engaging in social media.

Further research is suggested on the topic of B2B branding in social media, due to findings which indicates the growing impact of the online environment.

Table of Contents

Introduction	1
Conceptual Background	3
Methodology	7
Overview of Articles Reviewed	10
General Descriptive Findings	13
Empirical Findings	15
General Guidelines and Frameworks	15
Branding and the Role of Internal Marketing	19
Branding in the Online Environment.....	21
Discussion	24
To what extent do academics agree on how to approach branding strategies?	24
How does internal marketing reinforce the brand strategy?	27
How does the online environment affect the external dimension of the branding triangle?	28
What impact will social media have on B2B branding?	30
Limitations	33
Implications for Theory and Further Research.....	33
Conclusions	34
References	35

Figures

Figure 1: Brand relevance and brand functions in a B2B environment	1
Figure 2: The branding triangle modified.....	5
Figure 3: Year of publishing	13

Tables

Table 1: Literature review	10
Table 2: Number of articles, different journals	13
Table 3: Methodologies used	14
Table 4: Conceptual methodology	14
Table 5: Country of origin.....	14
Table 6: Topics in the literature review.....	14
Table 7: Summary, guidelines and frameworks compared to the branding triangle	18

Introduction

Business-to-business (B2B) branding has in the recent years received growing interest both among researchers and managers. The main misconception previously evolved around branding being important only for B2C markers, rather than B2B because industrial purchasers mainly were perceived to be rationale. As opposed to consumers, companies were perceived to value functions and price, whilst not being concerned with brands and emotions attached to them.

Pioneers within marketing have elucidated the significance and adoption of branding also in B2B markets. Kotler and Pfoertsch (2006) argues that branding is just as relevant in B2B as in B2C. “No one ever got fired for buying an IBM,” goes an old anecdote which emphasises the importance of a strong brand also within a B2B environment. Kotler and Pfoertsch further argues that B2B branding makes it easier to efficiently convey complex information about products, increase customer loyalty and reduce the risk attached to the purchase, in addition to the fact that a strong brand provides added value for the customer.

At the same time globalisation only increases the relevance of branding. Efficiency improvement of transportation and logistics network enables companies to sell their products to the entire world without transportation dominating the total cost. A result of the globalisation is the assimilation of technical norms and standards, which further decreases the differences whether you opt to purchase from Germany or China. The reduction of trade barriers throughout the world makes international trade more viable. Factors such as the mentioned ones makes it easier for many small and midsize companies to enter the worldwide market (Kotler and Pfoertsch, 2006, p. 35).

A result of globalization is hypercompetition which makes B2B branding even more relevant. Actors from the entire world can compete in the same markets, increasing the price pressure. Using information technology, purchasers are able to compare suppliers at ease, and companies need to differentiate themselves in order to achieve competitive advantage. With increasingly shorter product-life cycles and competitors whom can imitate products and services quickly, differentiation is increasingly more difficult. A strong brand provides risk reduction, information efficiency and value added, which is more difficult and more costly to imitate. This makes branding an efficient tool to differentiate from competitors in the long-term (Kotler and Pfoertsch, 2006, p. 37). Figure 1 illustrates the relation between the current environment and brand relevance (Kotler and Pfoertsch, 2006, p. 45).

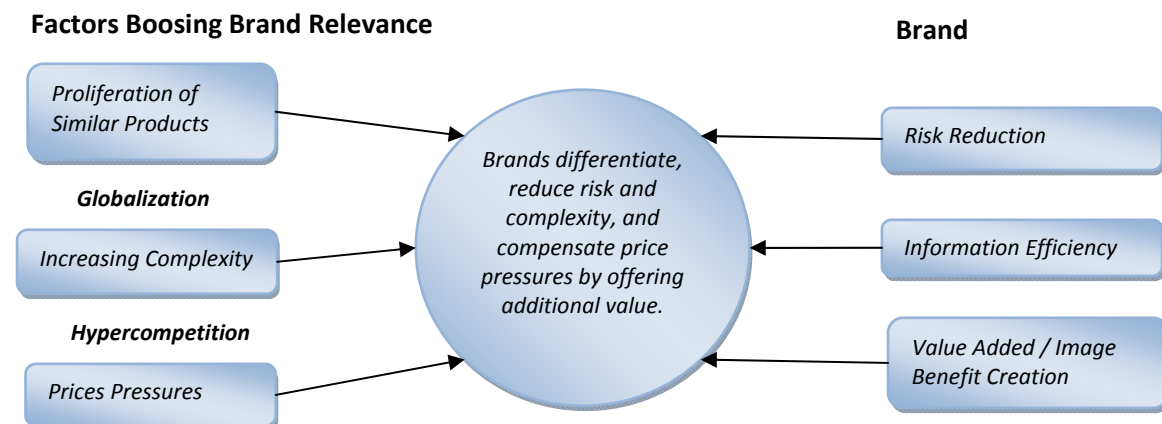


Figure 1: Brand relevance and brand functions in a B2B environment

The factors of globalisation and information technology slowly alter the nature of the game. In our new digital everyday life the borders between work and spare time are increasingly more diffuse; employees work more from home with laptop computers, use their smart phones both for work and private related matters. During the recent years a new trend on the Internet has emerged where users are signing up for new Internet-based communities to participate in dialogue and content sharing. The most known mainstream sites like LinkedIn.com, Facebook.com, YouTube.com, Wikipedia.org and Twitter.com have exploded in growth. These new channels are labelled “social media”, enabled by advancements in both information technology and globalisation.

Social media is already used extensively in relation to B2B businesses; a survey done by Forrester pointed out that 91 % of purchasers in 1217 technology firms in North-America and Europe use social media in relation to business (Bernoff, 2009). Another study shows that 82 % of American managers use social media for branding (Herder, 2009). Social media is currently in an early phase, but it has already put its mark on modern marketing and branding – and the emphasis has grown rapidly in recent years.

Whilst brands previously have been carefully managed by marketers, these new social media creates significantly new challenges for marketers in order to maintain control of their brands. This study looks to explore the discussions by branding academics, to identify the impact of social media on B2B branding.

Research Questions

In order to investigate the impact academics perceive the impact information technology has upon B2B branding this study will review academic contributions in the field. The focus will be to explore to what extent academics perceive these new challenges, and the academic contributions will be reviewed upon the basis of the following research questions.

- I. To what extent do academics agree on how to approach branding strategies?
- II. How does internal marketing reinforce the brand strategy?
- III. How does the online environment affect the external dimension of the branding triangle?
- IV. What impact will social media have on branding?

Review Content

This study will evolve around the discussions of B2B branding from two journals having an explicit focus on brand management. The first part will present a conceptual framework to structure the discussions, before an overview of the literature within the B2B sphere is presented. The empirical findings present the theories most relevant to answer the research questions.

The two first research questions aim to discover the basics of brand communications, which in turn will provide the foundation in identifying the possibilities marketing researchers have identified in relation to social media and the Internet. A discussion of the presented theory follows which will address the research questions, the limitations of this research and suggested areas for further research.

In the final part the conclusions and managerial implications of the results from this study is presented.

Conceptual Background

This chapter will present a conceptual background which main purpose is to frame the research questions and the findings from the literature review within a context. The basis of this theory is derived from the works of Kotler and Pfoertsch (2006), and is the foundation on which this literature review is built. To complement the branding literature of Kotler and Pfoertsch with social media theory, the article “A Practical Social Media Guide for Brands” (Robinson, 2009) and a case study on a web-enhanced community for professionals (Andersen, 2004) published in *Industrial Marketing Management* were selected.

The Brand in a B2B Market

One long lived myth was that brands had no relevance in industrial markets, as the industrial purchasing process was thoroughly based on rationale assessments and that emotions had no relevance to industrial buying. Organisational buyers were concerned only with hard-facts like functionality, price and quality not with soft-facts like reputation or renowned brand name (Kotler and Pfoertsch, 2006, p. 2). A brand serves however the same purpose in B2B markets as it does in consumer markets. Kotler and Pfoertsch (2006, p. 3) defines a brand as following;

“They facilitate the identification of products, services and business as well as differentiate them from competition. They are an effective and compelling means to communicate the benefits and value a product or service can provide. They are a guarantee of quality, origin, and performance, thereby increasing the perceived value to the customer and reducing the risk and complexity involved in the buying decision.”

A brand has grown to become much more than merely a logo and product packaging. Whilst the tangible communication elements used to support a brand are often referred to as the brand, it is however the intangible concept of a brand that truly makes the brand valuable. The brand is a promise which holds a distinctive position in the customers mind derived from the totality of perceptions a customer has about a company, its product and/or its service. From what customers have seen, read, learned, and experienced, the brand conveys a short-cut of attributes to its customers (Kotler and Pfoertsch, 2006, p. 5).

B2B branding does not however suit all companies and each company must evaluate the market before making the decision to brand. E.g. if the suppliers are fragmented, there are very many competitors with a very complex buying process, few deciders in the buying centre and no visible application of the brand, the brand relevance would be limited (Kotler and Pfoertsch, 2006, p. 49). This will however not be elaborated upon any further.

The Difference Between B2B and B2C Markets

Even though B2B branding may serve the same purpose there are several important differences between B2C and B2B branding, as industrial markets are quite different from consumer markets. Kotler and Pfoertsch (2006, pp. 20-26) points out the following main differences;

- Nature and complexity of industrial products; more complex products often require purchasers to be experts
- Nature and diversity of industrial demand; the value chain of B2B companies causes complexity, globalisation, more inelastic and volatile demand compared to consumer markets
- Fewer customers, but complex buying centres which differs both in different companies and in different buying situations (i.e. straight re-buy, modified re-buy or new task)
- Larger volumes per customers
- Close and longer-lasting supplier-customer relationships

The most notable difference between B2B and B2C markets is the complexity of the buying centre; a group of people with different backgrounds, interest in the purchase, having different roles, different type of access to information and different amount of power. The buying centre contains actors with different roles; user, approver, influencer, decider, initiator, gatekeeper and buyer. Sometimes actors have multiple roles. In some cases this buying centre is informal or ad hoc, and sometimes it is a formally sanctioned group all depending on the type of purchase. The buying centre often varies from purchase to purchase, with different people having various amount of power. Mapping out the buying centre composition in order to target actors with power is a challenge for marketers (Kotler and Pfoertsch, 2006, pp. 26-28) .

The Brand Architecture

An important part of the branding strategy is how the companies set up their brand architecture. The main brand architecture strategies are product brand, family brand and a corporate brand. Most real-life examples have complex brand architectures being hybrid branding strategies, due to the synergies coming from different branding strategies, e.g. Intel and Pentium processors or Porsche and 911. In B2B markets corporate branding is by far the most common branding strategy, often complemented by a few product brands. The corporate brand serves as an umbrella for the entire company, encapsulating vision, mission, positioning, values, and many other dimensions. The brand architecture can also be more complex, consisting of different branding dimensions. In truth most if not all brands are hybrids in one form or another due to the synergies different basic branding strategies can achieve (Kotler and Pfoertsch, 2006, pp. 79-91). Corporate branding will in this study be considered the basic underlying branding strategy unless explicit stated otherwise.

