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# **BRAND PATRIMONY**

**On the hypertext of the brand asset  
and its corporate culture and identity  
principles accountability**

A new context-paradigm perspective about one of today's most valuable organizational assets, the managing responsibility it conveys and a recommended guide for relevant corporate communications functions and activity.

**By Blanca Fullana**

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**Inscription**

*In presentness of my beloved father.*

*In gratitude of his passion and devotion and in  
acknowledgement of his all-standing heritage herein,  
...and in I.*

February, 2016

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## In appreciation

I know it stands as a cliché but indeed trying to pull together such a titanic once in a life-time effort and experience, as it is to complete a thesis, makes it unthinkable that one could do this alone. The choice ideas, the assumptions, the links, the writing... are *mine*, of course. But it is the fondness, the energy, the exchange, the recognition, the support... of many people whom I treasure to share life, work or study with, that have truly made it possible. And so, in appreciation to all of them, here's my most sincere and grateful dedicatory:

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## Prologue

The investigation herein is purposely a teasing contribution on the perspective of the value of brands, in awe of the *corporate culture responsibility* (CCR) that they convey –or should convey-, in special consideration of today's context world. That is, the semantic but also the empirical professional argumentation -and thus the potential depth- of a cunning idea and desire: that business and organizations of any sort do have an ascribed cultural identity under which they should act responsibly, in duty of having their brands' value be sustained mid-long term.

The study is amidst a pledge of allegiance to the capability of businesses and public standing organizations to increase the quality of life in our communities, diminish side-effects of natural evolution, transfer knowledge that fosters innovation and in all, provide secure compromised and *joyful* societies to present and future generations. In doing so; and by the purpose of efficiency, through asserting on the resort of the brand as the instrument of representation of such dynamic patrimonial potentiality, in acknowledgement of its full-length abstract entity value.

It may seem uncertain that such view point should be an aspect of brands' abilities' construct and management. Perhaps instigating to such relevance sounds too naïve or too ambitious, but the intent clearly sprouts out of what's on the conscious of the people in our modern societies. People one comes across every day, no matter if they are business leaders or clerical workers, employed or unemployed, if they are consumer conscious or fashion victims, traditional parenthood householders or independent multi-facet families,

trendsetters or misfits, politically involved or convinced nihilists, environmentalists or climate change skeptical... all, reaching out from different approaches, bare a common single thoughtful intention and goal: to preserve one's own equality rights and principles beholding one's own quality life standards and choices. In other words: establishing reliable interactions whilst assuming the right of demanding the liabilities, they uncover.

Setting amid the discipline of the professional communications activity, such question resolutions stand in refuge to corporate brands value propositions, making them act upon the appeal of truthful performance and by efficiently integrating brand assumptions and promises, embedded in the core mind-set scheme of any given business or organization, in the entire chain of production of the product or service delivered, and in such, in the relationship standards and procedures across multiple stakeholder agents involved.

This research intends to prove a hypertext conception of the representation and thus communications potential of the overall value of a brand, from an organization's stand-point (not out of a product), and in relation to other stakeholders beyond the consumer. More so, beyond the consideration that a consumer is just a consumer and thus instead, in considering him/her to be the homonym of a citizen and a contemporary implicated subject.

The challenge is aiming at asserting on the demand of a "solid" brand corporate communications function consideration: one which operates from the center of the organization and which acts within a well-integrated business leader's agenda of full-length legitimate partnerships and participative related-projects.

Without subtracting from the importance and successful approaches to brand value from the product stand-point and in-all throughout marketing functions and activity, the in-bound reflections are in contribution to the continuity of the brand portrayal, beyond main market and sector contingencies and evolution. In result, the research at stake is purposely focusing on indeed also market opportunities, but of those markets' junctures beyond the current that are resonating within society and anticipating context changes and necessities whilst taking duty in preparing the execution of leading engaging solutions and response.

In a rapidly changing social, political, cultural and business landscape, triggered by recent globalization and technology open paradigms, the investigation brings into reflection the cognizance that brand value today is a task that conveys building trust and reputation: mind-share beyond market-share. And that is so, by fostering reliable continuity of the business social and cultural identity credentials representing on a diversity of interests, relevant to all audiences involved.

The study is structured in a transversal perspective of the awareness and recognition of the brand's asset (beyond its attributes) and becomes a question of the value of intangibles rather than tangibles; acknowledging such intangibles are not yet only emotional, but also rational. And therefore, capable of being explicitly implicated in brand management operations.

The change in perspective stems from a shift in the approach to brand value. That is, in managing brand value not from a sales scheme focus based on:

**consumer » money » shareholders » financial equity  
» market-share**

but rather, from a wider integrated business operations scheme envisioned as:

**citizen » future-standing » stakeholders  
» knowledge and innovation cultural relevance  
» mind-share**

In all, considering that stakeholders –significantly, employees- are dear agent partners, playing an extremely important role in multiplying the capacity of such an outreach of the organization’s potentialities and opportunities into the market, but also in and for the community surround. Concluding that the brand is not the creator or builder of value, but rather, the instigator of it.

In summary, understanding that the brand is the full-length value asset baring the dynamic patrimonial substance necessary to reveal a footprint, by aiding organizations -be it businesses, institutions, cities or personal entrepreneurs- to become sustained long-term contributors and thus, worthy facilitators and deserving drivers, operating in societies, not markets. /

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## **Introduction**

### **Brands operate in societies, not *just* markets**

In the purpose of introducing the analysis of the brand asset focal to the thesis at stake, research begins with a reflection of today's context realities, possibilities and constraints; understanding that the implications of globalization, the conception of sustainability and technology's new capabilities and domains, bring shifts consequencing and setting the scene for *orchestrating* the activity in which corporate brands operate today.

In words of Zygmunt Bauman, our societies are integrated in a "liquid modernity"; an un-framed pattern of crossed-references that has made organizations more permeable and accountable to their outputs' affectations, not only in respect to market positioning and consumers appreciation, but more importantly in merit of the expected contributions to social development, progress and innovation that are permanently, in demand.

In response to this context sphere, a new stakeholder central business model is being introduced into the world of economics and other dependable organisms producing and distributing goods and services across markets. In

the light of the reciprocity, interaction and dialogue emerged from such conductivity channels, all audiences (and not just shareholders and costumers) sharing or bearing an interest in the performance of a specific sector, are now co-formulating the strategic and managerial decisions portrayed by the leadership of operations. Employees, civil institutions and local communities are among the first key stakeholders with whom businesses need to redefine the relationships established, but other groups and associations of people, such as universities, NGOs or assembling social legitimate movements (to name just a few examples), are also in demand of consideration, nourishment and legitimate participation.

The investigation is determined to prove that the role and expectations of the different publics -in relation to any given brand- have in substance changed (specifically in terms of “validation” parameters) and thus the present study sets to demonstrate that targeted, but also to-date un-targeted audiences, now conform new ideals and integrate new processes and standards for evaluating and therefore assessing, one quality option over another, under any given relationship at stake: be it consumption, capital funding, work force, endorsement or partnership. Furthermore, it is not only in the purpose of prescription and reputation that stakeholders can and will act and perform within this context and towards branded organizations in usage of all current means. It is also because the determination of setting codes of co-

responsibility is thriving within all those implied in any given business assembly, meaning a new paradigm of corporate ethics has been installed.

The overall significance of economics in respect to the exchange role of goods and services in the development of societies and citizenship, is shifting to integrate community perspectives and synergies into organizations' governance and management, meaning that qualified rather than quantified features -outcomes rather than outputs-, are to be resolved in the endeavor of corporate brand full-meaningfulness and equity value management.

In fact, it is of utmost importance to determine, that the shift from market-share to mind-share conceptual trends in branding, is leading the way to a corporate brand identity positioning within a society, rather than within a market. And this is a substantial change for businesses; indeed, also affecting corporate communications practices.

### **Corporate Culture**

An initial guideline to manage and demonstrate such intangible wide conception of brand value, can be the establishment of a corporate culture responsibility mind-set and working model that examines the outtakes

received from pertinent stakeholders and anticipates the relevant outcomes that can arise from such reciprocity dynamics: facilitating development and fostering progress. The potential of the engaged relationship with stakeholders is, to such matter, of great value to the innovative processes of various management areas affecting business decision-making, and in its instance, it places corporate communications at the core of the organization's strategic center of operations. Have we been able to establish Corporate Social Responsibility (CSR) parameters in our organizations, it is only efficient we aim at meeting **Corporate Culture Responsibility (CCR)** brand standard premises.

A personalized profile based initially on the definition of the content attributes of one's corporate identity and on the analysis of the development of the outcomes that are benefitting society, are among the key factors sustaining and portraying brand's credibility, trust and reliability, all-across the organization. A CCR conception should include and withhold the overall significance embedded in the organization, represented and symbolized by the brand; knowing that acting in consideration of the corporate identity will involve bearing the principles of coherence and responsibility, that are in fact uniquely trying to be cultivated by the brand image.

**Identity vs image**

Essentially, corporate identity constitutes the mission, vision, values under which a brand operates and presents itself “into” society. It is the definition of the subject of the communications: in other words, who is speaking and why should legitimacy and relevance be associated to such a word-spinner. Moreover, how effectively and responsibly is it affecting behavior and influencing progress and experience, within society. Corporate identity traits and characteristics are specific to each branded organization and set the initial reputation parameters, but brands need to cooperate and interact with an open spectrum of stakeholders to bring its identity to its integral meaningfulness and opportunity spread. Effective corporate brand management is thus, more focal on the definition and portrayal of brand identity than on the objective of simply disseminating a positive brand image.

Brands are set to represent a *community* in the basis of designing means of expression and experience in response to principles and premises that are relevantly in association to it. In the contextualized current mapping of the full range of elements determining reputation, organizations are in the need of identifying and recognizing ownable corporate aptitudes and attitudes that integrate the overall value proposition associated to the branded organization. In so, in the breach opened by the multi-platform, multi-functional and empowerment sphere emerged on behalf of the possibilities offered bias

technology, the constituents of integral brand equity are set to be tangible and intangible units of the identity of brands; meaning, “*conscious performers*”, for which corporate communications should indeed foster and facilitate networking and participative involvement.

In such identity magma, there is a need to reformulate the conception and deployment of brand equity activity and built upon its corporate profile (not just, but so too product minded) and trigger –from that root- interdisciplinary consensus activities among all professionals in the communications sphere (marketers, advertisers, CSR agents, public affairs specialists, media gatekeepers, et cetera), to assemble and work together. In all, brand equity, first defined by David Aaker as “*A set of assets linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service...*” is today an issue beyond marketing-scope. Brand equity now is in urgent need of incorporating a full-length value proposition provided by the organization, that shows how it end-benefits society through the entire operations process; not just through manufacturing. The brand has evolved from being a mass-consumer pitcher to becoming a first-league coach integrating stakeholder representation into its business structure of chosen quality outputs, influencing relevant ‘social’ outcomes.

This multi-stakeholder centrality –beyond a consumer target- represents a much more demanding and participative counter-player’s brand engagement, conveying wider interests. Thus, this research is on the coherence between the values the brand deploys outwards and its inwards corresponding activity appraisal; specifically by employees. Brand management tools, architecture and methods applied in the analysis of product brands can and will be the lead of the initial tools that can be considered in building corporate brand identity meaning and performance. The analysis of loyalty, resonance or salience- among other standard concepts attributed to brands’ reputation- can indeed be adapted in the scope of audiences, beyond buyers.

Differently however to the behavior of product brands, it is the re-assessment of the initial strategies carried through by corporate branding that strike a fundamental aspect of brand added-value; focusing on the question of longevity and long-term standing of the business it withholds in undetermined new environments. Such asset is the result of reintegrating the outtakes accomplished in social terms back into the operations and performance of the organization, demonstrating feedback inclusion and active listening of stakeholders is a fact and not a simple intended positioning. Thus, guaranteeing the establishment of *productive* two-way communications dialogue and engagement.



In primary terms, brands compete to persuade consumers of the significance of the products or services holding their “name” (logo), but initiating such discoursing and brand storytelling from the core of a truthful rational corporate identity vs a creative emotional product’s characteristics and strengths appraisal, provides a wider scope of opportunities for qualitative progress found in horizontal terms across new markets, rather than growth in the vertical quantitative escalating terms of one-single market domain, which can eventually become obsolete or irrelevant through time. Put simply, the deployment of identifying brand content knowledge and innovation can and will revert positively towards the business advancement and thus will upgrade the total value (equity too) of the brand, better securing the business into mid and long-term sustainability.

### **Multi-stakeholder engagement**

In all, organizations must not only be aware of the channels that new devices and platforms have brought into business functions efficiency, but also understand how in the new context, such advancements can and will host incubator hubs of innovative opportunities for improving the capabilities and outputs of the organization itself and into the future.

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The connection between public relations activity and corporate communications in general and the core of the business strategy has been primarily focusing in keeping all stakeholders content –a first step to building relationships-. However, it is inspiring to truly consider what’s been referred to as “engagement”, because of the potential implications and resulting outcomes that it bares, in scope.

The major thesis is that a stakeholder-centered management strategy can and will scout and present new corporate opportunities, ideas and thinking-processes, bringing them onto the table, in the purpose of enabling improved strategy. In fact, creativity, understood as a transversal tool for innovation outbursts is and will remain key to extract the new horizons assessing brand’s value and thus, business value.

### **The key word is responsibility**

Finally, responsibility is in the described scenario, understood as a necessary concept that falls within all stakeholders, in all directions. Companies have responsibility over the implications of their activity, employees are responsible towards their knowledge and contribution, shareholders are responsible of the end-benefit of their investments, consumers are responsible of their choices and institutions are responsible of the control and supervision of corporate

organization and performance. In other words, matching and facilitating the flow of responsibility efforts and effects will be a key indicator of the business's full-length value proposition. And that is exactly what is here being foreseen as the brand's overall patrimonial bestowal, or in such terms, brand patrimony.

## CHAPTER ONE

### 1. The Context for Brand Communications: Globalization, Technology and Sustainability

- 1.1. The emotional spur: Naomi Klein's "No Logo"
  - 1.2. The rational spur: Zygmunt Bauman's "Liquid  
Modernity"
- 

*"May you always stand up to be true"*

Bob Dylan

#### 1.1. The emotional spur: Naomi Klein's "No Logo"

Most veritably, although it could not necessarily be exact,<sup>1</sup> the genesis of this research enroots from the 1999 bestseller book entitled *No Logo*, written by Canadian economist, journalist and activist Naomi Klein<sup>2</sup>, shortly after the Seattle protests during the World Trade Organization meetings of the end of

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<sup>1</sup> Researcher's note: This research wanted to start off like the modern tradition of literary fiction (that is post nineteenth "solid" Century novel structure) where the question of identity is permanently being questioned and transversally conveyed to purposely highlight the author's dilemma on what else can one (better) write after García-Marquez, Proust, Joyce, Faulkner... Under a seemingly conception and provocation, this research begins with the interrogation: *"what of any added value can be said about brands and branding that other experts and analysts haven't profusely said already?"*

<sup>2</sup> Klein, Naomi. To learn more on the impact of the book *No Logo* and other basics facts check: [https://en.wikipedia.org/wiki/No\\_Logo](https://en.wikipedia.org/wiki/No_Logo). For full reports, videos and other book, speech and article titles by the author, check: <http://www.naomiklein.org/no-logo>. Among the numerous interviews, speaking opportunities and featured media stories, a popular clip summarizing the book's content is that of Klein's conference at Harvard University in the year 2000: <https://www.youtube.com/watch?v=clXnQ3eIMCY>. Internet Ret. July 2nd, 2016.

the Millennium.<sup>3</sup> The book that shook consciousness of marketers and publicists -but also consumers and citizens- around the globe, is still an unmatched detailed recount of non-exemplifying brand conducts and performances and how these are involved in unequal and unfair treatment in regards to civil society's members, interests and qualitative development. *No Logo* was, and is, an intended portrayal of the implications of incoherent fruitions of brands and thus a unique call for attention on commitment, implication and engagement over a general concern to many of us living and operating within the "richer" first world nations. This main concern being: What can be done in respect to the in-circles bad consciousness we behold in our struggle to cope and go along our daily routines whilst conveying individual consumerism and permanent growth despite the numerous alerts on the environmental, social and ethical consequences of such un-sustainable practices?

*No Logo* was probably not the first document to evidence the problematic of too much growth or the ethics of too much wealth unequally benefitting and distributed among the common people (it is certainly not the only one since<sup>4</sup>),

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<sup>3</sup> Social media platforms capabilities broadcast much footage on the Seattle WTO protests of 1999. Relevant to the contextualization of the research at stake is the documentary: "*This is what democracy looks like*" [https://www.youtube.com/watch?v=yBUZH2vCD\\_k](https://www.youtube.com/watch?v=yBUZH2vCD_k), edited and published by the Occupy the Planet movement that in principles accommodates multiple and diverse, local and global social, environmental and political movements around our current world that are still actively actual and increasingly sprouting in the 15 years after these Seattle accounts. Included in this video are interviews to Indian activist Dr. Vandana Shiva of the International Forum on Globalization, where she reassumes: "*I think Seattle taught people that all these interests not only can they live with each other but that they are necessary to each other. That no labor movement will really be strong and sustainable until it includes the environmental concern. And no environmental movement will have a relevance for the future unless it brings into the equation how do people live, how do they survive, how do they eat, how do they get water...*". Internet Retrieved July 5th, 2016.

<sup>4</sup> Several social, political and environmental attentive and on-guard titles have been published, filmed and exhibited in recent years. The significant consequence of which has been a sprouting call for duty and active participation amid the disseminating

but Klein's title became and is still to date, a special referent because it explicitly placed the brand itself as the central element holding the representation of the to-be faced corporate hurdle and social-stance responsibility that such icons were (and are) seemly not succeeding to match.<sup>5</sup> Specially, in speaking in the terms of the evolving expectations placed both *by* and *to* the numerous stakeholders, including of course consumers but also employees, partners and suppliers... In general, the community "affected"; that is today: the entire global community. As it continues to be shown today in the forefront of the book's web-site introduction: "*No Logo* is the warning on the label".<sup>6</sup>

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current technological and organizational capabilities of our global world. Among some of the referenced context titles that have similarly become popular and influential to later factual massive demonstrations and other vindicating events are Morgan Spurlock's 2004 *Super Size Me*, on the fast food industry overdo –consumer responsibility- <https://www.youtube.com/watch?v=I1Lkyb6SU5U>, 2005 *Thank you for Smoking*, on the lobbying rhetoric of the tobacco industry –corporate responsibility- <https://www.youtube.com/watch?v=sRRJFBMlplI>, Al Gore's 2006 *An Inconvenient Truth* on climate's change facing challenges –environmental responsibility- <https://www.youtube.com/watch?v=Bu6SE5TYrCM>, 2010 Stéphane Hessel's *Indignez-vous* ("Be outraged") and 2011 *Engagez-vous!* (Engage) on regaining non-violent civil protest and disobedience –political responsibility-, 2010 Charles Ferguson's *Inside Job*, on the inside story of the 2008 economic crisis burst –institutional responsibility- <https://www.youtube.com/watch?v=FzrBurlJUNk> or 2009 Michael Moore's *Capitalism: A love story* –financial responsibility- <https://www.youtube.com/watch?v=IhydyxRjujU> or 2012 Noam Chomsky's conference at the SISSA University entitled: "*The emerging world order: its roots, its legacy*" again on the environmental concern and its political and business decision-making <https://www.youtube.com/watch?v=8BK0XIm0DXE>, among others.

In all, in the eye awareness and thriving organized activism around the world today, as shown in 2016 *Disobedience* <https://www.youtube.com/watch?v=Tdtc7ltYB8E> / <http://watchdisobedience.com> baring the maximum: "*Hope is to believe in the plausibility of the possible instead of the necessity of the probable.*"

<sup>5</sup> More on the relevance of placing the accountability of the brand upfront can be found in this video summary of the content of *No Logo*, produced by Jason Diceman, also linked to goodsandservice.org and dmoz.org cultural, social and political activism movements: <https://www.youtube.com/watch?v=5TtaiHhqBn8>. All Internet, Retrieved July 6th, 2016.

<sup>6</sup> The complete quote on the book's presentation in Naomi Klein's official web-site reads as follows: "*There's a bad mood rising against the corporate brands. No Logo is the warning*

And this focus on the brand has been Klein's smart, non-oblique and direct call for entailment –not just socially, but personally- to cause mainstream all-across social and cultural strata disruptive self-awareness and discomfort. Because who is in this time and place not dressing, travelling, eating, working for, living... amongst unhindered brand values paradoxes?

The first edition of *No Logo* as the author has put it forth in a tenth anniversary edition's new introduction, was intended to reveal true (product) brand meaning. That is, in seeing it then still from a brand outward marketing perspective, pointing out to the incongruities of "exaggerated" brand messages in the purpose of persuading audiences over often "unnecessary" purchases, whilst and despite, compromising the quality of not just products, but also jobs, resources supply, the environment... Klein well accounted for the gaps in numerous communications ephemeral end of the century "creative" sector's mantras and campaigns. As disclosed by the author:

*"The frantic corporate quest to get out of the product business and into the ideas business explained several trends at once. Companies were constantly on the lookout for new meaningful ideas, as well as the pristine spaces on which to project them, because creating meaning was their new act of production. And of course, jobs were getting crummier: these companies no longer saw producing things as their core business."*<sup>7</sup>

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*on the label... It is the first book to put the new resistance into pop-historical and clear economic perspective. It tells a story of rebellion and self-determination in the face of our new branded world".* <http://www.naomiklein.org/no-logo>. Internet, Retrieved July 6th, 2016.

<sup>7</sup> Klein, Naomi. *No Logo. 10th Anniversary Edition*. No Logo at Ten prologue by the author, pp. xviii. Third Picador Paperback Edition: January 2010.

Many readers will immediately recognize what Klein is referring to: *“Nike isn’t a running shoe company, it is about the idea of transcendence through sports, Starbucks isn’t a coffee shop chain, it’s about the idea of community.”*<sup>8</sup> And so forth.

This trend of searching for a wider expression of the brand meaning was indeed initially and in all, a well-intended attempt from the communications sector to bring broader sense into a brand’s power to enact and influence behavior. But, and therefore in thus, conveying the origin of what triggers this research’s claim: What are the brand accounts over corporate management? Being convinced that a brand can no longer get away with just being a creative communications construct selling a product or in better wording: concluding that brand meaning cannot be “created”<sup>9</sup> (neither corporately nor by a marketing and advertisement department), what is a brand supposed to be answerable of? Branded organizations and businesses are called to respond to these questions or else -and this would be another matter of study- be prepared to face the adverse consequences of being openly defamed –especially, amid today’s wide-spread technology and social media- and whereas *No Logo’s* author perspicuously warned and anticipated:

*“The title No Logo is not meant to be read as a literal slogan (as in No More Logos!), or a post-logo logo (there is already a No Logo clothing line, or so I’m told). Rather, it is an attempt to capture an anti-corporate attitude I see emerging among many young activists. This book is hinged on a simple hypothesis: that as more people discover the brand-name secrets of the global logo web, their outrage will fuel the next big political movement, a vast*

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<sup>8</sup> Klein, Naomi. *No Logo. 10th Anniversary Edition*. No Logo at Ten prologue by the author, pp. xvii. Third Picador Paperback Edition: January 2010.