The Branding Triangle

Kotler and Pfoertsch (2006) advocate a holistic perspective on brand management where the guiding theory is that branding needs to be considered in every part of a company to leverage the full power of branding; everything matters. Relationship marketing, integrated marketing, internal marketing and social responsibility are all parts of a holistic marketing concept. The main reasoning behind is to create an alignment between all marketing activities in order to create synergies (Kotler and Pfoertsch, 2006, p. 16).

The communication dimensions of the holistic view proposed by Kotler and Pfoertsch can be visualised by the branding triangle, a conceptual framework being used in this study to frame the discussion of the research questions. The branding triangle in Figure 2 illustrates all relations between the company itself, its customers and its collaborators (employees, dealers, ad agencies etc.) where everything affects one another. All three communication dimensions have thus an equal level of importance, which emphasises how a company cannot solely rely upon external marketing channels in order to build and extract value from their brand (Kotler and Pfoertsch, 2006, p. 108).

External marketing concerns the traditional external marketing communications, such as advertisements and brochures, where the company communicates to their customers their positioning and focus. These marketing communications usually form the image of the company, as they directly target the audience.

Internal marketing aligns the goals of the company with the one of the brand. This relation illustrates the need to explain employees and other collaborators the brand and its relevance, and make them aware of the brand promise.

Interactive marketing illustrates the relation between the collaborators and the customers; these people are the ones who actually communicate and have a dialogue with the customers, thus the ones who are ought to deliver upon the brand promise.

All research questions are connected; RQ-I looks at branding from the company perspective in terms of branding and business strategy. RQ-II looks at how the brand values are communicated to its collaborators, whilst RQ-III investigates the issue of online branding in the external marketing dimension. RQ-IV aims to explore the impact of social media on the branding triangle.

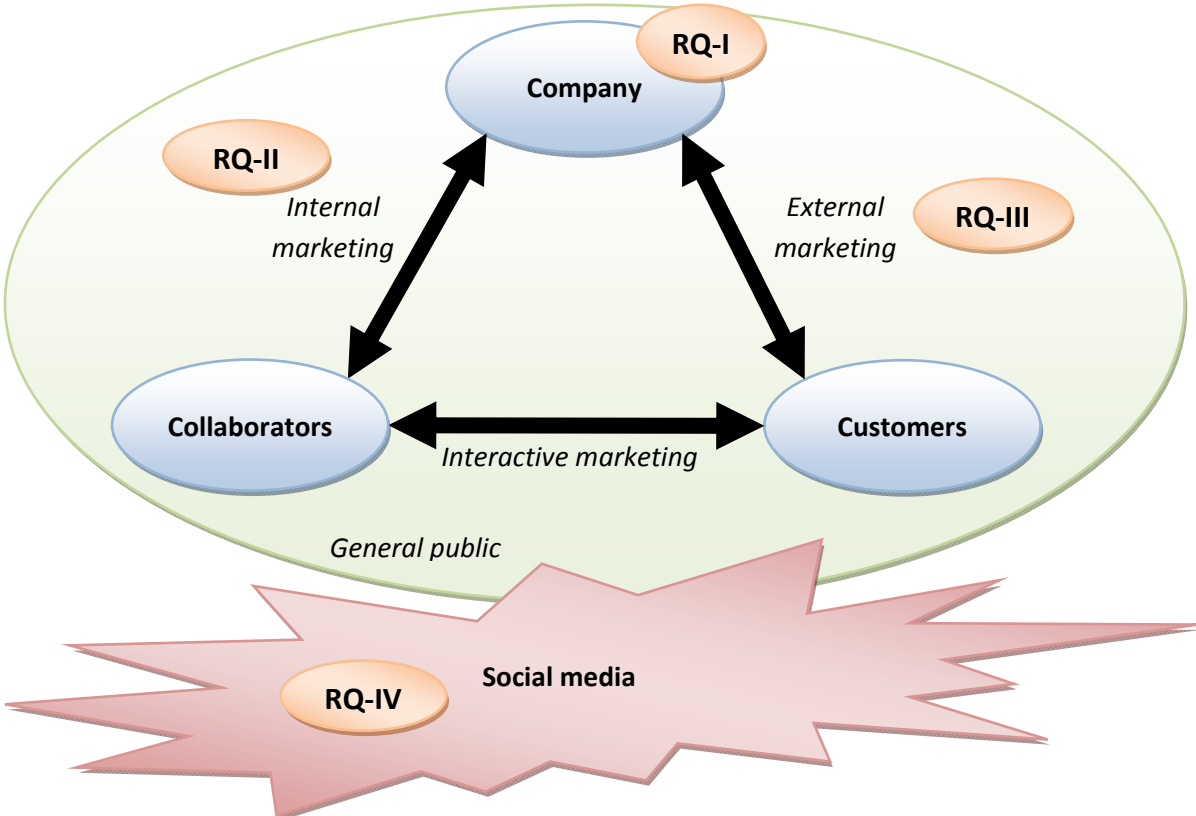


Figure 2: The branding triangle modified

Social Media and B2B Brands

During the recent years there has been a rapid development on the Internet with new networking sites, blogs and applications on the Internet receiving a lot of attention. These new Internet-based mediums are called *social media*, and present a number of new opportunities for business to build brands and communicate with customers. Using new social mediums companies are now able to interact directly with customers, and participate in the on-going conversations (Robinson, 2009).

Word-of-mouth is considered to have tremendous power on a brand, as people tend to believe more in what friends says about a product rather than what a company says (Kotler and Pfoertsch, 2006, pp. 146-148). Social media facilitates many-to-many conversations, and extends the reach of word-to-mouth as real people are talking to other real people sharing their experiences. A story gaining momentum can have a significant impact on the reputation of a company, either positive or negative all depending on the story. The fundamental characteristic about social media is that it exponentially multiplies the number of one, enabling one person alone to either create widespread excitement or negative buzz without the use of expensive traditional marketing channels (McConnell and Huba, 2007). A brand lives its own life on the brand, leaving less control in the hands of marketers. By targeting social media systematically, a B2B company can mitigate the effects of both wanted and unwanted exposure.

In 1994 Intel's Pentium chip had a division error which spread quickly on the Internet. When Intel tried to belittle the problem it increased even more. The negative word-of-mouth led to bad press coverage and a sharp drop in stock price. The write-off of \$475 million was the cost of the lesson which in turn led to a change in policy which made Intel more open to the public concerning bugs, in order to maintain the confidence of its customers (Kotler and Pfoertsch, 2006, p. 146). The case of Intel was a sign of what's to come, as people interested in processors were technological people using e-mail and newsgroups before it received any attention from the mainstream.

Social media is not only about reducing negative exposure, as shown by the case of Coloplast (Andersen, 2004) which develops and manufactures a range of products for the health care sector. Coloplast built a web-enhance brand community targeting the professional users of their product. The professional users, nurses in the case of Coloplast, were identified as key persons in the buying centres. Because professionals believe in their independence as an important part of their legitimacy as advisors and consultants, they are not easily affected by advertisements. The point of focus for the community was not to advertise Coloplast products, but rather enabling the nurses to exchange product-related information and discuss issues with other nurses – and producers. Even though professionals take pride in their independence, they are however eager to engage in discussions with producers, which in case the discussions are fruitful can improve product loyalty in the long run (Andersen, 2004). Such web-enhanced communities are also resources to market information and enables companies to gain insights from the market, which again can lead to new products and innovations.

These two examples are two of many which illustrate the need for further research on the effects social media have on B2B marketing and branding. This study will try to explore how social media affects the dimensions of the branding triangle, and in what context brand researchers look upon the challenge of new social media.

Methodology

Research Procedure

At the start of the research process Kotler and Pfoertsch (2006) book *B2B Brand Management* was used as an introduction to the topic of B2B branding, as it would provide a foundation for further research on the topic. The works of Kotler and Pfoertsch was chosen due to its exclusive focus on brands in B2B and the authors' authority within the field.

The main focus of the research process was to get an outline of the evolvement of recent research concerning B2B branding, and how new opportunities created by information technology were perceived by academics. The author adopted an inductive approach by going through the literature with an aim to explore any identified connections between the B2B brand and the new information technology.

Selecting the research questions was not a trivial task, but the connection between strategy, internal communication and information technology was early identified. Social media enables dialogue between a [the employees of a] company and its customers, which made it interesting to study how and why branding is internalised. An opportunity to align and/or integrate the effects of the information age with the current general guidelines and frameworks was obvious. The findings of RQ-I and RQ-II present a foundation of B2B brand strategies and internal marketing to be able to provide an answer for RQ-III and RQ-IV.

It was considered appropriate to review of all the articles concerning the topic in two peer reviewed publications which both specialise in the field of brand management; *The Journal of Brand Management* and *The Journal of Product and Brand Management*. These two publications were selected due to their specific focus on brand management. Both the editors and peers selecting and reviewing for these two academic journals possess expertise and knowledge on what the most important discussion within the area of branding, thus making these two selected academic journals a good works for an overview of the most recent research within the area of business-to-business brand management. Peer reviewed publications also offers a control mechanism for quality.

One could have used a broader search, including industrial marketing related peer reviewed publications such as *Industrial Marketing and Purchasing*, *Journal of Marketing* and *Industrial Marketing Management*. The main rationale for choosing publications directly related to branding was that the peers selecting and reviewing articles for the two publications are selecting publications directly focusing on branding, rather than industrial marketing. It was also a point to get a broad view of discussed concepts within B2B branding in order to pinpoint where social media will have its effect.

The Journal of Brand Management focuses solely on branding and is one of the leading authoritative journals on brand strategy. It originates from the UK, with mainly UK editors in addition to a few from other parts of Europe and the US. Among its editorial board members one would find well-known brand scholars such as David A. Aaker and Kevin Lane Keller (palgrave-journals.com, 2009a). *The Journal of Product and Brand Management* emphasises the responsibility frontline managers has with respect to both product and brand management. This publication has editors mainly from the USA, but has a declared objective to create a journal of relevance to an international audience

(emeraldinsight.com, 2009). With two different international origins, these two publications would complement any differences between the American and European point of views as cultural differences are always bound to exist.

Review Procedure

ProQuest (proquest.umi.com, 2009) contains both of these journals in its database. The articles included in this literature review contained the keywords “industrial”, “b2b” or “business to business” in the title, the abstract, or the keywords. Even though the search terms are broad, the search only returned 36 articles.