<sup>9</sup> The following thesis development, specifically chapters 3 and 5, cover in extend the arguments to assert on the key idea that creating a brand is a perversity. Rather, brands must be an in and out expression of an organization’s offers and demands and its true stand in and for all stakeholders involved.



*wave of opposition squarely targeting transnational corporations, particularly those with very high name-brand recognition.”<sup>10</sup>*

A message that 15 years later continues to be insisted upon, not only through the book, but now through an entire political, social and cultural movement:

*“This book is not, however, another account of the power of the select group of corporate Goliaths that have gathered to form our de facto global government. Rather, the book is an attempt to analyze and document the forces opposing corporate rule, and to lay out the particular set of cultural and economic conditions that made the emergence of that opposition inevitable. ... It is the collision of and the interplay among these forces, the assault on the three social pillars of employment, civil liberties and civic space, that is giving rise to the anti-corporate activism... “No Logo” an activism that is sowing the seeds of a genuine alternative to corporate rule.”*

But by no means, is this academic research framed to recount on social activism, anti-corporate contestants or alternative governance to economics – otherwise very serious relevant issues- but rather to stay focused on what CAN be done from a corporate communications perspective within today’s current organizations, hopefully to somewhat support them in transforing into responsible agents. And in this sense, Klein’s *No Logo* is inescapable context sphere counterbalance to keep academics and professionals alike, alert and answerable of the in-sector occupations.

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<sup>10</sup> Klein, Naomi. *No Logo. 10th Anniversary Edition*. A web of brands -new introduction by the author, pp. xxxviii. Third Picador Paperback Edition: January 2010.

In however a résumé, individually *No Logo* bares non-eluding awakening and self-challenge, triggering summons in regards to making oneself responsible of being apprised, of becoming cognizant, of becoming sensible towards the implications of one's own choices, in taking action to demand reliable and trustworthy exchanges of goods and services and to being apperceptive of the outcomes of our own personal and communal purchase decisions.

Klein's *No Logo* was, in so, primarily effective in telling us to the face that a brand "acting" like Nike (or for the same purpose other global brands such as Volkswagen; covering a more recent controversial public domain reputational scandal case) are NOT *cool* brands! Not cool at all when it is evidenced they conduct third-world employment exploitation in insalubrious conditions accused of un-principled child labor (Nike, 1990s<sup>11</sup>), or when they are found guilty of lying to all stakeholders –meaning shareholders and consumers alike-

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<sup>11</sup> The Nike child labor scandal was one of the first ones to hit the global news and thus global consciousness in the early 1990s. Many have pointed to this case as a reference in both the global breaking news viral effect for such a time and the more or less successfully deployed reputational amendment models put in place by the company, ever since. The first half-way admission of the circumstances and announcement on new corporate and labor measures was expressed by Nike's CEO in 1998: [http://www.nytimes.com/1998/05/13/business/international-business-nike-pledges-to-end-child-labor-and-apply-us-rules-abroad.html?\\_r=0](http://www.nytimes.com/1998/05/13/business/international-business-nike-pledges-to-end-child-labor-and-apply-us-rules-abroad.html?_r=0). Two years before, in 1996 after another Michael Moore's movie "*Downsize this*", Phillip Knight – CEO of Nike- had agreed to speak to the director over the reasons why not to manufacture –or even assemble- Nike shoes in US territory where Knight had failed to persuade audiences on this company's stand: [https://www.youtube.com/watch?v=COPtIZ\\_Sg2E](https://www.youtube.com/watch?v=COPtIZ_Sg2E). In 2001 many on the watch monitor the actions taken and continue to pressure the company on more reforms and/or more ethical employment policies, an full length report by non-governmental organization Clean Clothes can be found here: <https://archive.cleanclothes.org/documents/01-05NikeReport.pdf>. Although not completely liberated still from the scandal, many have also acknowledged its efforts in resolving the situation: <http://www.businessinsider.com/how-nike-solved-its-sweatshop-problem-2013-5>. Today, Knight balances the Nike story portraying the entrepreneur and passionate recount of the foundations of the company in a recently published book: *Shoe Dog*. An example of Knight's book tour media interviews is this Inside Nike review in Fox TV channel this 2016: <https://www.youtube.com/watch?v=AEUkkfU4bEQ>.

by announcing eco-friendly engine motors that in fact are proven to be highly contaminating (Volkswagen, 2015<sup>1213</sup>).

And it is these brands (although they are certainly not the only ones or probably not even the most iniquitous) who are in the eye of the hurricane, because as leading brands in their markets they have become and intended to become “opinion leaders”, “trendsetters”, “inspirational life-style advisers” and overall, referents. Leaks on the true performance for non-accomplishing and un-sustaining statements and propositions of the brands, can be now scanned in a global and technologically open world, making these brands first applicants to being thoroughly inspected by democratic<sup>14</sup> and diverse global observers who have also actually turned unfailingly active, responsive and

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<sup>12</sup> A summarized timeline of the Volkswagen emissions scandal was assembled by North-American TV network CNN, ten months after the scandal news burst in the summer of 2015 <https://www.youtube.com/watch?v=Y5TvFY7xRDM>. A more extense portrayal of the consequences and causes to the diesel car industry as a whole and consumer’s disillusion and anger is British BBC’s Panorama TV show broadcasted in the Spring 2016 following the scandal <https://www.youtube.com/watch?v=TGtyxE49Tio>.

<sup>13</sup> Volkswagen lie over the true gas emissions of its automobiles continues to bring serious consequences as this research study is ready to be completed. Beyond the law suit starting process by the United States, claiming in words of Massachusetts Attorney-General Maura Healey that “*VW damaged the environment and "plotted a massive cover-up to mislead environmental regulators"*”—see <http://www.bbc.com/news/business-36837951>-, On August 22<sup>nd</sup>, 2016, more than a year after the initial scandal, two suppliers of essential car parts have stopped to deliver to the company amid an unclear dispute on previous cancellation of contracts apparently in relation to financial emissions program decision-makings and constraints. On the same day of the new episode of the breaking news on VW, German Economy Ministry spokesman Andreas Audretsch told journalists during a regular news conference: “*It is about thousands of jobs, which could be affected by shorter work hours, and the responsibility to tackle these problems constructively is very high.*” See BBC News online for reference: <http://www.bbc.com/news/business-37154334>. Just one day later, August 23<sup>rd</sup>, 2016 the disagreement is publicized to be resolved —see <http://www.bbc.com/news/business-37162618>, brand’s reputation recovery aside.

<sup>14</sup> Democratic in the sense of anyone, despite income, gender, religion, et cetera.

participant.<sup>15</sup> And so these brands are on the spot light to in all reference cast what are anyhow the contemporary brand context constraints at stake, for all organizations.

So, indeed Naomi Klein's exploratory work is most probably the initial emotional source of inspiration to come to terms and traverse and tackle this new context paradigm, from a corporate brand perspective. And in duty, to set about what could be brands' top management reactions to such surrounding conditions. As stated, in view of the derive of this study is therefore not set to bring under scrutiny brand "good" and "bad" case studies, but rather to be reflexive and suggestive over the attaining leadership, precisely corporate communications activity and corporate branding (not marketing) current framework requisites and possibilities, acting in designated response.

The investigation's brand focused angle is herein set under a corporate scope because as we will have noticed from the Nike 1990's child labor case and the Volkswagen 2015 emissions scandal examples, the reputation snap in these brands is not in the product "brand" itself, but instead in the strategic

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<sup>15</sup> Again, there are numerous accounts on the increase of organized and individual participation in all institutional instances, specifically due to the open-source context provided by our newly born technological capabilities and platforms. A worthwhile extense recount on the implications of technology was the 2014 BigBangData Exhibition at Barcelona's CCCB Art center organized by curators Olga Subirós and José Luis de Vicente. Among the exhibit sections was the one introduced as: *"Towards a critical and participative future"*, CCCB Exhibitions, March 2014. <http://www.cccb.org/en/multimedia/videos/big-bang-data-virtual-view/210325>. Internet Retrieved: July 6th, 2016.

corporate decisions undertaken by the companies. Decisions that have fed or instigated brand's poor campaigning when featuring values in association to these brands that are meanwhile not being fulfilled by the organizations themselves. Hence, bringing businesses into contradictions they can no longer, reasonably maintain.

To such respect, it is important to note that it took Nike several years -close to a decade-, to firmly admit responsibility and act upon their employment policies inside and outside the United States. As featured in the Business Insider report on how Nike managed this important reputational problem, Nike's CEO Phil Knight did not out-speak on the issue until 1998, when the scandal had been finally over-exposed to public opinion and the consequences of such information were directly affecting the company's sales income<sup>16</sup>. In contrast, it took former Volkswagen CEO Martin Winterkorn just a few weeks to resign and for the newly appointed CEO Matthias Mueller, less than a year from the scandal's burst date, to openly apologize<sup>17</sup>. A clear differential factor here being the more rapid spread of the news through Internet's open window exhibit and thus the lesser time margin to undertake solution-based arrangements, that bid to be –at least communicatively<sup>18</sup>- anticipated.

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<sup>16</sup> The real shift begins [with a May 1998 speech](http://www.businessinsider.com/how-nike-solved-its-sweatshop-problem-2013-5) by then-CEO Phil Knight. "*The Nike product has become synonymous with slave wages, forced overtime, and arbitrary abuse,*" Knight said. "*I truly believe the American consumer doesn't want to buy products made under abusive conditions.*" <http://www.businessinsider.com/how-nike-solved-its-sweatshop-problem-2013-5>. Internet retrieved July 8th, 2016.

<sup>17</sup> Still reeling from the fallout of its emissions scandal, Volkswagen (VW) CEO Matthias Mueller told reporters that "rules were broken and boundaries overstepped... it's very painful and we apologize sincerely." <http://www.cnbc.com/2016/04/28/vw-ceo-says-priority-is-to-regain-trust-after-emissions-scandal.html>. Internet retrieved July 8th, 2016.

<sup>18</sup> Keeping in focus to the area of expertise, communications can and should indeed anticipate the spread and response of any corporate relevant news. However it is leadership's management responsibility to act upon the decisions bringing the

Overall, meaning that brands perceptive context has therefore in scope been enlarged to exceed pre-technology market-sales managerial logic. And not only has the environmental scope of brands blown up, but it has also laid permanent traceability of anything they do, anywhere, at any given past or present time and into the future.

Global brand awareness and digital access are now forever featuring the shameful stories over both the American and the German flag-ship brands, but also including the in-between spontaneous, catchy, opinionated and so forth reactions, by any single entity willing to share any given view –positive or negative- on the controversial and ungraceful perpetuated crisis event.

Following the two brands scandal examples and although being more than twenty years apart, self explanatory examples of such nuisances to brand managers today are immediate search engine images in regards and that are likewise showing effective, anonymous, subversive brand creativity<sup>19</sup>:

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consequences, making it in any case a communications officer task to provide warning for leadership in consideration of relative business strategy decision making.

<sup>19</sup> Google Spain search engine first line images. Internet retrieved July 8th, 2016.



In summary, demonstrating globalization and technology go hand in hand arising urging calls for attention on corporate ethical and sustainable practices and thus, demanding all-across truthful, entrusted decision-making processes and operations.<sup>20</sup>

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<sup>20</sup> From McLuhan's classic visionary notice on the consequences of the *The Global Village* to Wheelen's recent title: *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* much literature including media coverage can be found on the implications of these three factors in our current time and societies.

## 1.2. The rational spur: Zygmunt Bauman's "Liquid Modernity"

And so, if the emotional spur for this research is on Naomi Klein's *No Logo*, no doubt the rational stimulus is on Zygmunt Bauman's *Liquid Modernity*<sup>21</sup>; a sage, wise-deducing and keen observation of today's modern societies that has enlightened the derives and challenges to be faced in the today global world.

The commoditized concept that has now become *Liquid Modernity*, is inspired in the term 'fluidity', which as first introduced by the author in his first incursion into the concept (Bauman, 2000), is expressed as follows: <sup>22</sup>

*"Fluidity is the leading metaphor for the present stage of the modern era."... What's not modernity a process of "liquefaction" from the start? Was not "melting the solids" its major pastime and prime accomplishment all along? In other words, has modernity not been "fluid" since its inception? These and other similar objections are well justified, and will seem more so once we recall the famous phrase "melting the solids", when coined a century and a half ago by the authors of The Communist Manifesto, referred to the treatment which the self-confident and exuberant modern spirit awarded the society it found much too stagnant for its taste and much too resistant to shift and mould for its ambitions."*<sup>23</sup>

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<sup>21</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Also see more recent accounts by the same author such as: Bauman, Z. *Liquid times: Living in an age of uncertainty*. Cambridge: Polity Press, 2007.

<sup>22</sup> The same author has after written other acclaimed titles applying the concept of liquidity to other instances of human condition. Alas Bauman, Z. *Liquid love: On the frailty of human bonds*. Cambridge: Polity Press, 2003., among others. See bibliography for further references.

<sup>23</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Pp. 2-3.



Without doubt, the depicted context definition resonates with the lack of belief in anyone or anything –besides oneself-, that seems to have engulfed our civil standing. The liquidity of modern times accounts for the situational skepticism we encounter more and more in daily common errands, chores and duties we are brought to do, such as visiting the doctor, for example. Less than 20 years ago, anyone inquiring a medical specialist on a specific unhealthy symptom would take the doctor's word seriously; meaning that they would grant him/her the '*autoritas*' to respond credibly to what was in fact wrong with us. Instead, any reader today will agree, we now visit doctors having previously talked to our friends and having heard of experienced stories of friends of friends who once felt something similar. We also will have checked our symptoms via web. Hence in-all, pre-considering individually chosen, not necessarily expert bits of information we then bring up in conversation during the check-up so that 'the person baring the capacity to dispense the prescription we already know we want'<sup>24</sup> will accommodate to do so; promptly!

If we transfer this same-sensed example to teachers, parents, bosses, of course too corporations, we can begin to touch-base upon the shifted paradigm of the context-sphere we are faced with, amid brand communications today.

As it seems, under this societal scope, brand managers are no longer in the business simply to persuade, but in fact to engage and accompany one's own personal choices in hope of deserved future exchanges based on a fair amount of trust.

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<sup>24</sup> Meaning we will not care for an opinion but rather for a solution. Capability vs. Ability.

This unframed society Bauman refers to, if we are here to properly understand it, is indeed the consequence of a larger capacity to choose; of having more choices, more global. Choices indeed, brought up by the ‘successful’ pursuit of the freedom and individuality of our modern landscapes.<sup>25</sup> In practical terms, it means nobody is more, or less important than another, no option is better or worse and absolutely no one is in possession of the truth. The truth doesn’t exist. Only one’s own truth exists, or in other words, only oneself can choose how and to whom is one going to stand up and be true to. In Bauman’s more clarifying narration:

*“As Harvie Ferguson puts it...”Modernity thus moves through a period of “authentic” selfhood to one of “ironic” selfhood to a contemporary culture of what might be termed “associative” selfhood—a continuous “loosening” of the tie between “inner” soul and the “outer” form of social relation...Identities, thus, are continuous oscillations...” And to this, Bauman concludes: “This is what the present condition looks like when put under the microscope of cultural analysts. The picture of publicly produced in-authenticity may be true; the arguments supporting its truth are indeed overwhelming. But it is not the truth of that picture that determines the impact of the “spectacles of sincerity”. It is how the contrived necessity of identity building and rebuilding feels, how it is perceived from “inside”, how is it “lived through”, that matters. Whether genuine or putative to the eye of the analyst, the loose, “associative” status of identity, the opportunity to “shop around”, to pick and shed one’s “true self”, to “be on the move”, has come in present-day consumer society to signify freedom.*

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<sup>25</sup> Bauman has since the first edition of his acclaimed book been a prominent speaker at a diversity of venues around the globe. At CCCB –the Contemporary Culture Center of Barcelona- the sociologist has presented his ideas in numerous occasions, some of which are here to be found and that include the conclusions herein extracted for the purpose of contextualizing the research. Some of the most relevant interventions can be found following these links: <http://www.cccb.org/ca/multimedia/videos/entrevista-a-zygmunt-bauman/211150> <http://www.cccb.org/es/multimedia/videos/kosmopolis-10-nuevas-y-viejas-dimensiones-de-la-desigualdad/212238#> <http://www.cccb.org/ca/multimedia/videos/zygmunt-bauman/212655>. All internet retrieved July 14<sup>th</sup>, 2016.

*Consumer choice is now a value in its own right; the activity of choosing matters more than what is being chosen, and the situations are praised or censured, enjoyed or resented depending on the range of choices on display.”<sup>26</sup>*

*“The absence of guaranteed meanings –of absolute truths, of preordained norms of conduct, of pre-drawn borderlines between right and wrong, no longer needing attention, of guaranteed rules of successful action –is the condition sine qua non, of simultaneously, a truly autonomous society and truly free individuals; autonomous society and the freedom of its members condition each other. Whatever safety democracy and individuality may muster depends not on fighting the endemic contingency and uncertainty of human condition, but on recognizing it and facing its consequences point blank.”<sup>27</sup>*

Applied to brand management, this is what corporate communications should trigger. More so, also from Bauman’s observations we can deduce, that individual empowerment finds even more grounds over which to express itself bias the technological revolution we are in the prehistory of developing:

*“For all practical purposes, power has become truly extraterritorial, no longer bound, not even slowed down, by the resistance of space (the advent of cellular telephones may well serve as a symbolic “last blow” delivered to the dependency on space...”<sup>28</sup>*

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<sup>26</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Pp. 87

<sup>27</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Pp. 212-213

<sup>28</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000.

The technology outburst is in account of the questions of accessibility but also, of mobility, setting them forth to be among the most transforming vectors of behavior and values in the last centuries. The sociologist is in earnest to affirm:

*“Mobility on this planet, in this world, is by far today’s most important, stratifying, socially differentiating factor. Who can move around and who cannot is the key question.”*<sup>29</sup>

In conclusion to a piece of work that is completely un-elusive to anyone in the communications field, the concept-base of Bauman, can also be an indicator that brands therefore are also affected by the “liquidity” of global reference stands, by the review over the consumption values<sup>30</sup> they arise and by the outreach and traceability allowed by technology’s capabilities. And so, the sector applicable reflections that one can extract from Zygmunt Bauman’s *Liquid Modernity*, specifically by and large social inequality and consumerism characteristics of today, are many more, of which the same author and many other experts are in constant duty of further exploring.

In the purpose of moving forward into brand management reveals, a last quote from the book can come to reassume the entire context scope this dissertation is in the effort of assembling:

*“The advent of instantaneity ushers human culture and ethics into unmapped and unexplored territory, where most of the learned habits of coping with the business of life have*

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<sup>29</sup> See links from previous referenced footnote.

<sup>30</sup> Bauman also makes reference to the inequality aspects of mobility.

*lost their utility and sense. ... And present-day men and women differ from their fathers and mothers by living in a present 'which wants to forget the past and no longer seems to believe in the future. But the memory of the past and trust in the future have been thus far the two pillars on which the cultural and moral bridges between transience and durability, human mortality and the immortality of human accomplishments, as well as taking responsibility and living by the moment, all rested.'*<sup>31</sup>

In all, we are in theory professionally set to admit that the permeability of brand's portrayed and perceived image has eliminated the barriers between the business internal and the social external activity; between corporate communications and marketing operations. And this consciousness over limits and limitations has put forth an open social debate on brands' attributions that are now in inevitable increased demand for accountability.

Pertinently, baring insights on the affectations of the concept of liquidity for the professionalized brand communications sphere, conclusions could be reassumed in the following:

- Audiences in relation to any brand, consumers to begin with, have become more skeptical towards any given structure of power
- Authority in general is increasingly questioned

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<sup>31</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Pp. 128

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- Anonymous individual voices have become opinion leading intercoms
- Experts are no longer blindly trusted and solely sustaining confident argumentations
- There is little time to reflect upon actions
- Corporate governance lays in the least, over enlarged expectations for being collaborative, accountable and responsible

## CHAPTER TWO

### 2. The Branded Organization's Sphere Joy, Culture, Community and Society premises

- 2.1. The original prerogative of Economics
  - 2.2. Corporate, business and functional strategies
  - 2.3. Global context issues to any organization
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*“The learning process is faster in lower organisms and slower in higher ones, because the speed of learning depends on the size of the brain and the ratio of the associative areas to the sensory areas within it. From an economist point of view ... all of man’s economic activities, consumption as well as production, fall into this category”<sup>32</sup>*

*Tibor Scitovsky*

As chapter one has intended to set the context sphere to brand communications, the organizational body held in account of the brand's operations representation, must too come in acquaintance with this investigation. So, in not being, and in not pretending to be, an expert analyst of Economics, it is sound to be here assertive on one idea: *Everything is connected*. And so, coordination of strategic brand management should be considered a full-length business capability.

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<sup>32</sup>Scitovsky, Tibor. *The Joyless Economy. An Inquiry into Human Satisfaction and Consumer Dissatisfaction*. Oxford University Press, Oxford, 1976.

To such respect, in taking the liberty to make it personal –and in the hope of universal food-for-thought utility whilst confining to referent storytelling techniques- I must here hinge for a minute to explain the origin of this chapter’s quote, submitted as it is, to establish the starting grid borderline of where this research’s ascribed corporate principles germinate.

*As an economist and humanist, my father gifted me with this book: The Joyless Economy on my Public Relations Bachelor’s graduation night, back in 1993 (or so around that time and place). It always struck me how he had come around to think of presenting to me such a titled bequest when I had never known my father could even speak English in the first place, lesser yet -one should think-, comprehend a critical essay on Economics. In fact, I’m quite sure he never really read it, himself. But, I did.<sup>33</sup> And in his usual intellectual nailing aim he and Tibor instigated in me the belief that Economics encompasses proximity and thus, it should in any case and primarily be there to stand for joy.<sup>34</sup> “Joy of who?” I thought in my mind. What can an economist be claiming over joy?<sup>35</sup> Joy, for who? Joy, why? ... For years and having read and taken written notice of some of the most striking quotes I had come across (trying hard to make sense of them) I would often come back to this reflective inquisitions almost permanently amid a bundle of frustrating idealistic after-work talks. And it hasn’t been until recently that I have laid down the mark on what the author –mind you it was 1976- provided*

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<sup>33</sup> Complete quotes college notes by the researcher from Tibor Scitovsky’s book *The Joyless Economy* can be read as a summary. Included in this thesis’ annexes section.

<sup>34</sup> The book narrates with philosophical and sociological wit the problems arising of a joyless economic system structure; signaling to many of the consequential hard knocks it would bare and that unfortunately has come to occur and affect our society and people today. Read chapter one for more information on the lack of “joy” (using Scitovsky’s term but thus lightly saying it) found in most jobs today.

<sup>35</sup> Like S. Latouche, one wants to proof wrong the old belief that “One who believes that infinite growth is possible in a finite world, is either insane, or an economist.” In Latouche, S. (2009). *Petit tractat del decreixement serè*. València : Tres i Quatre, S.L. Pg. 31 translated by the researcher.