The selection criteria established in order to seek out the most interesting articles found in the search were 1) relevance to B2B branding and 2) relevance to the new opportunities related to the new information technology. Investigation of the abstracts in the search revealed that many of them were not related to B2B branding. As expected, keywords are often used in different contexts which led to the exclusion of many articles found among the selected articles. There was found 13 articles unrelated to B2B branding, for example “*The new product development process: let the voice of the salesperson be heard*” (Judson et al., 2006) where the salespersons role in the product development was the unit of analysis, or “*Whither global branding? The case of food manufacturing*” (Ramsay, 2003) which focused on food manufacturing rather than the B2B sphere.

The review procedure was done systematically by starting with the earliest articles and going through them chronological. During the review process notes of each study were written which later was shortened and systematically presented in a table to simplify the analysis.

By attaching keywords to each study the connection between the different articles became more easily identified (see Table 6). The topics were reviewed in the light of the research questions, and discussions of the empirical findings were made before conclusions were drawn.

Not all articles included in the review had relevance for the research questions even though they were related to B2B branding, as for example “*B2B brand extension to the B2C market – The case of the ICT industry in Taiwan*” (Tang et al., 2008) which outlined brand extensions from B2B to B2C, and “*Brand metrics: Gauging and linking brands with business performance*” (Munoz and Kumar, 2004) which focused on measuring brand performance.

Additional Literature

In addition to the literature found in the two selected journals hand-picked literature were selected to complement the review. The book “*B2B Branding*” by Kotler and Pfoertsch (2006) presents a wide perspective on many issues of B2B branding. Whilst the book is comprehensive and exclusive on the issues of B2B branding, it is one of the earliest comprehensive works on the topic. Considering the limited resource conducted on the topic one have to consider the book conceptual and not conclusive, despite the authors’ reputation and experience within the field of branding and marketing.

Limitations of the Research Procedure

One of the main limitations of the research procedure are that one would not get the full overview of the area when studying the two selected journals, as it excludes renowned business-to-business marketing journals, such as *Industrial Marketing and Purchasing*, *Journal of Industrial Marketing* and

Industrial Marketing Management. This study is however exploratory by trying to identify which perspectives or themes of the literature it is possible to position the opportunities and challenges the Internet propose, but it can be argued that more narrow research questions, more strict selection criteria of articles, searched for in more journals would have led to a more specific and conclusive study. E.g. one could have used keywords relevant for online branding and B2B in order to go more in-depth, or conducted a research on marketing in the online environment to find parallels with the B2B branding theory. The novelty of B2B branding as an academic research field makes the topics discussed and conclusions achieved in the literature scattered, and one can argue that a broader search on more narrow terms could more easily pick up on significant discussions between academics. Another limitation is that only English articles have been reviewed, whereas other important contributions in other languages have not been identified.

Considering the trustworthiness of the study, Bryman (2008) outlines five criteria for qualitative research; credibility, transferability, dependability and conformability. The large amount of conceptual and opinion-based papers in the study and the novelty of the field results in an uncertain transferability, albeit the author strives for conformability and credibility by keeping a strict view on the internal validity of the study. The dependability and conformability of literature reviews are easy to examine, even though the literature reviewed is a possible subject to misinterpretation in this study.

Overview of Articles Reviewed

Table 1: Literature review

(Authors , year) <i>Publication</i>	Research focus/ <i>title</i>	Method and <i>origin</i>	Main findings
(Boatwright et al., 2009) <i>JPBM</i>	Using an analytical method to build brands, based upon a product development tool. Closely tied to product management	Qualitative Case study <i>USA</i>	Looks upon the brand as “a product that needs to be designed”. A four step method; Analysis (uses Value Opportunity Analysis to identify values), synthesis (to organise attributes to an actionable mission), translation (a verbal identity to map implementation), and implementation. A case study on International Truck and Engine where the framework is explained in depth.
(Virtsonis and March-Harridge, 2009) <i>JBM</i>	Aims to explore how brand positioning is operationalised in an online B2B environment	Qualitative <i>UK</i>	A key recurring theme was the attempt to instil credibility. Elements used online are also found in traditional marketing literature regarding the marketing mix. Relationship marketing is considered as a different viewpoint on online marketing through which communication can be facilitated.
(Jensen et al., 2009) <i>JBM</i>	Corporate branding as a management philosophy; innovation and creativity	Quantitative 2 companies <i>Denmark</i>	If corporate branding is used as a management philosophy it facilitates creativity and innovation. The construct “debate”, supporting employees in idea initiatives, was in the researched organisations identified as a driver of the overall perceived innovation and creativity climate.
(Pennington et al., 2009) <i>JBM</i>	<i>Customer branding of commodity products: The customer-developed brand</i>	Conceptual Opinion-based <i>US</i>	Three conditions must co-exist in order for customer branding to occur; variation in the marketplace, delivery of general product must be unacceptable, subsets needs to be identifiable. A brand can evolve from a commodity to a customer developed brand, and to a strong corporate brand
(Aspara and Tikkanen, 2008) <i>JBM</i>	Adoption of branding by managers; which practices and what goals related to customers/stakeholders	Qualitative Case study <i>Finland</i>	Motivations consisted of three factors; managing brand hierarchy of the portfolio, corporate name association challenges, and defining and communicating brand values linked to the corporate strategies.
(Tang et al., 2008) <i>JBM</i>	Examine the role of the perceived fit between a parent B2B brand and its extension B2C product	Quantitative <i>Taiwan</i>	There is an opportunity for industrial companies to leverage brand equity to consumer markets if the concept of extension product is consistent with the parent brand.

(Christodoulides, 2008) JBM	Encourages to escape from industrial age branding to embrace openness and co-creation	Conceptual Conference commentary UK	New age branding is moving from emphasis on marketing communications to relationships; in the age of co-creation value is created in a dialectical process. Practitioners and researches must evolve from the industrial age of marketing.
(Powell, 2007) JBM	B2B brand management for creative businesses	Qualitative Case study UK	Brands of smaller creative businesses are often driven by single individual's creative egos. Difficult and complex to create a consistent organisational identity.
(McMellon, 2005) JPBM	B2B marketing strategy, using the customer's learning perspective(CLC)	Conceptual Book review USA	The book offers understanding on how to use CLC to create brand loyal customers and the eventual profit it produces.
(Taylor et al., 2004) JPBM	<i>The importance of brand equity to customer loyalty</i>	Quantitative USA	Brand equity and trust appears as most influential on fostering both behavioural and attitudinal loyalty.
(Webster Jr. and Keller, 2004) JBM	<i>A roadmap for branding in industrial markets</i>	Conceptual Review USA	Offers ten guidelines to successfully implement B2B branding. Shifting focus towards relationship mgmt.
(Munoz and Kumar, 2004) JBM	<i>Brand metrics: Gauging and linking brands with business performance</i>	Conceptual Opinion-based UK	Discusses components for metrics (perception, performance and financial) to measure brand performance, used in a scorecard that links brand investments to business performance.
(Rozin, 2004) JBM	Editorial perspective on buyers in B2B branding	Conceptual Editorial USA	Complexity of B2B purchase process is of key importance compared to B2C. Classifies buyers; economic, technical, user, coach.
(Inskip, 2004) JBM	<i>Corporate branding for SME – A missed opportunity or an indulgence?</i>	Qualitative Case study UK	SME needs a different approach than large organisations; branding process should be fast, flexible and focused on the key issue of the owner vision, which is challenged and tested for long-term relevance. Corporate branding as a philosophy.
(Lynch and Chernatony, 2004) JBM	Attempting to address three gaps in the B2B literature; a) the role of emotion, b) the salesperson and c) linkages between internal and external brand communications	Conceptual Review UK	Proposes a model of how internal and external communication influences the buying centre both through functional and emotional values. It also highlights the salespersons role in identifying sale situations where emotion is important.
(Wood, 2004) JBM	Brand protection issues in B2B branding	Conceptual Opinion-based USA	One has to protect the brand from trademark infringers, trademark diluters and ambush marketers. A company should ensure brand protection and integrity, thus argues that the brand should be seen as a core company asset and treated accordingly.

(Rozin and Magnusson, 2003) <i>JBM</i>	<i>Processes and methodologies for creating a global B2B brand</i>	Qualitative Case study <i>USA</i>	Describes how Dow Corning launched a new global B2B brand which did not fit the positioning of the corporate brand. A holistic approach, and a thorough analysis of processes, brand communications and launch.
(Schreiber, 2002) <i>JBM</i>	Seeks to offer a framework for making brand strategy decisions in diversified companies and partnerships.	Conceptual Review <i>Canada</i>	Proposes an 2x2 matrix to select brand strategies; product, endorsement, masterbrand and ingredient brand. Selection depends upon a) the complexity and b) the degree of fear, uncertainty and doubt in the buying decision. Uses a Brand Get-Give Analysis to help determine what a company want or need from a partnership relationship.
(Rosenbroijer, 2001) <i>JPBM</i>	Brand as a resource for an industrial distributor, using an IMP perspective.	Qualitative Longitudinal <i>Finland</i>	Branding decision affects the entire corporate strategy, and has effects on all levels of analysis; company, relationship, network. This puts limitations on what investments a company can and should make.
(Mitchell, 2001) <i>JBM</i>	An emerging area of interactive electronic marketing changing the rules of marketing.	Conceptual Opinion-based <i>UK</i>	Proposes a change from seller-centricity to buyer-centricity, to lower marketing costs and prices creating a new win-win marketing. The challenge is to reinvent marketing and business to accommodate the information age.
(Rooney, 1995) <i>JPBM</i>	Looks at the possibilities using branding as an effective marketing tool.	Conceptual Review 1980-95 <i>USA</i>	Branding can be a powerful tool for businesses if managed correctly. If mismanaged the results can be damaging.
(Selnes, 1993) <i>JPBM</i>	Explores the relationship between satisfaction, brand reputation and loyalty	Qualitative <i>Norway</i>	A theoretical model which integrates quality, brand reputation, customer satisfaction and brand loyalty. The findings suggest loyalty being driven by brand reputation.
(Gordon et al., 1993) <i>JPBM</i>	Empirically explore the existence of brand equity and its evolution in B2B compared to B2C.	Qualitative <i>USA</i>	Brand equity exists in B2B, and products can be viewed as passing through five successive stages from birth, to extension in the evolution to full brand equity. Differences to B2B; B2B brands with firm names, difficult to position new products differentiating from existing, and B2B also encompasses channel members.

General Descriptive Findings

This chapter will present the quantitative data of the literature reviewed, including methodologies used, when published and from where they originate.

Number of Articles and Year of Publishing

After reviewing the two selected journals 23 articles concerning different aspects of B2B branding were found. The focus on branding within the B2B dimension is dominated by the *Journal of Brand Management*, even though it was first issued in September 2000. Since then 16 of the 20 articles in this review are published in this journal. The two selected journals have published 1269 articles since 1993 (earliest B2B branding article published in the journals), which constitutes B2B branding as only 2.8 % of the total literature issued in *The Journal of Brand Management* and *The Journal of Product and Brand Management*. The business-to-business dimension has not captured a lot of interest in the two selected journals.