*as a revealing vision: Businesses, Companies, Shops, Entrepreneurial Projects, Works, ... are people's ideas, energy, effort, intelligence, education, CULTURE<sup>36</sup>, put into development and triggered by passion, transferring a personal contribution into improvement of our society. So yes, joyful economy –and not no-economy- is what I think we want and can aspire to; a bright democratic contributing tolerant principled planetary arrangement of all the things we seek to do and explore as human beings set forth, in a truthful reshaped manner.<sup>37</sup> Or, what else could be thought?! Because frankly, businesses, and for such sake, brands are not going to disappear –many of us actually want that many of them, if not all, succeed-. And so, in the junction between what companies can and should do to improve their valuable standing perceptive, is where this dissertation lies in forth. My father had indeed genius intuition and an immense anticipating abstract capacity. Never underestimate the magic of intuitive abstraction; that's in all, my patrimonial axiom inheritance.*

It cannot escape this researcher's attention that such proclamations and/or vindications over joyfulness amid the economic corporate spheres we inhabit today can sound ironic, naïve, more so... idealistic. True. But the contemporary scenario in which we are in diapers of finding sense to, strikes this investigator also as an opportunity to regain such premises from perhaps another perspective, but under the same objective of making them realistic.

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<sup>36</sup> Culture as in original German etymological ample scope definition of 'Kultur'.

<sup>37</sup> As Latouche in his summary contribution of the virtuous circle of the eight Rs: Reevaluate, Reconceptualize, Restructure, Redistribute, Relocate, Reduce, Reuse and Recycle, in Latouche, S. (2009). *Petit tractat del decreixement serè*. València : Tres i Quatre, S.L.Pg. 56 translated by the researcher, very much encompasses the current alternative trends in business and economics that are coming across the new Century: including the collective systems of economy of the Common Good , free exchange of service expertise, or the Happy quality of life factor in the nation of Butan, to name just a few examples of ways to new economies that unfortunately this research does not find room to further explore.

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For as, if we are members of a global society armed with non-frontier technology, and we can in such see the unbalanced (to the point of unsustainable) flip-sides of the coin of the undergoing development, aren't we then urged, more than ever, to in effect operate through means that satisfy us? Are not our subconsciousnesses so full of the will to strive to improve this 'gifted' casualty, which is that we are alive in the first place? Is it not in all human to want to enjoy life and make life enjoyable, and for that matter, work, family, even religion, and so forth?

The idea that the ends justify the means and that the meritocracy we associate to such accomplishing acts is validating enough, has proven to be not right. The global issues that we are all being challenged with in this time and age are certainly often not the type of outcomes we would have anticipated to occur.<sup>38</sup>

One wants to think this is what we are called up upon when dealing with our duties, every morning. One wants to think politics and politicians too, probably have that same internal debate going on in their minds as they are determiningly occupied in building up the policies, laws and regulations that are organizing our civil society.

In other words, and again only with the intention of leaving such questions dismantle for other more experienced minds to bring them to terms with what

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<sup>38</sup> Side-effects of our unconscious corporate wrong doings are in the signs of Global Warming, Energy Efficiency breakdowns, Nature's devastations, ... and in general all basic resources distribution around the world and the consequences of its inequality conditions.

should stand as rigorous, here and for the sake of contextualization only, it is set to bring forth the following thesis basis assumption, which is that:

As humans, we all want to contribute with our lives to something worthy, through means of whatever it is we do. And that, in whatever arena of occupation –parenthood, for instance too-, implies acting in search and in response to the *'joie de vivre'*. Because what makes us happy are not things, but ideas, thoughts, dreams and interactions, exchange and share... That is: intangibles, not tangibles.

And this is in all pertinent to this study because the context in which businesses are operating today is quite 'joyless' all through-out, baring uncomfortable consequences that should be addressed. People are quite 'stressed' in between surviving and feeling terrible for being a survivor (in regards to how much one has had to give in to achieve its own survival kit and secure platform of work-family-friends). So, in all, for those of us who are privileged enough to be able to live comfortably, do we not watch the news every evening and feel overwhelmingly heart-broken, un-proud, disgusted, and so on?! Do we not feel the urge to want to knowingly do things that are worthwhile?

Our developed corporate economic nations are to be repudiated for their irresponsibility charges, for their incongruities in front of stakeholders; charged even, for its well-intentioned mistakes. But in the meantime, in-parallel, there too must be a compromising optimistic, joyful approach to our daily role-plays as parents, off-springs, friends, lovers, also as employees/employers, project makers, artists, etcetera. And in such attitude,

there too must be the look upon contributing and giving room to improvement, however specific. Meaning that it is our own responsibility too. Knowing, in quoting Scitovsky again that:

*“Work can be pleasant or unpleasant, and its pleasures, comforts, and discomforts play an important role in our lives. Those effects of work are completely missing from the economist’s numerical index of economic welfare: the net national income or net national product is NOT net of the disutility of the labor that went into producing it, nor does it include the satisfactions of labor, if this is what work gives rise to. The reason is simple. Work which produces market goods may be an economic activity, but the satisfaction the worker himself gets out of his work is not an economic good because it does not go through the market and its value is not measurable. It may be VERY IMPORTANT nevertheless.”*<sup>39</sup>

In closure, signifying that corporate reputation, trust and responsibility issues –herein at stake- is in whatever case, a summation; an additional multiplying equation brought on by individual people who compound and gather in togetherness to create better surroundings.

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<sup>39</sup> Scitovsky, Tibor. *The Joyless Economy. An Inquiry into Human Satisfaction and Consumer Dissatisfaction*. Oxford University Press, Oxford, 1976.

## 2.1. The original prerogative of Economics (and thus corporate organizations)

As announced in this chapter's section subtitle, the original prerogative of Economics from where this investigation departs and thus in application here hence to corporate management, is that economy can and must be a "fair game". A first resulting premise being: Economy, and thus organizations, sit within a society and not just within markets.

This affirmation can be asserted vastly through numerous sociology pieces this dissertation is not in quaint of resolving, but so in just going back to the genuine definition of society, gathered not from an ancient Greek book but from a current entry in the Wikipedia:

*"A society is a group of people involved in persistent social interaction, or a large social grouping sharing the same geographical or social territory, typically subject to the same political authority and dominant cultural expectations. Societies are characterized by patterns of relationships (social relations) between individuals who share a distinctive culture and institutions; a given society may be described as the sum total of such relationships among its constituent members."*

In respect to this, a book by professor and consultant, Martin Kornberger's, entitled *Brand Society*, might intuitively be correctly pointing out to something substantial. In his work, the author essentially signifies, that it might not be so much about branding our entire society in the way Times Square looks like, but moreso in assessing unpretentiously and rigorously, over the "society"

constant operating in and out our organization's sphere and that includes all our brand's stakeholders, not just consumers. And such is a key corporate leadership matter of concern and attention that needs to go farther into account.

The point to this chapter's introductory recount on the challenges and considerations for businesses today is that brands do not only. operate outside the organization. Every business or organization operates in fact very similarly to a family, perhaps a community, or both. From experience one can gather that employees at work often share more intimacies than what they put outward into others outside; meaning that their capacity to shared-interest-knowledge-innovation is an intangible asset that organizations would do good not to overlook. The specific contributions and outcomes that such an in-effect reliable trained group of participants can end up doing together, by engaging and sharing is a further corporate human resources threshold to explore. But as this research underpins the increasing choice of such interaction among co-workers (which is always an individual choice anyway, and so it should remain) is quickly being adverted to oust the 20<sup>th</sup> century claim of: *"Business is business"*, for which it has always in cognition meant: *"SORRY, business is business ...and so YOU don't matter or have not a word on this at all!"*. Sounds stupid really, but as so it has been portrayed in our education and unfortunately is still depicted in many work stations around the world. Point to be made is: this can no longer stand up to be an accepted mantra, because 'business'; my every day occupation, is indeed personal!

In the current fluidity of individual choice societies (Bauman) struck by inequality and corruption consciousness (Klein) and baring technologically empowered and active members, paradigms of performance have shifted

forever. Because like businesses and organizations, employees and consumers are in it for no joke; meaning their lives are dependable on it and so they will not, not consider what they do every day, personal.

Furthermore, to Bauman's but also Klein's background displays, there is us the people (not employees, consumers, shareholders, suppliers...: people!) who are involved. We must make sure that we can participate and open-up to take our stances, feeling part of the community to which we belong –the corporate and brand community too- without that meaning that we have been inducted or that we are wearing a distinctive badge believing in our corporation's discourse without questioning it. As it is herein later to be analyzed, identity; corporate identity; brand identity... is made up of all the parties identities' and attitudes deployed. Personal attitude, not private.

*“Community defined by its closely watched borders rather than its contents; “defence of the community” translated as the hiring of armed gatekeepers to control the entry ... these are the principal dimensions of the current evolution of urban life.” And later continues: “Shielding others from being unduly burdened by refraining from interfering with their ways makes sense as long as one may expect similar generosity of self-restraint from the others. Civility, like language, cannot be “private”.”<sup>40</sup>*

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<sup>40</sup> Bauman, Z. *Liquid modernity*. Cambridge: Polity Press, 2000. Pp. 95

## 2.2. Corporate, business and functional strategies

In whatever the case of political, social and cultural sense in which one wants to approach the brand's open context participative community it sits in, the panorama requests that the basics of corporate business management structure operations is revised, brand management roles too.

To such respect, and not to unnecessarily extensively dwell on aspects of business management this researcher is not in legitimate capability of portraying, one very clarifying relate on corporate strategy scheming is in professor's Marcel Planellas, from the ESADE Business School in Barcelona, book entitled *Las decisiones estratégicas* (Strategic decision-making).

Based on the premise that *"Companies must be envisioned as responsible citizens who fulfill their duties, that produce good products that contribute to society."* (see annex interview)<sup>41</sup>, Planellas's book arranges business strategy in three categories:

*"The corporate strategy determines the business areas or the strategic business units in which the Company wants to be present. This corporate strategy takes the company to introduce itself in a new sector or withdraw from an old one, in order to withhold a balanced business portfolio."*

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<sup>41</sup> Full interview with Marcel Planellas available in annexes.



*The business strategy refers to how the business competes within a market or sector. This competitive strategy defines the optimal business moves to be made, to be successfully positioned among competitors.*

*The functional or departmental strategies are the declination of the corporate and business strategies into the functions level (marketing, finances, operations, human resources, IT...) of each department or geographic region, accordingly to each company's structure.<sup>42</sup>*

The book, which enlightens on thirty different models of strategic decision-making methodologies, is reported here to observe the brand management keystone in resolution. Brand management seems to have been operating only as a functional strategy in acknowledgement of business strategies –that are competitive through -market-based- insights. And so, the entire point to this research then, is to bring forth corporate strategy into the insights and resourced foundations of our brand's communications and management activities, with and towards all stakeholders.

Following are the summary quotes of the full interview with business specialist, Mr. Planellas, to further crystallize on the importance of such an upgraded position potential of brand management operations.

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<sup>42</sup> Planellas, Marcel. *Las decisiones estratégicas*. Penguin Random House Grupo Editorial. Barcelona, 2015.

**Note: Full interview with Marcel Planellas (ESADE) featured in Annex.  
(In Catalan language)**

**A summary of the interview in English may be followed through the subsequent quotes abstracts:**

*“How would we would define brand? It is about building an identity through values. And in any case, the answer has to do with the relationship between strategy and business, in which there are three levels:*

*On the first level would be the corporate strategy. Globally meaning that which decides who we are, what business we are in, what we do, and so on.*

*Then, in a second level depending on corporate strategy would be the business strategy, in the case of large companies, it means that one entity can be in different businesses.*

*We therefore have a business strategy for each business.*

*Finally, the third level and depending on how the company is organized, there will be functional strategies: the strategy of marketing, finance, human resources ... they are somehow a decantation of the business strategy.”*

*“Therefore, if we talk about corporate strategy we talk about this more general strategy of the corporation: the overview and its consistency with each business strategy.”*

*“The problem is that when you work with small and medium enterprises, often these two levels are joined and they may be confused.”*

*“The difference can be set watching / observing the view of owning a business. For example, if it's a family business, the question might be: “What is the corporate strategy?” And they answer you will find it in the family values, for example: “we are careful, we want the company to pass on to the next generation, our policy is that of not borrowing, of not selling ... ” These decisions are therefore, the central corporate strategy.*

*“A mission, vision, values address that incorporates the corporate strategy, the business strategies and the functional strategies. We often find it is not in writing... but the fact that it is not black-on-white, does not mean it does not exist!”*

*“The phenomenon that has been happening until relatively recently, say 20 years, is that the brand has been long associated to the product and in this sense there are many companies that have followed this strategy, where one doesn't know who's behind what (Procter & Gamble, Unilever, Sara Lee...). On the contrary we know their shampoo (Pantene), their soup (Knorr)...”*

*“The importance so far has been put on the product brand and at a corporate level the brand has not mattered. What has happened is that products are unlisted in the stock market so in the end, one needs to know what is the corporate strategy behind each product brand.”*

*“It has been noticed to be very important to know what values the brand conveys what it transmits, its reputation, how good of a citizen it is ... to put it in a figurative sense.”*

*“Ultimately reputation management; an activity that has to do with the behavior of the corporation as a brand.”*

*“It is about values and increasingly, about behaviors.”*

*“Companies must be envisioned as responsible citizens who fulfill their duties, that produce good products that contribute to society.”*

*“IBEX 35 large companies now measure at least once a year, their position regarding reputation. They measure perceptions both externally and internally to the company and in a personalized way.”*

*“When reputation has been lost, often it is due to behaviors that have failed to generate trust and the business has been damaged. Being proud of working for a company is an element of measurement of trust.”*

*“In all, a company's leader is very important.”*

*“The leader with its values and its management style should be keen in looking after the fact that the brand image matches its performance corporate strateg.”*

*(on family business advantages/ disadvantages) “When family businesses go well, they go much better than the others, among other things because they are super aligned. The business and values go hand in hand. On the contrary, when they don't go well, then the problem is both in the company and in the family ...”*

*“Family businesses have many advantages, such as medium and long term vision. They do not answer to insensitive capitalism, where they have to present results every three months because they have shareholders looking into the short term.”*

*“When the property is a family’s property, they usually aspire so that the company will pass on to the next generation and have a long life. Therefore, they have a more quiet and reflective long-term vision. Each generation should manage the company like a coach would, aiming to maintain the corporate strategy modifying the business strategy according to each time-period.”*

*“Social action must be linked to corporate strategy.”*

*“There has been an evolution: companies were dedicated to making money and it was only some kind of owner that was dedicated to social activity (philanthropy)”*

*“Now we have seen that it is not only the owner but rather the company that has to act as the responsible citizen it is, because it is also “ someone ” socially responsible.”*

*“Companies must respond to a real problem of legitimacy.*

*The discourse should be consistent.”*

*“Identification and cohesion go together, unified in an action carried through execution and based on a sum control measure, unifying action through a commitment.”*

*“A clear idea and commitment that translates into the display of concrete actions”*

*“That the intangible that can be quantified, a measure that will allow you to see how much money has been spend, what impact has it had ...”*

*“In the end, it is very noticeable if an action is simply a matter of image or if it is truly aligned with the values and business strategy ... without contradictions ...”*

*“Social activity as an element of social differentiation thus positioning because the product is becoming increasingly homogeneous and so it should be able to be discriminated (there is much concurrence).”*

*“Social activity should be done very professionally, taking strategy. And if you do well, it can become an element of corporate differentiation.”*

*“It depends on the sector and the focus you what to give to it, what values you want to convey.”*

*“Innovation is not as important for everyone. “*

*“More so, on the question of corporate reputation, it takes a lot to build it and very little to destroy.”*

*“The recent and obvious example of how Volkswagen last summer had a team considering that cheating with its regulator would not affect the reputation or the corporate image ...*

*So how can such things happen?*

*I have a theory. In organizations when a decision is taken, there are different biases, one of which is technical. I believe that in this decision neither the corporate reputation director, nor the media expert, nor the legal director, were consulted. It is a decision among technicians who saw it as a technical problem, not at the level of corporate or business strategy, but at a level of operations -of functions.”*

*“There was no anticipation of the risk and impact of the decision.”*

*“On the brand and on the reputation topics, what’s more important to a general manager or a president, than this? What does your company hold if it is not its prestige?”*

*“One must be able to keep the values , determine the core knowledge, those things stable, our values, our way of doing things ... being part of the (corporate) deep-self, while also knowing how and when to innovate on new trends, and so on.”*

*“A company can be putting and removing items ... depends on the area where you are ... you can be more or less flexible. What interests us though it how you will continue to persist on your fixed values, those with which people can identify.”*

*“In a corporate event or activity or in an internal communications event for example, what you do is to call upon history in search for a reason for being, something that people can see and understand, that you can explain the origin of the organization, its objectives and acquire in short, legitimacy.”*

*“The communications level is one, marketing is another one. They should be in coordination, but they are different.”*

*“Before a new product launch the marketing guy might say: “We must change our image ” ... but here the communications officer will tell if the image that is being proposed remains consistent with the values of the corporate entity.”*

*“We must maintain the idea of keeping the essence whilst evolving. Today is not yesterday, there will be another time and a different approach to different publics for example, but not a radical change in our values.”*

*“Those organizations that are saying “none of this, let’s change it all completely”... well, it is a possibility, but this means starting again from scratch (probably with another brand).”*

*“Brand strategy is leaning on corporate strategy, and decanting from every business strategy, that should also be consistent. The functional strategies should also be consistent with business strategies.”*

*Literature on the brand is often by authors of the 80/90s. And yet, even marketing people have been that the subject of the brand is escaping them. And so now they speak of operational marketing and strategic marketing which is a way of making inclusive the corporate reputation aspects.”*

*“The value of the brand is an element of competitiveness and differentiation!”*

*“The best strategy in the end is that the brand does not “read” out its attributes, but that others do.”*

*“One purchases an intangible ... a stamp, a personal style.”*

### 2.3. Global context issues to any organization

In all due respect to their corporate strategy visions and procedures, businesses and organizations must be also in consideration of the opportunities and constraints that jeopardize and/or enrich not just their most prompt but also the future outcomes of their activity-spread. Acknowledging that what is truly amazing is in fact, everything of value that a well-organized corporation can come to convey and produce in and for our societies today.<sup>43</sup>

A short listing of the most fascinating context insights and challenges to be taken amid decision-making advancements within a modern-day company, are summarized by the MIT2016 here: <https://www.technologyreview.com/lists/technologies/2016/>

In all, and before entering the brand value specific aspects to be considered amid this dissertation, businesses and organizations are called upon building their corporate '*estanza*' to be able to coherently respond to the chaos-formed events surrounding them, avoiding reputational identity cracks despite on the other hand, of unavoidable image crisis eventualities. It is not about what happens to businesses, but rather, about how they respond to it. And therefore in all, it is not about being well established and defending solid (unbreakable) structures and parameters, but about being responsive, dynamic, flexible... And in thus, be perceived in accountability of being true to the brand identity being represented.

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<sup>43</sup> Discovery Max TV channel has an extraordinary program called: *How do they do it?*; a worthy series programming narrating the logistics and methods in the manufacturing and production of our goods and services.

## CHAPTER THREE

### 3. The full-length perceived and expected definition of Brand Brand as strategic business asset

- 3.1. What is *really* a brand?
  - 3.2. On the assumption that brand value refers simply to equity
    - 3.2.1. The intangibilities in association with brand
    - 3.2.2. Brand value methods and evaluation
    - 3.2.3. Defining brand identity
  - 3.3. On Corporate Identity
    - 3.3.1. The relationship between brand identity and culture
  - 3.4. Introducing the concept of Brand Patrimony
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*“A remarkable thing about Shakespeare is that he is really very good, in spite of all the people who say he is very good.”<sup>44</sup>*

Robert Graves

So, one may be asking oneself: Why in all, bring a brand perspective into a corporate communications discourse? And such question is answered by responding in first instance to the first question of all, which isn't other that: *What is really a brand?*

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<sup>44</sup> Graves, R. Famous Quotes web site. <http://www.famous-quotes.com/topic.php?tid=1016> Internet Retrieved July4th, 2016.



To break it out starting somewhere, one can immediately sympathize with contributors such as Scott Bedbury<sup>45</sup> when in the introduction to *A New Brand World* -a not to be dismissed extensive brand analysis literature on his Nike and Starbucks brand managing accounts-, he commences his reflexive approach under the premise that the endeavor of clarifying the idea of a brand “*can only be undertaken by fools!*”<sup>46</sup> It’s true.

In fact, Bedbury is among the few authors that have tackled and made the effort of attempting to write –as it is this researcher’s shared intention- over the exceeding catchment -not physical, but intellectual- of a brand’s management related sphere. That is, exceeding from the market and product/service purview. In Bedbury’s commencing words, he puts in black and white –with the empirical credibility that such statement bares- the following declaration:

*“Brand building is much more than the responsibility of the marketing department or even of the CEO, although both functions must participate actively in championing and protecting the brand from within for the effort to succeed. Building and supporting a great brand is everyone’s job, from the CEO on down.”*

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<sup>45</sup> Scott Bedbury is considered one of the top marketer professionals of recent times. He was head of advertising for Nike at the time of the “Just Do It” campaigns and between 1995 and 1998 he became vice president of marketing for Starbucks. His achievements and insightful accounts of his on-ground experience are all well spread through now his current CEO position at his own founded company: Brandstream, an independent brand consultancy firm providing global brand development projects including “corporate training and speaking engagements” as it is stated in its website home [www.brandstream.com](http://www.brandstream.com)

<sup>46</sup> Bedbury, Scott. *A new Brand World: 8 principles for achieving brand leadership in the 21st Century*. Penguin Group, Penguin Putnam Inc., New York, NY, 2002.

In honest concern however, from a corporate communications stand point, there is still a missing link in this recount of intentionality behind Bedbury's statement, which is: Why are then corporate communications managers and public relations officers not mentioned in this undertake of responsibility? Are they not in-office? Do companies like Nike or Starbucks not have CCO representatives that will want to enter this discussion over the brand's outputs and want to participate in them, also inwards?

Because fortunately or unfortunately –it depends on how one wants to look at it-, the issue starting this study's approximation altogether, still in this remains unresolved, in great part because experts continue to have consumers in mind (and not really any other stakeholder to the company) every time they are in the job of speaking of brands.

And then, the unsolved elemental question is: If whatever task considered in branding is meant to be asserting on the keys to building brand leadership, the first faltering hesitation that comes into scope is: Building brand leadership, by who and from where? And, building it, for whom? Who's to benefit from it? Meaning, is the goal for leadership that of taking command in only holding the best of the market position and to aim to crown it by increasing its share or is brand's leadership a role to be played for and bias society?

Bedbury, for the same purpose Chernatoy or Krönenberg<sup>47</sup>, other inspiring expert disclosers later more extensively referred to in this chapter -likewise this

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<sup>47</sup> David Aaker, Scott Bedbury and Jean-Noël Kapferer from a specific consumer perspective and specially Leslie de Chernatoy and Marting Krönenberg from a more societal expression of brand's influences, are to this research the most relevant parameters' sources of domain.

researcher-, are probably thought to be considered optimists; idealists! For one of the most real concerns behind brand building is whether or not what the brand image deploys, corresponds in coherence to the organization's identity principles and culture. And so, this is in purpose the objective of this dissertation: to prove such correlation and to give guidance on how to work upon it, specifically encouraging business leadership to pay attention.