Table 2: Number of articles, different journals

Journal	Number	Percentage
Journal of Brand Management	16	70 %
Journal of Product and Brand Management	7	30 %

The research process ended in November 2009, and any articles published later are not accounted for. Looking at when these articles were issued, one does notice that 2004 is a year of particularly many articles. Six of the seven articles published in 2004 came in a special issue of *Journal of Brand Management* (volume 11, issue 5) on business-to-business brands (palgrave-journals.com, 2009b). 2008 and 2009 saw seven articles published, but between 2005 and 2007 there were only two. This illustrates the novelty of the field of B2B brand management, but it seems like the interest in the area is growing.

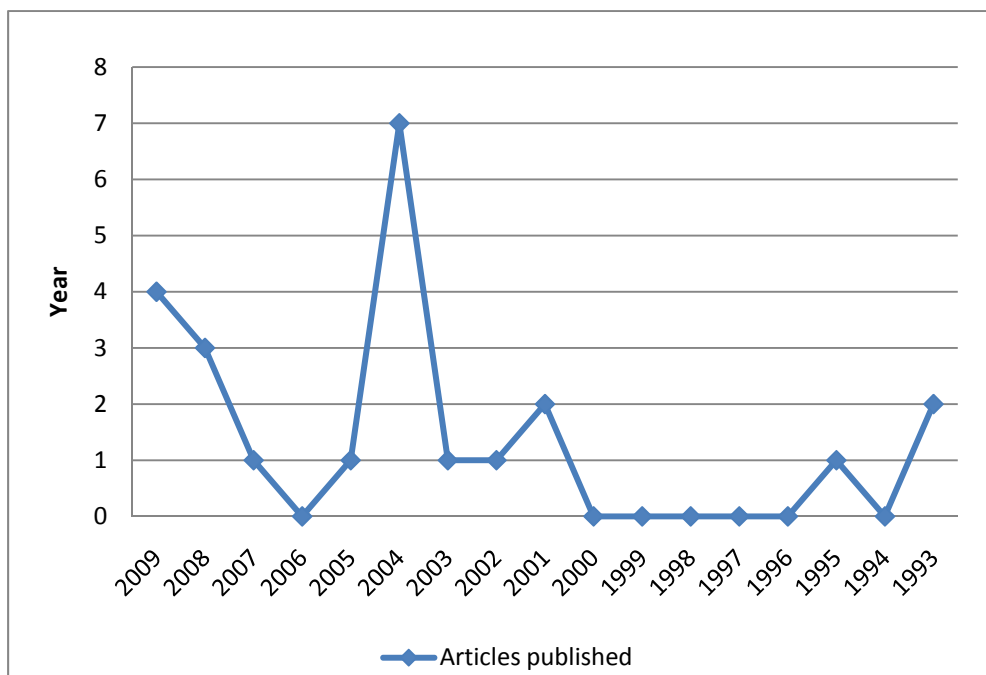


Figure 3: Year of publishing

Methodologies

One of the most notable numbers of the methodologies used is the lack of quantitative research conducted on the subject, whilst nearly 50 % of the contribution is conceptual work, six of which are opinion-based. This can be seen as a consequence of the novelty of the field, where as the literature needs theory, constructs and conceptual frameworks in order to develop. Another drawback is the low number of quantitative studies made; whilst qualitative studies presents insight to the process of B2B branding and propose theories, using quantitative methods to test the field may prove valuable in order to help the literature mature.

Table 3: Methodologies used

Methodology	Number	Percentage
Qualitative	9	39 %
Quantitative	3	13 %
Conceptual (review, commentary, opinion-based)	11	48 %

Table 4: Conceptual methodology

Conceptual methodology	Number
Opinion based (incl. commentary/editorial)	6
Literature review	4
Book review	1

Origin

Table 5 shows where the studies originate from. There is a prevalence of articles from USA and UK, which natural stems from where the editorials are based.

Table 5: Country of origin

Country	Number	Percentage
USA	10	44 %
UK	7	31 %
Nordic countries (Scandinavia and Finland)	4	17 %
Canada	1	4 %
Taiwan	1	4 %

Topics

The topics discussed in the articles are somewhat diverse, and the table below represent a best-effort division of the literature reviewed in order to present an overview of the content. Accordingly it should not be emphasised to any large extent, but serve as a guideline on the topic distribution.

Table 6: Topics in the literature review

Topics	Number
Strategy	7
Management philosophy	5
Online	3
Architecture	3
Buyers/buying process	3
Performance	1
Legal	1

Empirical Findings

This chapter will present the findings from the literature review in context with the proposed research questions. The conceptual framework presented earlier will be used to structure these findings. The two first sections will evolve around the brand management process (RQ-I and II), whilst the latter part will address issues concerning the online environment and the impact of social media as the information technology continues to mature and evolve even further (RQ-III and IV).

General Guidelines and Frameworks

To study the impact of social media one would have to look at the basic strategies researchers propose companies to use in order to embrace the power of branding. This section will look at the different frameworks and guidelines compared towards the branding triangle.

Guidelines

Rooney (1995) presents an early study of B2B brands as it was the first article in the two reviewed journals to focus on branding guidelines in which he reviewed the literature from 1980-1995. While he did not specifically look at B2B or B2C branding, he did highlight both corporate and industrial branding as the future. If branding was managed properly it would create substantial payoffs for any kind of organisation.

Brands should be used as a starting point to differentiate products, and tied directly to the business strategy in order to be successful. Rooney warned against using the brand only to promote the financial value of the brand, and rather using the brand to make a better product that the customer wanted, because brand and business strategy are closely related and ultimately affect one another. In the same lines of thought, Rosenbroijer (2001) views branding from a distributors perspective and agrees on the close connection between corporate and brand strategy. He notes that branding decisions, in particular for distributors, affects the entire corporate strategy.

The most important guidelines proposed by Rooney (1995) were to understand the importance of the name, consistency of brand, promoting the brand through advertising and monitoring customers. All recommendations are placed within the external dimension of the branding triangle, in addition to an emphasis of the business strategy.

In the article *A roadmap for branding in industrial market* (Webster Jr. and Keller, 2004) takes a perspective on brand management which aligns more towards the holistic marketing concept introduced by Kotler and Pfoertsch. Webster Jr. and Keller present ten guidelines for branding in industrial markets, and strongly argue for the buying process as the unique characteristic of B2B branding. The fundamentals should however be rooted in the established basics of marketing with segmentation, targeting and positioning. In B2B markets brands could be used as a tool to build consensus in the buying centre, i.e. by having a meaningful brand value proposition for the buyers, users, influencers and deciders in the organizational buying-decision process. The ten guidelines are presented below in full (Webster Jr. and Keller, 2004):

- (1) Branding tied directly to business/profit model and value-delivery strategy
- (2) Understand the role of the brand in the buying process
- (3) Basic value-proposition has to be relevant for all players in DMU [buying centre]
- (4) Emphasise corporate branding

- (5) Build corporate brand around brand intangibles
- (6) Avoid confusing corporate communication strategy and brand strategy
- (7) Detailed segmentation analysis based on differences in DMU [buying centre]
- (8) Brand communications around interactive effects of multiple media
- (9) Top-down and bottom-up brand management approach
- (10) Educate the entire organisation in delivering brand value

One important issue worth noting is that branding faces different challenges in different companies. Whilst presenting an aerial view of the implementation process of branding, Inskip (2004) emphasises corporate branding as a valuable tool also for small and medium-sized businesses as long as it is accommodated to the size of the organisation. SME needs a different approach compared to large organisations; still managers need to recognise that branding is much more than a logo, stationary and reputation. Inskip argues branding is above all concerned with giving the organisation, and particularly its employees, a clear and visible identity and sense of what it stands for, i.e. internal marketing in the branding triangle. Due to limited resources adoption of SME corporate branding needs to be fast, flexible and focused at the key issues at hand in order to make the brand investment financially viable. Inskip (Inskip, 2004) emphasises the need for marketing expertise to translate a vision to a brand concept.

Frameworks

Acceleration Through Branding

Kotler and Pfoertsch present an iterative process to build the brand consisting of six phases; planning, analysis, strategy, brand building and audit (Kotler and Pfoertsch, 2006, p. 160). The planning phase consists of preparation of the organisation in order to undergo the branding processes; including flow of information, involvement of all parts of the organisation to establish the brand values on the employees, procedure for rapid breakthrough planning, implementation processes etc. The analysis phase undergoes close examination of the company, the competitors and its customers, focusing on establishing the brand mission and values aligned to the corporate mission, in addition to the personality of the brand (Kotler and Pfoertsch, 2006, pp. 160-168).

When the brand fundamentals are established, the brand strategy process is concerned with the guiding idea behind the brand, positioning, value proposition, the architecture and the brand promise – what everyone will experience when doing business with the company. Quite a few organisations fail to consciously appreciate the brand as a powerful communication tool, both internally and externally. Brand strategy is the building blocks for the brand building phase, where brands built and modified over time create associations in the mind of the customer. The audit process should assess the strengths and weaknesses of the brand by a thorough investigation (Kotler and Pfoertsch, 2006, pp. 184-191).

A step-by-step process to build valued brands

Boatwright et al. (2009) presents an analytical method to identify tangible and intangible customer values, and using them to design the brand identity. The perspective of Boatwright et al. (2009) concerns primary branding of physical products, and throughout the process the brand is crafted and translated into product strategy and specifications. The authors stress the importance of further research on how the application of the method varies across domains, as the empirical data of the case study is one single company.

The basics of the framework is derived from the product development tool Value Opportunity Analysis, and consists of four phases; analysis, synthesis, translation and implementation. By going through these phases the VOA identifies customer-based branding values, transformed into an actionable mission which also can be understood by the employees internally. Based on the mission a brand map guide can be derived to ensure consistent branding both through the product, the advertising and other key points of interaction with the customer. The final step is the implementation of the brand identity to advertisement content, marketing visuals, customer service training guidelines etc. (Boatwright et al., 2009). The authors argue this method results in a strategic and forward-thinking branding strategy, and it could also be applied to highlight the weaknesses of an existing product and/or brand, and how it can be redesigned in order to perform better in the market place. The result is a brand aligned with products and/or services with consistent brand communication, which ultimately leads to better performance.

Creating a global business-to-business brand

Rozin and Magnusson (2003) present methodologies and processes on creating a new global business-to-business brand. Their processes and methodologies have the perspective of crafting the new global product Xiameter from Dow Corning which already have a strong, established brand. The brand building process starts by understanding the business strategy and vision, and linking brand strategy to business strategy. The brand position has to meet business objectives in order to build a sustainable brand for an uncertain future; everything the business does is a reflection on the brand.

It continues by building a strategic platform by several interleaved activities supported by several tools. For a new product the authors used needs-based market segmentation process consisting of seven steps of sound marketing principles (Rozin and Magnusson, 2003) in order to find the fundamentals of a brand for a desirable identity in an attractive market;

- (1) *Needs-based segmentation*: Grouping customers based on needs and sought benefits.
- (2) *Segment identification*: Using characteristics of segments to make them distinct and actionable.
- (3) *Segment attractiveness*: Determine the overall attractiveness of each segment.
- (4) *Segment profitability*: Determine profitability.
- (5) *Segment positioning*: Create a value proposition and positioning strategy based on the segments unique customer needs.
- (6) *Segment "acid-test"*: Test the attractiveness of the segment by using storyboards.
- (7) *Marketing mix strategy*: Expand segment positioning strategy to the marketing mix.

Relevant differentiation from competitors is crucial, and by using the BrandAsset(R) Valuator one would help identify attributes that creates a highly differentiated brand. BAV is based upon four pillars of customers perception; the initial focus on *differentiation* and *relevance*, and *esteem* and *knowledge* which are built over time.

This led to establishing the brand strategy consisting of brand values, Brand Driver (TM) ("an idea that drives and unites all brand actions and expressions"), positioning and architecture. In addition the most relevant communication applications adding value for customers were determined, e.g. websites, sales, advertising, collateral, packaging and public relations plans. Branding elements like naming, brand line, brand voice, nomenclature, design and branding guidelines were established, and the authors discusses them thoroughly in the article.

Once the brand elements are developed and documented, presenting them informally internally will educate the new employees on the new brand name, its values and positioning. Some employees will maybe be interested enough in the new brand to act as brand ambassadors both in order to enhance the awareness collaboration partners, customers and other employees. Before the launch of the brand externally, a formal internal launch is vital in order to thoroughly educate, inform and make the employees conscious on the new product and its business objectives, identity, visual expressions and more. The final step is to launch a coordinated campaign of the brand in various media and markets.

Summary

The findings of these researches are summarized in the table below, and they will be further compared and analysed in the discussion chapter.

Table 7: Summary, guidelines and frameworks compared to the branding triangle

Study	Type	Internal	External	Interactive
(Rooney, 1995)	<i>Guidelines</i>	Low	High	Low
(Webster Jr. and Keller, 2004)	<i>Guidelines</i>	High	Medium	Medium
(Kotler and Pfoertsch, 2006)	<i>Framework</i>	High	High	High
(Boatwright et al., 2009)	<i>Framework</i>	Medium	High	Medium
(Rozin and Magnusson, 2003)	<i>Framework</i>	High	High	Medium

Branding and the Role of Internal Marketing

In this section the role of internal marketing within the branding triangle will be identified, which provides the basis for answering RQ-II. Branding within the internal marketing dimension is appreciated among several authors (Webster Jr. and Keller, 2004, Kotler and Pfoertsch, 2006, Boatwright et al., 2009, Rozin and Magnusson, 2003, Aspara and Tikkanen, 2008, Inskip, 2004), but very few have the effects of internal marketing as their unit of analysis. In addition academics propose the use of internal branding in different contexts.

Purpose of Internal Branding

Kotler and Pfoertsch (2006) identifies risk reduction and information efficiency as two important brand drivers in an B2B environment. When customers interact with the company they engage in an often complex purchasing process interacting with the employees of the selling firms. A well-known and trusted brand reduces risk and increases information efficiency – if the employees during these processes fail to deliver upon or contradicts the brand promise, it will ultimately dilute brand equity. The entire organisation is responsible for implementing the brand strategy, as industrial products are likely to have multiple customer touch points which all influence brand perceptions. To achieve successful branding every person in the organisation needs to understand and commit to their role and contribution to the execution of a branding strategy (Webster Jr. and Keller, 2004).

In the same lines of thought Lynch and Chernatony (2004) proposes a conceptual model on how to positively influence the brand choice by enhancing the brand with both functional and emotional values; the basics is internal brand development which is further augmented through external brand communication to influence the brand choice of the purchaser, just in line with the branding triangle. The main purpose of internal branding is thus to educate the employees to appreciate and live by the brand value in every phase of their everyday work, in order to commit to delivering upon the value proposition of the brand strategy (Lynch and Chernatony, 2004, Webster Jr. and Keller, 2004). In short it aims to align the employees to brand and business strategy.

Aspara and Tikkanen's (2008) study of a Nordic B2B company pointed to internal branding as one of three important reasons to even adopt corporate branding in the first place. The top management in that company viewed branding as an efficient management tool to create aspirational brand values aligned to the business strategy for employees, potential new employees and managers, aiming to secure a consistent perception of the corporate identity and values which is aligned to the values the brand instils in the minds of the customers. A study of two large Danish companies (Jensen et al., 2009) provide insights in how corporate branding is used as a management philosophy to manage relations with multiple stakeholders, most importantly employees. If a company brands itself as innovative the employees need to both be allowed and helped to act in ways which makes them bring life into such rather abstract values.

Internal Branding Channels

To create strong external brand relationship internal brand communication is essential. Lynch and Chernatony (2004) argues for three channels of internal branding;

- (1) The culture, values, beliefs and norms shared by the people in the organisation
- (2) Internal communication media, i.e. all verbal and written information about the organisation
- (3) Sales force training

Corporate strategy, organisational culture and the brands needs to be integrated and support each other order to be successful. Webster Jr. and Keller (2004) suggest that evaluation and rewards needs to based upon the desired behaviour which support the brand strategy. Such tools can be used to manifest values and norms in organisation; action speaks louder than words.

One of the most important properties of brands is the capability to connect with the emotions of buyers (Boatwright et al., 2009). Internal brand communications should internalise emotional brand values to ensure the employees knows how to deliver upon brand promise. Thus when communicating the brand internally, companies have to emphasise not only the tangible aspects of the brand, but also the emotions surrounding the corporate brand (Lynch and Chernatony, 2004). Connecting with the emotions of customers is especially important for salespeople; purchasing decisions are often influenced by the emotions connected to the corporate brand, and the relationship with the customer is based upon both rational and emotional brand values. In practice this means a specific focus in internal branding to promote the affective benefits of the products, and teaching e.g. how to adapting sales presentation to the audience based upon the composition and structure of the buying centre (Lynch and Chernatony, 2004).

When Dow Corning launched their new product Xiameter they exposed the new brand internally early in the process to identify internal brand ambassadors at an early stage. During the formal internal launch of the new product brand, a network of several hundred brand ambassadors from around the world were the first to receive new information concerning the new product brand and the revitalised master brand. The role of the ambassadors was to convey the brand essence to employees in order to establish both the new product brand and the original master brand. Armed with frequently asked questions and answers, prepared presentations, discussion guides and other supporting materials they mitigated brand confusion among their 10,000 employees (Rozin and Magnusson, 2003).

Branding in the Online Environment

The online environment presents new opportunities and challenges for any businesses, but branding online has received rather limited attention (Virtsonis and March-Harridge, 2009). Kotler and Pfoerstch (2006, pp. 140-144) argues for the Internet as an arena where companies can innovate, attract and inform new potential customers. Online branding efforts need to be handled different from traditional branding approaches. Herein it is also mentioned subtle that the online environment can be used to develop and maintain customer relationships, albeit the issue is not investigated in-depth. This part will explore the literature to see if academics perceive the online environments position within the branding triangle, in order to answer RQ-III and RQ-IV.

Kotler and Pfoertsch argue two specific advantages offered by the online environment; information and simplicity. With the online world one is able to instantly distribute and update the information available, where as simplicity makes it possible for business transactions to take place anytime anywhere. Each and every online visitor to a company's website is a one-to-one interaction with the brand, and should be treated accordingly; instead of pushing the same information on all the visitors, the website can be customised to every single visitor (Kotler and Pfoertsch, 2006, p. 142).

Online Environment as a Communication Channel

When looking at the online environment Kotler and Pfoertsch (2006) looks at the opportunities for a B2B website – a recurring view in the literature (Rozin and Magnusson, 2003, Wood, 2004, Virtsonis and March-Harridge, 2009). A website can be means to communicate your brand messages, and not only using the website to present a catalogue. Due to the nature of the B2B environment, often complex and customised services or products, online price comparison is difficult. The online marketer does however have the opportunity to influence the customer by implementing the brand and brand messages throughout the website (Kotler and Pfoertsch, 2006, Virtsonis and March-Harridge, 2009).

Whilst Virtsonis and March-Harridge (2009) recognises that visual appeal and design are important elements to support the brand on the website, as well as the content and user-friendliness, their article were however more concerned with online brand positioning, i.e. how to promote the value proposition to differentiate it from competitors and elicit the desired perception of the brand in the minds of the customers. In their study of two UK print suppliers demonstration of credibility was one of the repeated findings throughout their analysis. Similarities in content, vocabulary and other recurring themes showed a close relation to the traditional P's of basic marketing mix theory.

Dow Corning created a web shop for silicone, and the case study (Rozin and Magnusson, 2003) specific mentions the look and feel and, overall information architecture and integration of the name, brand line and logo as important parts of the online branding process. In line with the research of Virtsonis and March-Harridge (2009) the corporate brand of Down Corning was used to instil credibility to the product brand. In addition, a basic user-friendly interface was perceived to be one of the key elements in order to build a great customer brand experience. The study of Dow Corning also showed how the Intranet was used to communicate the brand internally, using the newsfeed to post brand stories, audio and other information to increase the internal awareness of the brand (Rozin and Magnusson, 2003).

Interactive Electronic Marketing

The era of interactive electronic marketing presents new opportunities for marketers and brand managers to target their audience. Kotler and Pfoertsch (2006, p. 148) looks at blogs as an extension of word-of-mouth which will grow in importance. They advise companies who want to engage in blogging to already be comfortable in having close two-way relationships with their customers, but encourage managers to take corporate blogging seriously as it's the future's most important way of spreading brand influence.

A conference commentary (Christodoulides, 2008) from the *Thought Leaders International Conference on Brand Management* argues that people's perception of brands are influenced more by opinions on the web, including blogs, Wikipedia, YouTube, epinions.com and so on, rather than the traditional one-way marketing communications material pushed at customers. Christodoulides (2008) further goes on to argue for value being created in a dialectical process, which results in the need for brands to engage in open conversation with people.