To start it off somewhere, in following with the eight principles<sup>48</sup> Bedbury declares that need to be taken into consideration amidst this desired achievement of brand leadership, only one: "*Big doesn't have to be bad*" clearly stands out to point into this missed-linked direction, although still seemingly failing to legitimate corporate communications, institutional relations and professionals that have before served and have grounded experience in such matters.<sup>49 50</sup>

The abstraction of the concept behind a brand –with everything a brand implies to behold- interweaves with such a magmatic ocean of psychological,

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<sup>48</sup> Bedbury, Scott. *A new Brand World: 8 principles for achieving brand leadership in the 21st Century*, 2002. The attaining principles described by the author in this title book are reassumed in the following: 1) Relying on brand awareness has become marketing fool's gold. 2) You have to know it before you can grow it. 3) Just because you can doesn't mean you should. 4) Transcend a product-only relationship with your customers. 5) Everything matters. 6) All brands need good parents. 7) Big doesn't have to be bad and 8) Relevance, simplicity, and humanity –not technology- will distinguish brands in the future.

<sup>49</sup> It is sadly obvious that the corporate communications and public relations office has been often invisible, relegated and/or treated with indifference in the eyes of many business managers, specifically advertisers and marketers. It is to such unfair gap of attention and of legitimacy that this thesis work is in modesty, at stake of resolving.

<sup>50</sup> Also, see chapter four for further reference on how this principle: "*Big doesn't have to be bad*" and other un-product related attributes apply to the theoretical approach in scope.

educational, social, cultural, economic, even political aspects, that one eventually and continuously fails to exactly underpin the full scope of meaning, in the surface but also underneath the surface, of the term. “Brand” is like one of those “impossible” German language words in the philosophical accounts of eighteenth and nineteenth century intellectual beasts like Kant or Nietzsche, that are always not fully comprehended in all its semantic capacity. One is always in those thematic areas lost in translation because the connotations are never in all standardized (and therefore do not find identical matching terms in other languages) and because they are also, in part, always influenced by the receiver’s own experience of the conceptualization of the word. And in all, it so happens, that the designated term is permanently reinterpreted. Hence, impossible to keep track of all twists possible in just one word. The cognate brand is indeed in itself, one of these *big* words.

In fact, one cannot even be sure that the statement of a thesis (proving a hypothesis) can be applied to such a porous discipline, as it is the case of any topic or theme study in the field of communications. And so, given there have been warnings to the reader throughout this research exposition, that the language science is an entire meta-discipline surrounding this thesis proposition, here it is again: the quintessence attempt to respond to the challenge of defining *brand*. And the stubbornness in such a task comes not from a capricious attraction to the parole but rather from the enrooted first branch encoding screen that lies beneath the term, usually incorporated in any serious study on business reputation.

The search eradicates on the condensed abstraction that the term brand embeds in the minds of those who use it, when they use it. In other words, what is here willing to be noted are the numerous interpretations in abundant

normal every-day business and casual conversation phrases examples, where the word *brand* or the term *branding*, is being employed. Often there are mixed views. Speakers come from different expertise backgrounds and are generally all in the right in their usage of the idiomatic appellation, or should in any case, be left free to utilize it in expression of whatever it is the message that they are trying to deliver. People, and this is truly a personal opinion, speak how they like or how they can. Thus, in appreciation and rundown, this review is not meant to be a philological dissertation on terms, but a justification on the choice of the term *brand* in relation to a corporate identity added value in addition to the already existing product-based equity in action.

In résumé, what occupies the central reason for even starting this work is the paradox over the fact that when one is asked the question: *What is a brand?*, the answer becomes a puzzling resolution where the person being questioned often ends up talking in roundabouts introducing multiple elements that distort what would be expected to be a simple comprehensive statement response. However, when one is asked to mention their three top-of-mind brands, the respondent without hesitation, immediately understands *de facto* what is a *brand* and will want to answer immediately; usually naming company “names”, not products.

The example is the following: many global individuals may say one of their top-of-mind most credited withstanding brands is: Apple. But hardly ever will they respond to that same question by saying: iPod or iPhone, which they clearly see as being the commercial naming to the specific product and therefore not the expected answer to the question. In answering “Apple”, spontaneously surveyed diverse individuals are presumed to have made a synopsis between yes, the design and quality of their products; the product

asset itself, but also the portrayal of other attributions of brand value like the imagined idealized telecommunications experts that must indeed work for Apple (conveying already yet another intangible attribute that is non-product related: talent recruitment and talent retention), the exciting eureka moments that they must experience before big launches or the personality, charisma, inspirational persona that was orchestrating and leading the business organization. In the case of Apple, the value asset in himself, of the former co-founder, chairman and CEO, Steve Jobs<sup>51</sup>, deceased in 2011, is a clear example of the value attributions set out by leadership and founding origins and how they are then embedded in the minds of the people who “think” Apple is a top brand.

To this respect, no wonder Job’s commencement speech as key note speaker at the graduation ceremony in Stanford University in 2005<sup>52</sup>, became a viral sensation among scholars, youngsters and office workers alike, all around the globe. Why? His inspirational approach to life, through a sincere account of striking unveiled moments of his personal life, became undisputed mantra to

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<sup>51</sup> Steve Jobs, 1955-2011 co-founder and CEO of Apple. See summary of biography here: [https://en.wikipedia.org/wiki/Steve\\_Jobs](https://en.wikipedia.org/wiki/Steve_Jobs) His “counterculture” upbringing in the San Francisco Bay Area of the 1960s is meant to have had an influence in the determining decisions taken throughout his University College “failed” education and the foundation and executive direction of the companies he succeeded in turning referent.

<sup>52</sup> Jobs, Steve. Commencement Speech, Graduation Ceremony at Stanford University, 2005. Official video uploaded by Stanford U. in 2012: <https://www.youtube.com/watch?v=VHWUCX6osgM>. With millions of downloads online, TED talks adopted footage and thousands of articles in newspapers and schools and universities around the world, Job’s speech continues to cause great impact into the brand, even after his sad decease in 2011.

Gallo, Carmine, contributor to the Forbes magazine explains in a thorough article why the speech is to date still validating many consciousnesses and how it continues to leave footprint in current and upcoming generations in multiple fields: Forbes magazine, <http://www.forbes.com/sites/carminegallo/2015/06/12/why-steve-jobs-commencement-speech-still-inspires-10-years-later/#89322f112dc6>. Uploaded on June, 12<sup>th</sup>, 2015. Retrieved on September 8<sup>th</sup>, 2015.

a diversity of audiences that felt empathy, reassurance and identification; all attributions which later triggered many of the credit and respect elements that later have been *unconsciously* adopted by the brand Apple. A pioneering-thinking authentic unique vision that has brought upon the brand not just a push on market-share, but a pull, on mind-share credibility that will aid any Apple branded product to be sold before we even know why or what we need it for.

On bearing the authenticity of the brand's corporate formation, marketer Nigel Hollis states its importance by saying:

*"In examining the brands that have become successful on the global stage, we are struck by the numbers that have stories spanning many decades. Whether publicized or not, the origins of these brands are original and compelling. In today's world of pirate copies of clothes, music, and identities, people are attracted to brands that are true to their origins. A strong heritage is not only a sign of authenticity but also a sign of success."*<sup>53</sup>

So the point here is that, when there is a will to instruct and educate on what is to be professionally understood as brand's attributes, competences, functionalities and/or activities, audiences are taken afloat and nod in affirmation assuring a brand is purely a marketing instrument and that branding is to such respect a performance set to best promote a product or service with whatever tangible and intangible attributions one may find will succeed in the goal of being the most persuasive to consumers, and thus, in

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<sup>53</sup> Hollis, Nigel. *The Global Brand*. Palgrave,Mcmillan Ed., 2010.

excelling above competitors, demonstrating a market-share achievement. On a contradictory unconscious note, however, when there is a direct questioning undertaken by making the receiver list the brands that to oneself bare the most appreciation, respect, trust –in all, reputation-, then the responses allude to abstract entities that include other more corporate strategic factors, apparently unconscious, as much as intangible, to the person answering. And this is truly the challenged call of duty to this research study, because it is not consumers alone that in today's context need to be appraised so that any given business or organization survives.

Determined to clarify the full-length sense of branding then, authors like Leslie de Chernatoy advance to establish -entering alike employee's relationship and communications matters- what is clearly today a given -in-practice- assumption:

*“Brand management goes beyond solely focusing on customers and instead adopts a more balanced approach of satisfying stakeholders. The classical model of a source inside an organization instigating an offer that has perceived value and controlling communication with customers has gone. Instead consumers learn about brands, amongst other ways, through interacting with employees, communicating with other stakeholders and by selectively using marketer controlled media. To ensure their brand is perceived as an integral offering ... Regardless of the continent, or of the sector, managers spoke about the need for a strategic, holistic, pan-company approach to brand management that satisfied both internal and external stakeholders.”<sup>54</sup>*

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<sup>54</sup> Chernatoy, Leslie de. *From Brand Vision to Brand Evaluation*. Preface pp. x and xi. Ed. Elsevier, 2010.



In being still focused on consumers, Chernatoy proves in well account that the organization altogether must somewhat be involved in the brand messaging and premises in executing product brand campaigns. And moreso, if a brand -as we will be challenged to confront-, is an intangible unnoticed conception that reunites multiple aspects of knowledge and experience made by the receiver in relation to the organization's performances and behaviors with other stakeholders or to the leadership in the organization, then why do marketers sustaining brand responsibilities and more so leaders of companies having strong brand potentials, do not ambush the question of brand management from the core of the business-strategy decision table?

The perhaps presumptuous thesis statement herein is therefore that a brand's management must be tackled from a centered business core strategy and not just a marketing, commercial and sales scope, or else the brand will eventually inevitably fail, in the mid long-term to be of any worth to any stakeholder; including the so preciously spoiled and wanted consumer, client or customer<sup>55</sup>.

In all, identifying and baring the brand's identity attributions from a corporate ampler scope and perspective, thus not simply pursuing a brand image construct, seems to be the right path for unfolding the complexity of brand management today. And hence, it is very important that communications professionals bare in mind what David Aaker has been first to thoroughly

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<sup>55</sup> The differences in the hermeneutics of consumer, client and customer terminology is to be held in appreciation, specifically within strictly the marketing and commercial business areas. A consumer being the person factually consuming the product or service, not necessarily the purchaser, more accurately defined as customer. Clients on the other hand, are understood to be individuals or groups of individuals representing larger distributing buyers or otherwise named B2B entities, that in all due advisement can and will later be acquainted for as significant targeted stakeholders in relative corporate communications activity in regards to brand patrimony management.

account for in various of his most acclaimed brand literatures. Over what should be understood as brand identity, Aaker summarized since 1996, the aspects in association to brand, in the following quote:

*“The identity of the brand is a unique set of associations that the strategist aspires to create or maintain. These associations represent the reason for being of the brand, implying a promise made by the integrators of the organization to the clients.”*<sup>56</sup>

Hence, he suggests the following four categories of dimensions on the perspective of brand identity:

*“Brand identity contains twelve dimensions organized around four perspectives:*

- *the brand as product (product reach, attributes, quality/ value, uses, users, country of origin)*
- *the brand as organization (the functional attributes, local vs. global)*
- *the brand as a person (brand’s personality, brand relationships brand-client)*
- *the brand as symbol (visual imagery)/ metaphors and brand’s heritage*

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<sup>56</sup>Aaker, David A., (2002) *Construir Marcas Poderosas*. Barcelona: Gestión 2000, 2ª.edición. Pg. 71.

### 3.1. What is *really* a brand?

In starting with the basis of the definition of the word isolated from the professional view of the term, the Royal Academy of Spanish Language official dictionary states that the term *brand*, in Spanish: *marca*, enroots from a territorial conception of landmark, conveying the very first proto-idea that a brand is a distinction marking something to differentiate it from another thing, by denoting distinctive quality and/or ownership over it.

*“Brand: Mark made on a person, animal or thing, to distinguish it from another and signal quality or ownership.”<sup>57</sup>*

This starting point is already presenting forth interesting perceptive ascriptions to the professional use of the term, clearly pointing to aspects of differentiation, quality and ownership as key signifiers of the overall word’s comprehensive body. And such aspects are on relevant accounts, presumed strategic decision making processes and methods that should equally be distinct, “good” and recognizable within the organization (as they are within the product).