This view is supported by another opinion-based paper (Mitchell, 2001) which claims that the new challenges of the online environment runs far deeper than most brand managers have come to accept. Marketers look at branding as something done "to" the customers, whilst the Internet presents opportunities for interactivity. Customers are now able to do the marketing themselves by using the Internet to find and compare suppliers. Instead of companies marketing what they can offer, customers markets what they need. Looking at marketing from a buyer-centric perspective by providing buyer-centric information one would be able leverage from the new opportunities interactive electronic marketing presents. Due to the increasing amount of information available, the scarce resource for customers is time. Rather than "grabbing and using attention", marketers should focus on providing customers return on attention. By engaging customers with the view of connecting with them, companies would be able to build powerful brands with the customers, rather than trying to instil brand associations in the minds of them (Mitchell, 2001). In other words; building relationships. Building relationships is in line with the thoughts of Lynch and Chernetony (2004). Good branding practice is not to only deliver upon the value proposition both also understanding and communicating with the most important stakeholders, which in turn is essential for development of strong and meaningful relationships.

A Paradigm Shift?

The literature found in the literature review which looks upon branding in the new electronic era is two thought-provoking articles predicting a paradigm shift. The arguments of both Mitchell (2001) and Christodoulides (2008) builds on the perception that the new opportunities of the information disrupts the basics of marketing. In the conference commentary (Christodoulides, 2008) after the *2007 Leaders International Conference on Brand Management* the author challenges academics and practioners to rethink the basics of branding in order to become the next rising star.

Mitchell (2001) argues the traditional industrial age marketing model of stimulus-response is getting outdated by the era of information technology, rapidly moving towards a new model of sense-and-respond enhanced by the new opportunities of two-way communication. Christodoulides (2008) brings the argument further; technology makes it possible to interact with companies and communities on a personal level, rather than broadcasting impersonal mass-messages. It is possible for the company to speak directly to its customers.

Industrial age marketing was invented due the producers' need of information due to the lack of two-way communication with customers. Brands were used as a surrogate to convey a personality, whilst advertisements were used to imitate dialogue. Market research was conducted in order to replace the learning which takes place in a dialogue. The information era of today provides immense amounts of new opportunities where a sense-and-respond approach is natural (Mitchell, 2001).

Christodoulides (2008) builds his arguments on the fact that marketers does no longer maintain full control of their brand as social networks and communities are heavily influencing not only consumers individual brand choice, but also company decisions. Dialogue and learning are two important principles as we move into the age of co-creation. The implications Christodoulides points to for brand are to engage in open conversation with real people, and to connect with the audience in order to align the marketing with customer's needs, rather than only influencing people and companies to buy their products. Instead of having an emphasis on market communications, the "new age brand" moves to a focus on relationships.

Webster Jr. and Keller (2004) pointed out that industrial buying and marketing the last decade has evolved towards relationship management, where the focus has shifted from a transactional perspective to a long-term relationship view, with an orientation of co-operation in order to create win-win situations. Values such as trustworthiness, reliability and credibility will have a significant impact for branding in markets where long-term relationships are of importance. In line of the same thoughts, Christodoulides (2008) points to Vargo and Lusch (2004) who argues that marketing practice is moving towards a service-dominant logic where dialogue and learning are essential in the value-adding process which enhances customer experience, which in turn leads to a change in the way marketers look at branding and supports the focus of relationships.

Mitchell's main message is that rather than keeping a view on marketing and branding from a marketers perspective, the buyer should be in the centre. Increasing marketing costs are a significant portion of the total cost. In addition, the vast amount of total advertisements makes the marketing less efficient. The results, Mitchell claims, is a lose-lose game the customers are not willing to accept. By using information technology customers themselves can do the marketing by searching out which products they want from which producers. If producers acknowledge this and engage customers in order to build relationships, the new era will provide opportunities to build brands *with* customers rather than forcing associations upon them, by capitalising on the information provided by the customers about the customers. Giving the customers opportunities to say "here we are, this is what we want" allows for mass-customisation rather than mass-production. Mitchell (2001) nor Christodoulides (2008) provides solutions to the challenge, but Mitchell ends his thought provoking article by using the history to describe the benefits of solving this profound puzzle.

"Companies like P&G, Unilever, Coca-Cola, Ford and General Motors did not get to where they are today because they did marketing and brand management better than anybody else, they did not just apply the rules. They wrote the rules, they invented marketing and brand management as we know it and they were pioneers. Likewise, tomorrow's marketing icons will be those who recognise and embrace the full, exciting implications of electronic interactivity. They will reinvent marketing and brand management as a buyer-centric activity (Mitchell, 2001)."

Discussion

This chapter will discuss the empirical findings in order to provide answers to the research questions. Discussions of RQ-I and RQ-II are complementary to the empirical findings on branding in an online environment, and establish a foundation to answer RQ-III and RQ-IV – which are the most significant research questions of the study. The main aim is to look at the big picture in order to explore the current state of the field B2B branding and the online environment.

To what extent do academics agree on how to approach branding strategies?

In order to reveal opportunities for social media within branding, an analysis of branding strategies is of importance. RQ-I takes a point of departure from the view of the company in the branding triangle, looking at how companies strategically use branding strategies. Empirical findings from this study provide five perspectives on B2B branding (Rooney, 1995, Rozin and Magnusson, 2003, Webster Jr. and Keller, 2004, Kotler and Pfoertsch, 2006, Boatwright et al., 2009). It is however important to note that they are either qualitative case studies or conceptual work, which probably is related to the novelty of the field.

There is great variety between the identified perspectives in the literature, both in content and form. Rooney (1995) presents a literature review with recommendations on how to pursue branding, Webster Jr. and Keller (2004) outlines ten guidelines on how to successfully implement an industrial brand, Rozin and Magnusson (2003) presents a case study of the launch of a new global B2B brand demonstrating by example in addition to using a few frameworks for specific areas (e.g. four pillars of brand equity), Boatwright et al. (2009) presents a hands-on step-by-step framework on how to develop a new brand, whilst the selected perspective from Kotler and Pfoertsch (2006) presents process view of the management challenges. The different authors' emphasis on different aspects concerning branding strategy made it difficult to compare the perspectives, but they to a certain degree complement one another; e.g. using Kotler and Pfoertsch framework as the overall view, incorporating Webster Jr. and Kellers guidelines, and adding the tools of Boatwright et al. in the processes. A study can be done in order to synthesise different perspectives into one comprehensive, however including all available B2B brand literature on this topic. Apart from different processes, no major disagreements were identified in relation to embracing branding strategies. There are however several congruent views on important topics.

Alignment Between Brand and Business Strategy

The only authors who explicitly takes a holistic perspective are Kotler and Pfoertsch (2006), but a more or less holistic view is recurring in the literature. Kotler and Pfoertsch are both marketing academics where the term stems from which can explain the use of the term. Only Rooney (1995) focuses exclusively on strategy and the external market communications. This shortcoming is probably due to Rooney conducting his research early before the topic of B2B branding almost before it received any attention.

Branding is most definitely an issue for the top management. Failing to have complete backing and support for the brand makes it impossible to successfully implement the brand throughout the organisation. A common denominator between all studies is the emphasis on having a brand strategy aligned to a business strategy. Brands are viewed as a differentiator in order to increase competitive advantage, but the brand promise must be compatible with the market offering. If the company cannot deliver on its brand promise, the brand will have no value and not elicit positive associations

in the minds of the customers. Failing to deliver on the brand promise will only decrease the stature of the brand.

In order to create alignment both in terms of the products and/or services delivered the importance of internal communication of the brand is emphasised. All perspectives, except the one from Rooney (1995), embraces internal marketing; it is important to communicate the brand internally so to make the employees aware and conscious on delivering upon the value proposition. If one does not educate employees on the values of the brand, they cannot know how to deliver upon the brand promise. RQ-II will consider this issue more in-depth.

Crafting the Brand Identity

The literature gives a scattered view on the how to craft the brand identity. Boatwright et al. (2009) does look at this process as a creative one – but by using an analytical process they divide and conquer the problem. The main limitation of their method is that it is written mainly for products, and how to make products better and more attractive for the customers aligned with values identified in the analytical process. Further research has to be conducted in order to accommodate it directly to a corporate brand, but the VOA seems like a viable tool to engage in crafting the brand analytical rather than brainstorming to facilitate creativity to come up with “the great idea”.

Other authors (Rozin and Magnusson, 2003) view crafting the brand as a creative activity and highlights the need for companies to include branding professionals in the branding process. One has to bear in mind the fact that Liz Magnusson is a senior director within a global branding consultancy and design firm. Kotler and Pfoertsch (2006) does embed the crafting of the brand identity within the planning, analysis and strategy phase, described in abstract concepts in a fashion which may be hard for brand managers to grasp.

Implementation in the External Marketing Dimension

Boatwright et al. (2009) strives and gives ground for consistency throughout the process, from identifying the values discovered in the analysis phase till the implementation process. The values of the brand identity are at the core of everything, manifested in a brand map guide. All authors stress the importance of consistency; the brand needs to be consistent both through the business strategy, employees, market communication mix and the likes in order for the brand to have an impact.

Fundamental marketing principles, i.e. segmentation and positioning, are other elements recurring throughout the literature. These fundamental principles also include the need for consistency both across advertisements, marketing material and internally within the organisation. Kotler and Pfoertsch (2006) argues for using brands as a powerful communication tool, which should be leveraged in the marketing mix both to guide and inform the customer on what the company stands for, in addition to eliciting positive emotions towards the brand. To achieve the best effect Webster Jr. and Keller (2006) recommends building brand communications around the interactive effects of multiple media where the marketing items reinforce one another. Despite being published in 2006 they fail to even mention the opportunities of both the Internet and even e-mail.

Summary

Branding for B2B should be aligned towards and reinforce the business strategy, which demands support from the top-management. Branding cannot be implemented solely by a marketing manager, but needs to include the entire organisation. Crafting the brand identity is not a trivial process, and the diversity found in the literature shows that different approaches are needed in different situations. When implementing a brand strategy the company should strive for consistency throughout every part of the organisation, from the top manager to product developers and service personnel, from the brand name to all market communications. The interactive effects of consistent branding in multiple media, along with all customer touch points are important to achieve the desired impact from a branding strategy.

How does internal marketing reinforce the brand strategy?

The new opportunities within the online environment and the new social media facilitate dialogue between a company and its customers. In terms of the branding triangle this is illustrated within the interactivity dimension, which is influenced by the internal marketing dimension. RQ-II tries to shed light on how the brand strategy is reinforced in the interactivity dimension by internal marketing.

Communication from employees towards customers is frequent in industrial markets, often dominated by long-term relationships rather than transactions. Long-term relationships require more or less frequent interactions with the customer, e.g. in relation to co-operative development, support and service. All of these interactions are performed by the employees; if the employees are not aligned with the value proposition of the brand, it becomes difficult to fulfil the brand promise. A brand possesses a lot of both tangible and intangible information thus it is important that employees understand and appreciate these values, and maybe most importantly the emotions a brand elicits among its customers.

The literature (Lynch and Chernatony, 2004) identified the salespersons role in branding as important coming to the emotional aspect with the brand. The salesperson has to know which values and emotions the customer appreciates in order to deliberately capitalise on the emotions the brand elicits. Due to the complex purchasing process characterised by industrial buyers, as well as the complexity of the buying centre, different compositions of where the power is located complicates this even further. The salesperson needs to be educated in what emotions the brand elicits for which buyers and how it affects different roles in the buying centre, in order to better leverage from the brand equity when interacting with the customers. Even if the salesperson sells the first project and/or product, the employees need to continue delivering upon the brand promise either through product development, service or in collaboration with the customer in order to sell in the next project which arguably means also other employees than the salesperson should be educated in the emotional brand values as well in order for the employees to demonstrate brand values by action. Alignment increases the consistency of employees, which is vital if the employees are to engage in online discussions within the social media sphere; wrongdoings can hurt the reputation tremendously.

The case study of Dow Corning (Rozin and Magnusson, 2003) demonstrated how brand ambassadors were utilised in a large global company to educate, inform and excite co-workers on the brand. Whilst it holds true for employees, creating brand ambassadors at other close partners outside the company such as distributors and agents can further enhance the interactivity dimension of the branding triangle. Except from this study, no other articles in the literature reviewed investigated or mentioned brand ambassadors. Recruiting brand ambassadors leverages of word-of-mouth which are one of the most powerful influences on the customers perception of the brand. If the brand elicits positive emotions on distributors and agents, it would seem certain that it would positively influence sales.

To summarise, internal marketing does reinforce the branding strategy by aligning the employees to act and deliver upon the brand promise. Educating employees on the emotional values the brand elicit could ease especially the salespersons work tasks when selling the market offering, and both internal and external brand ambassadors could prove valuable to leverage the word-of-mouth effect.

How does the online environment affect the external dimension of the branding triangle?

The main emphasis of this study is the impact the information technology and the Internet in particular, will have on B2B branding. The Internet has since its inception in the 90s exploded in growth rate, and the impact on businesses has been tremendous. Since the burst of the dot com bubble the technology has slowly matured and companies are adapting to the new ways of the web. This section will answer RQ-III which tries to position the online environment within the external dimension of the branding triangle.

Another tool in the marketing mix?

The small part of the literature reviewed relevant to online B2B branding approaches concentrates on issues regarding the corporate website, and positions online branding as a tool in the marketing mix. Virtsonis and March-Harridge (2009) follows the thoughts of Kotler and Pfoertsch (2006) when arguing to not only use the website as a catalogue but rather focusing on how the website can help promote the value proposition to differentiate the company from its competitors. The nature and complexity of industrial purchasing makes it difficult to compare prices online at ease, thus a website which elicits positive brand emotions can provide significant competitive advantage.

A website is an important touch point for customer where both content and presentation are vital. Often websites are customer's first interaction with a company, thus a first impression which elicits certain emotions of the brand can sparkle further interest. A poor first impression could do the opposite. The presentation has to promote relevant content rather than drowning it with fancy visual effects, and the power of the web has to be utilised with a purpose. A lot of websites on the web today are poorly designed in terms of both usability and design which could devalue the stature of the brand.

Rozin and Magnusson (2003) uses the Internet to promote the new global brand from Dow Corning, where the website is an integral part of both the business strategy and marketing communications. The author stresses the importance of alignment between the website and the brand; the same visual profile used in other market communications should be emphasised in order to present a consistent brand impression. In line with the strategy frameworks mentioned earlier, branding in the online environment should strive for the consistency and alignment towards brand and business strategy in order to achieve desired goals, and ultimately support the brand value proposition.

Online Branding is Different

Even though Webster Jr. and Keller (2004) fails to appreciate the Internet as a communication channel, their argument on the brand communications is that multiple media reinforce one another. The same argument holds true for corporate websites, because a website has the capability to provide the user with detailed information which the visitor has profound interest in. For instance using the website URL in advertisements does create awareness of the website and may lead to customers interested in the company looking up the website in order to study the market offerings and information available.

Kotler and Pfoertsch (2006, p. 140) dedicates a section of their book to branding online and argues to treat branding online different from traditional approaches, whereas the Internet provides information and simplicity as the two main advantages. Whilst they merely touch upon the

opportunities for interaction, they fail in identifying other aspects than websites and blogs. Webster Jr. and Keller (2004) argues that communication fosters trust, thus the interactivity available online can facilitate communication and consequently trust. When entering the dimension of online interactivity, Kotler and Pfoertsch (2006) delivers a warning; one needs to be comfortable with two-way relations in order to engage in the interactive sphere of the Internet.

Missing Aspects of the Online Environment

A call for papers to a special issue of Journal of Brand Management emphasises the limited research conducted on the topic of branding in the online environment, and at the same time the growing interest (iamot.org, 2009). There is no doubt that B2B branding online has received far too limited attention compared to its importance.

Several important aspects of the online environment are not touched upon at all in the literature reviewed, for example using blogs to establish thought leadership in a line of business, using social media related sites like Facebook or YouTube to create awareness and dialogue with customers, using LinkedIn to promote the company towards potential employees and nursing the network of fellow professionals, or establishing communities for professionals. Nor is the aspect of multimedia content like video, sound and other interactive graphical elements mentioned.

The main difference of the online environment compared to other marketing communications, is that the online environment enables conversations, not only between the company and its customers but also between customers and customers. Brands live their own lives on the Internet where people can share their experiences with different companies and different brands, and while it is possible to monitor what is being said about the brand online, it is impossible to control these opinions. Even so the companies have opportunities to engage in discussions concerning the brand, communicating with the users and building relationships.

Summary

Due to the limited amount of literature available on the subject in the two reviewed journals, it is difficult to draw any definite conclusions concerning how the external dimension of the branding triangle is affected by the online environment. The literature reviewed does however in part position online branding on a website in the toolbox for the marketing mix, where it should strive for the same consistency and alignment towards brand and business strategy as other marketing elements. This study has further identified severely limitations of the literature available online branding, especially in regards to interactivity and social media.

What impact will social media have on B2B branding?

Social media has expanded both in terms of technology and user base. The phenomenon and importance of social media has grown rapidly the recent years. A study done by Herder (2009), where 438 randomly selected management, marketing and human resource executives within companies across the US, shows that 82 % of American managers use social media for branding. On the perceived value of social media 81 % answered they felt social media would enhance relationships with customers, and 81 %, also felt social media would assist in building the company's brand.

The implications for businesses operating in B2B markets are however under-researched. Except for a few notable mentions about interactivity on the Internet no studies in the literature reviewed investigated social media. RQ-IV tries to foresee how social media may impact B2B branding.

New Age Branding?

The literature review revealed however two thought-provoking opinion-based conceptual papers (Mitchell, 2001, Christodoulides, 2008) which discussed the implications of the online environment. The authors' main message was to challenge marketers to rethink the basics of branding. The information technology enables many-to-many communication in a way which creates significant opportunities, challenges and threats to brand managers. The current "industrial age branding" was focused on the seller communicating "here we are, this is what we have to offer", whilst the forthcoming era of "new age branding" keeps the customers at the centre proclaiming "here we are, this is what we want". Rather than pushing marketing messages on the public, one should engage in open conversations with the customers to build relationships, understand the customers and customise the offerings towards what the customers wants. Rather than building the brand for the customer, the brand is built *with* the customer. A communication model of sense-and-respond rather than stimulus-response is proposed. If their thoughts prove correct it disrupts the very basics of marketing and branding.

Thought provoking articles can be means to elicit excitement and interest for other academics to pursue research in the social media and other opportunities created by the Internet. Whilst the author predicts a paradigm shift, the alteration towards buyer-centricity might happen at a more incremental rate. How brand and marketing professionals handle these new challenges and opportunities will be interesting to pursue.

Enter Social Media

Tools in the online environment lower the threshold for interaction between a company and its customers on an informal basis; social media is a tool which supports and facilitates relationships. It requires little knowledge and no investments to start participating in social media, which may be why it has grown tremendously recently. In order to join a social network such as Twitter or Facebook all it takes is a couple of minutes before the company is able to engage in ongoing discussions, create awareness and build relationships.

Using social media the threshold to engage in conversations with competitors, fellow professionals and customers are lowered significantly. People from companies interested in doing business with a company can use the low threshold social media communication channel to attain more information than what is available on the website or in brochures. People in the buying centre already favouring a

particular brand can engage the company with questions in order to further strengthen their view in discussions within the buying centre.

Many large companies are using corporate blogs to establish themselves as thought leaders; Adobe's Chief Software Architect Kevin Lynch, Sun Microsystems CEO Jonatan Schwartz, Novell's CMO John Dagoon, Boeing's CMO Randy Lerner, the basketball team Dallas Mavericks' owner Mark Cuban and many other examples can be found. These popular blogs create interest and spark debates, gathering professionals and enhancing the brand. They dictate important topics in their niche, much as news reporting media dictates the important discussions within a democratic society.

Brand Strategy and Social Media

Social media specialists such as Greg Robison (2009) advocates strongly against pushing direct sales messages through social media, but rather using it to create a human face for the business and engaging in conversations. Connecting with the customers through social media may not be the responsibility of a marketer; issues like providing thought leading insight, performing customer service or answering technical profound questions may be outside the scope of the marketer. Online branding should not be approached as traditional market communications, as Kotler and Pfoertsch (2006) argued. Whilst traditional market communication is a one-way street, social media is a four-lane highway. A marketing professional's task would be organising and managing the overall strategy, rather than actually engaging in all aspects of the discussions.

Even though it is a trivial task to engage in social media, it is far more resource demanding to establish a presence, create interesting content, participate in the discussions, and monitoring, maintain and managing the presence.

This puts us back to the roots of RQ-I; just as branding should be seen as means to strengthen business strategy, a social media strategy should be aligned towards branding and business strategy. Branding and social media needs strengthen and reinforce one another in order to fulfil the superior business strategy in order to create competitive advantage. Kotler and Pfoertsch (2006) argues for a six phase approach to brand management; planning, analysis, strategy, brand building and audit. A similar model for approaching social media could also be viable, by carefully investigating social media in order to capitalise on the opportunities. Even though the threshold for participating in social media is low, jumping on the social media wagon without a carefully planned strategy and mission may just be wasted resources. The audit phase could be of significant importance to see what works when experimenting in the online world. Even though social media creates opportunities there are also of course fallacies. Social media amplifies the power of one lifting stories to big mediums. The nature of social media does however engage in open discussions on a personal level, thus any misstep may be exaggerated and receive unwanted attention.

As revealed earlier, B2B branding academics argue for alignment towards the brand and business strategy and consistency throughout the branding process. These very same arguments could be extended to social media. If employees are about to engage in social media, it is also vital that the internal marketing has been carried out thoroughly in order for the employees to further enhance the brand when using social media. After all social media is all about open conversations.

Effects On the Branding Triangle

Social media increases obviously the communication interactive dimension of the branding triangle, by enabling informal, low threshold communication channels between employees and customers. The internal marketing dimension is also affected as employees need to understand the brand and business strategy in order to deliver upon the brand value proposition. Having a presence within social media also implicates the need for a website which supports the social media activity. In conclusion, all dimensions of the branding triangle are affected by social media.

Summary

Social media has seen rapid growth, and managers perceive social media as tools for creating and maintaining relationships as well as building their brand. Some authors argued that the new opportunities created by the online environment would disrupt the basics of marketing, but it could also be seen as an attempt to increase the focus on a new, growing and important area of branding and market communications. Social media facilitates communication and building relationships, and acts as a low threshold channel to communicate with customers. While many social mediums are easy to engage, it is resource demanding to establish and maintain presence. To defend investments on branding in social media it needs to be a mean to strengthen the brand and business strategy. As mentioned in earlier chapters, branding and social media needs be consistent with a focus on strengthening and reinforcing one another in order to fulfil the superior business strategy which ultimately creates competitive advantage. The effects of social media can be perceived in all aspects of the branding triangle.

Limitations

There are several limitations to this study. In literature reviews there will always be some distance to the unit of analysis, which might lead to misinterpretation of the results. The author has however tried to be as objective and correct in his interpretations of the literature reviewed.

Another limitation is that the review does not cover the entire literature available on the topic of B2B branding nor social media, thus making it harder to conclude about the coverage of the topics discussed. This study has however tried to look at the big picture, especially outlining the connection between the B2B brand and social media.

Brand strategy and social media has in this study been the main unit of analysis, but at the same time the reviewed literature have not been occupied with investigating the online sphere. Additional research within other areas of e.g. online marketing could provide a better understanding of the issues discussed in this review.

Implications for Theory and Further Research

There can be drawn a couple of implications for theory; B2B brand strategies should be aligned towards and reinforce the overall business strategy, whilst striving for consistency throughout every customer touch point in order to achieve interactive effects from branding in multiple mediums. In addition internal marketing should be aligned towards both brand and business strategy, in order to make the employees able to deliver upon the brand promise.

Branding in B2B environments is a relatively new field of research, and the different frameworks identified could to some extent complement one another. A thorough study of brand strategy frameworks could be carried through in order to synthesis the research into one comprehensive framework while at the same time squinting towards applications and integration of social media.

Social media and B2B branding has received even more limited attention among academics, but the technology enabling the phenomenon of social media has just in the recent years seen massive growth. Marketing professionals are still trying to find good-practice methods in order to reap the benefits of the new opportunities in the online sphere, and the academics are lagging further behind. The discussion of B2B branding in social media is however currently on-going on the Internet; there are vast amount of blogs, articles, quasi-research, arguments and discussions on the topic of B2B branding, where marketing professionals provides guidelines and tries to integrate the use of social media within their current communication channels.

Further research on branding in the B2B social media dimension should be conducted in order to collect, synthesise and analyse the vast amount of content available, to provide a thorough conceptual framework for B2B branding in social media. Case studies of successful B2B companies who have excelled through social media could also be investigated in order to provide further insights.

Conclusions

B2B brand strategies should be aligned towards and reinforce the overall business strategy, whilst striving for consistency throughout every customer touch point in order to achieve interactive effects from branding in multiple mediums. Several models were proposed, and they could to a large extent complement one another. A thorough framework may be synthesised from another literature on the topic.

Internal marketing reinforces both brand and business strategy by enabling the employees able to deliver upon the brand promise. Communications used within internal marketing should be aligned towards both brand and business strategy, in order to align the employees. In order to succeed with a branding strategy, internal marketing is essential.

Several gaps in the literature of B2B branding in the online environment, especially in regards to online interactivity, were identified. The current literature did only appreciate the corporate website in the external dimension of the branding triangle, albeit there are strong indications that the development in the online environment could have an impact; social media is growing, and the nature of these new tools would arguably increase activity across all dimensions of the branding triangle.

Further research on B2B branding and social media should be conducted in order to collect, synthesise and analyse the vast amount of non-academic content available, to provide a thorough conceptual framework for B2B branding in social media.

Implications for Managers

Managers implementing branding strategies needs to make sure the brand and business strategy reinforces one another. The brand should also be consistent in every customer touch point. In order to secure consistency, both tangible and intangible aspects of the brands should be communicated and educated internally. The employees are ultimately those who have to fulfil the brand promise.

As the social media sphere is growing, managers are advised at a minimum to monitor what people write about their own and competitors brand on the Internet. It could also prove valuable to keep an eye on how competitors and the industry in general develop online, as it would give managers indications of whether they also should embrace the branding in the online sphere.

References

- ANDERSEN, P. H. 2004. Relationship marketing and brand involvement of professionals through web-enhanced brand communities: the case of Coloplast. *Industrial Marketing Management*, 35, 790.
- ASPARA, J. & TIKKANEN, H. 2008. Adoption of corporate branding by managers: Case of a Nordic business-to-business company. *Journal of Brand Management*, 16, 80.
- BERNOFF, J. 2009. *B2B buyers have very high social participation* [Online]. Available: <http://blogs.forrester.com/groundswell/2009/02/new-research-b2.html> [Accessed 2009-11-28].
- BOATWRIGHT, P., CAGAN, J., KAPUR, D. & SALTIEL, A. 2009. A step-by-step process to build valued brands. *The Journal of Product and Brand Management*, 18, 38.
- BRYMAN, A. 2008. *Social Research Method*, Oxford University Press.
- CHRISTODOULIDES, G. 2008. Breaking free from the industrial age paradigm of branding. *Journal of Brand Management*, 15, 291.
- EMERALDINSIGHT.COM. 2009. *Journal of Product & Brand Management Information* [Online]. Available: <http://info.emeraldinsight.com/products/journals/journals.htm?id=ipbm> [Accessed 2009-11-21].
- GORDON, G. L., CALANTONE, R. J. & DI BENEDETTO, C. A. 1993. Brand equity in the business-to-business sector: An exploratory study. *The Journal of Product and Brand Management*, 2, 4.
- HERDER, R. 2009. Social Media: Embracing the Opportunities, Averting the Risks. Available: http://www.russellherder.com/SocialMediaResearch/TCHRA_Resources/RHP_089_WhitePaper.pdf.
- IAMOT.ORG. 2009. *Call for papers: Brand management special issue: Digital and Virtual World Research on Brands and Marketing Development* [Online]. Available: http://www.iamot.org/Issue_17.3-4_Digital_virtual_word_brands_Oct162008.pdf [Accessed 2009-12-02].
- INSKIP, I. 2004. Corporate branding for small to medium-sized businesses - A missed opportunity or an indulgence? *Journal of Brand Management*, 11, 358.
- JENSEN, NBSP, M, BECKMANN & S 2009. Determinants of innovation and creativity in corporate branding: Findings from Denmark. *Journal of Brand Management*, 16, 468.
- JUDSON, K., SCHOENBACHLER, D. D., GORDON, G. L., RIDNOUR, R. E. & WEILBAKER, D. C. 2006. The new product development process: let the voice of the salesperson be heard. *The Journal of Product and Brand Management*, 15, 194.
- KOTLER, P. & PFOERTSCH, W. 2006. *B2B Brand Management*, Berlin, Springer.
- LYNCH, J. & CHERNATONY, L. D. 2004. The power of emotion: Brand communication in business-to-business markets. *Journal of Brand Management*, 11, 403.
- MCCONNELL, B. & HUBA, J. 2007. *Citizen Marketers*, Kaplan Publishing.
- MCMELLON, C. 2005. The Customer Learning Curve: Creating Profits from Marketing Chaos. *The Journal of Product and Brand Management*, 14, 348.
- MITCHELL, A. 2001. The camel, the cuckoo and the reinvention of win-win marketing. *Journal of Brand Management*, 8, 255.
- MUNOZ, T. & KUMAR, S. 2004. Brand metrics: Gauging and linking brands with business performance. *Journal of Brand Management*, 11, 381.
- PALGRAVE-JOURNALS.COM. 2009a. *About the journal : Journal of Brand Management* [Online]. Available: <http://www.palgrave-journals.com/bm/about.html> [Accessed 2009-11-21].
- PALGRAVE-JOURNALS.COM. 2009b. *Journal of Brand Management - Table of Contents - Volume 11, Issue 5 (May 2004)* [Online]. Available: <http://www.palgrave-journals.com/bm/journal/v11/n5/index.html> [Accessed 2009-12-11].
- PENNINGTON, NBSP, J, BALL & A 2009. Customer branding of commodity products: The customer-developed brand. *Journal of Brand Management*, 16, 455.

- POWELL, S. 2007. Organisational marketing, identity and the creative brand. *Journal of Brand Management*, 15, 41.
- PROQUEST.UMI.COM. 2009. ProQuest [Online]. Available: <http://proquest.umi.com/pqdweb> [Accessed 2009-12-5].
- RAMSAY, B. 2003. Whither global branding? The case of food manufacturing. *Journal of Brand Management*, 11, 9.
- ROBINSON, G. 2009. A Practical Guide to Social Media for Brands. Available: http://www.protean.co.uk/portfolio/portfolio_downloads/Protean_Social_Media.pdf.
- ROONEY, J. A. 1995. Branding: A trend for today and tomorrow. *The Journal of Product and Brand Management*, 4, 48.
- ROSENBROIJER, C.-J. 2001. Industrial brand management: a distributor's perspective in the UK fine-paper industry. *The Journal of Product and Brand Management*, 10, 7.
- ROZIN, R. S. 2004. Buyers in business-to-business branding. *Journal of Brand Management*, 11, 344.
- ROZIN, R. S. & MAGNUSSON, L. 2003. Processes and methodologies for creating a global business-to-business brand. *Journal of Brand Management*, 10, 185.
- SCHREIBER, E. S. 2002. Brand strategy frameworks for diversified companies and partnerships. *Journal of Brand Management*, 10, 122.
- SELNES, F. 1993. An examination of the effect of product performance on brand reputation, satisfaction and loyalty. *The Journal of Product and Brand Management*, 2, 45.
- TANG, Y., LIOU, F. & PENG, S. 2008. B2B brand extension to the B2C market--The case of the ICT industry in Taiwan. *Journal of Brand Management*, 15, 399.
- TAYLOR, S. A., CELUCH, K. & GOODWIN, S. 2004. The importance of brand equity to customer loyalty. *The Journal of Product and Brand Management*, 13, 217.
- VARGO, S. L. & LUSCH, R. F. 2004. Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68, 1-17.
- VIRTSONIS, N. & MARCH-HARRIDGE, S. 2009. Brand positioning in the B2B online environment: A case from the UK print industry. *Journal of Brand Management*, 16, 556.
- WEBSTER JR., F. E. & KELLER, K. L. 2004. A roadmap for branding in industrial markets. *Journal of Brand Management*, 11, 388.
- WOOD, D. J. 2004. The global legal landscape in business-to-business brand management. *Journal of Brand Management*, 11, 420.