The first of these qualities portrayed in a brand, that is, this ability to differentiate one thing from another, could be argued to be resolved alone with designed thoughtful logotypes, visuals and marketing promotional scheme set-ups. Perhaps in part the element of quality, too. But, in knowing

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<sup>57</sup> Definition of the term *marca*, Spanish for brand. In Internet site <http://dle.rae.es/?id=OMLt42i>, Retrieved April 25th, 2016.

anything at all on how a company brings forth its productivity however, quality and specifically, ownership are surely attributions made in relation to the brand that have more to do with the overall organizations' operative and funding, rather than with the product or service characteristics. This initial description of a brand, already hints towards having corporate communications aspects deal with this other expressive added-value attributions, far and beyond the prominent consumer-marketing orientation views, most commonly found in advertising and other marketing brand campaigning.

In the same line of thought, an almost word for word translated definition of brand by The Dictionary of Business and Management, presumably a more professional context base brand description, reads as follows:

*Brand: "A name, sign or symbol used to identify items or services of the seller(s) and to differentiate them from goods of competitors."<sup>58</sup>*

And so, consciously moving backwards to later move forward acknowledging in synopsis the relevant language twirls to the term brand and purposely acquiring a better condensed conception of it, a couple more definitions that act as repeated referenced consensus within the professional world (that is to date the marketing and advertising fields experts' contributions to the term), need to be here too conveyed.

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<sup>58</sup> The Dictionary of Business and Management

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For instance, Walter Landor<sup>59</sup>, brand graphic designer, acclaimed to be the developer of the Coca-cola famous script<sup>60</sup>, and one of the top advertising industry players of the twentieth century, famously brought up the following description of the concept of brand and said:

*“A brand is a collection of perceptions in the mind of the consumer”*

Landor did intuitively comprehend that a brand’s recognition, that distinctive mark that etymological definitions of the term put forth, is really sitting in the “mind” of a consumer. And this is therefore to the point that it is not a direct objective external tangible account of a product’s visible design, characteristics or promotional facilities, alone that is bringing brand meaning, although these indeed do add to the final constituting mindful brand idea and in consequence influencing the purchase choice selection finally made by the consumer. To this extend, a brand is also about establishing emotional correlations between the branded object and the purchaser’s psychological needs lying beneath the purchase choice.<sup>61</sup>

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<sup>59</sup> Landor, Walter (1913-1995), brand designer and founder of Landor Associates is described in the Internet Wikipedia as:

[https://en.wikipedia.org/wiki/Walter\\_Landor](https://en.wikipedia.org/wiki/Walter_Landor), including reference to:

<sup>60</sup> Gilpin, Kenneth N. (13 June 2005). *"Walter Landor, 81, a Designer of Logos for Giant Corporations"*. *New York Times*. Retrieved 6 June 2011. All Retrieved June 3rd, 2016.

<sup>61</sup> In reference view of a new Humanistic theory, Abraham Maslow identified in the 1960s the 5 psychological needs categories a person strives to fulfill in life. From the basic need of shelter, food and water, at the basis of Maslow’s pyramid of needs, to the ultimate top-of-the-pyramid need of auto-realization, Maslow identified in-between the need of security, the social need and the self-esteem and recognition need categories. Applying this conceptual approach to any stakeholder in the company can and will enlighten the true-reasons behind any audience’s selection of choice. Beyond the numerous accounts over Maslow’s pyramid of needs, the book *Hierarchy of Needs: A Theory of Human Motivation* can serve as an introduction. Also by the author *El hombre*

In addition, the same Walter Landor later also effectively *metaphored* a brand's definition to what has been widely acclaimed to become a sector's mantra for almost the entire range of existing, and often, successfully extended brands. The quote will sound completely familiar, even to non-brand specialists:

*"Simply put, a brand is a promise. By identifying and authenticating a producer's service it delivers a pledge of satisfaction and quality".*

Indeed, it has been widely spread through-out decades that a brand is a promise. And it is. The problem, if dared to be further questioned and contested in amidst of today's permeable context, is that the far-reaching added consideration to such a starring proposition of what is really in a brand or better said, of what is of worth in a brand, needs to actually be portrayed. And that means, tackling the unavoidable question on the veracity lying behind that brand promise. Also, as it is unwinding from the context and the change in societal values that this shift enables, a brand promise conveys that is to be kept not just to consumers, on the premises of a product's service, functionality and usability but a promise made to each and every one of the stakeholders involved in the organization, in accordance to the principles of the organization, that the brand itself is echoing in the marketplaces, but also in the stock markets, in employee's homes, in supplier's businesses, in partner's wins, in societal end-benefits.

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*autorealizado* (Self-actualization) which unveils exquisite food-for-thought, among other numerous titles and articles.

As it has been already appraised, the recent scandal of the automobile company Volkswagen, one of the most famous recent examples on brands des-accreditation, is easy to apprehend. The “*people’s car*”<sup>62</sup> brand, in failing to authenticate the promising green-energy car motors, and in doing so, spending millions of Euros in false environmentally-friendly advertising campaigns and promotional creative commercial *copy*s, has rapidly brought the company’s reputation down the drain, affecting not just owner’s of Volkswagen cars – meaning their (*precious*) consumers- but also seriously damaging German nation’s entire welfare standing –one could claim even Europe’s for that sake-, not to speak of the negative consequences for its employees –including talent-based staff and middle-management-, its suppliers –including long-standing partners-, the community in which they stand –meaning the towns in which VW factories are settled- and of course, (hopefully) its creditors, its shareholders.

As it commonly stands in truth, it takes much longer time and much more effort to build brand reputation that what it takes to annihilate it.<sup>63</sup> Unfortunately many examples could be here reported to illustrate “failing” brand outbursts, but they would in result redound on the key message that is willing to be portrayed, which is: a brand is a promise yes, but a promise you are *really* willing to consummate and of which you are able to give demonstrative achievement. Alter said, a brand’s promise cannot be a question of brand’s image vision, neither can it be “creatively” ideated. As we will see

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<sup>62</sup> Volkswagen: from the German: volks (people) and wagen (car).

<sup>63</sup> Buffet, Warren takes credit for this famous quote that has lived through the collective imaginary of corporations and bussiness offices often without anticipating it or putting much attention to it. Indeed its takes thinking differently to Buffet’s exact quote is: “It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently”. In the Internet: <http://www.famous-quotes.com/topic.php?tid=1016>. Retrieved October 4th, 2015.

in further account later in this chapter, a brand must be embedded in the organization's identity and therefore in the general modus-operandi of the business, meaning brand management is and should be acknowledged as businesses' business (not just marketer's responsibility).

To sum it up, and to avoid gratuitous extension to this chapter, one last definition of brand is worth being held in compilation. In his book *Building Strong Brands*, marketer specialist David Aaker<sup>64</sup> in stressing that the brand is a 'mental box', avails in addition a simile-based definition that bares a further step into the considerations to be made over brand's liabilities and that are here willing to be condensed.

Aaker, in quick wit states:

*"A brand is the most valuable real-estate in the world, a corner of the consumer's mind".*

In the semantics of the word choice metaphor: *real-estate*, back to the preliminary suggestive definition's concept idea of "terrain", insists on being particularly absorbing and quaint to this brand study. And that is so, because real-estate is probably one of the most perceived patrimonial receipts for individuals in our society.<sup>65</sup> And so what does the author, in means of brand expert clarification, bodily refer to when exposing the brand conception to real-

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<sup>64</sup> From Aaker, David A., (2002) *Construir Marcas Poderosas*. Barcelona: Gestión 2000, 2ª.edición. as translated by the researcher.

<sup>65</sup> Possession of a house or piece of land is often considered in our common European societies a guarantee of back-up wealth support for the future and is to this respect the most valuable inheritance any person can have from its progenitors and family.



estate similarity? Again, *property valuation* is foreshadowed in the chosen term, but also: *blockbusting*, *holding* or *developer* description entries that are in association<sup>66</sup> to *real state* and that are therefore contributing to a holistic signification in relation to gain, success and popularity, but also to worthwhile possession and enshrinement, and very interestingly suggested, to the idea of a promoter, programmer and constructor. It is thus agreed: a brand is and should stand, for all the above.<sup>67</sup>

This specific latter subtle identification of a brand's capacity to act as promoter and as a different construct, thus, generating value, is the potentiality of its meta-value proposition. In fact, and to this researcher's understanding and interest, what a brand's real estate composite is in effect to account for and reach out to.

Yet another reference, the Harvard Business Review on Brand Management, containing several essays by experts assaying economic and business leaders' readers, compiles before the turn of the Century<sup>68</sup> a series of to-the-bone papers on what is to be managed in relation to the brand and why is this asset important to be assimilated by executive business strategy committees.

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<sup>66</sup> Word reference synonyms entries for the word: real estate. In Word Reference application for iPhone. Internet Retrieved May 2nd, 2016.

<sup>67</sup> More on the idea of a brand acting as a promoter can be found in subsequent sections and chapters within this thesis study, as it is in the matter of being herein asserted that brand value is such, precisely because it holds the capability of a semiconductor of diverse business and also social and cultural outcomes and qualifying abilities.

<sup>68</sup> Harvard Business Review on Brand Management. Harvard Business School Press, 1999.

Although still strictly commercially-circumscribed, in Regina Fazio Maruca's deployment on how to grow a premium brand<sup>69</sup> a sense of this patrimonial referred potentiality of the brand is foreseen when describing what a business in transition is to explore and consider. In so, Maruca affirms:

*"The transition brand is an asset with significant value and equity and can be leveraged to extend the company into new markets, products or services. ... For example, consider the possibility of extending downmarket (eg. Sheraton Hotel for Sheraton Inn)"*<sup>70</sup>

Although the example here portrayed is not in the exact scope of concern of this researcher's matter at stake, the genesis of the conception that a brand with value is a instrument to produce other branded value propositions (that is other product or services either within the same market or in allowance of entering new markets) is a key factor for consideration in full brand's management efforts, also within corporate instances and beyond marketing departments. The task in such fulfillment is in underpinning the factor of identity by comprehending it, in and for, the relationship with others and in understanding it, as mostly influential in the abridgement of this growth potential that is both in space (new market equity) and in time (business sustainability long-term). In re-cap: identity has far more value density than image.

In following Maruca's portrayal of examples of brand identity attributes, - otherwise sound effective-, the reflection on how such by-lines are going to

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<sup>69</sup> Fazio Maruca, R. *How do you grow a premium brand?* Pps. 51-78. Harvard Business Review on Brand Management. Harvard Business School Press, 1999.

<sup>70</sup> Fazio Maruca, R. *How do you grow a premium brand?* Pages 66-67. Harvard Business Review on Brand Management. Harvard Business School Press, 1999.

be lead remains incomplete. Left to the augur and not yet quite to the betrothal; the engaged compromise to such a promise is, in her words:

*“A strong brand identity can be significant aid to selling new and related products” ...” In evaluating options: a promise of certain attributes and values from a supplier, a promise of quality, a promise of performance and a promise of a certain level of service.”<sup>71</sup>*

This in-all, is precisely in the reasons behind this treatise. It is imperative –in obvious concern here, also in terms of brand management- that we take caution in not compromising communications, all in a day’s work activities, to exclusively the formulation qualities of the message or the persuasive art of asserting on it. And in that otherwise very serious task, that we do not forget the message needs to have been thought of and verified beforehand. In quoting again Kornberger’s work to prepare the stage to the identity fuss coming up:

*“There is no identity behind, beyond or underneath language. The only stability we experience is created in and through language. The brand provides a conceptual framework and a set of techniques that managers us to develop an organization’s identity.”<sup>72</sup>*

And later in his book, in speaking of culture, adds:

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<sup>71</sup> Fazio Maruca, R. *How do you grow a premium brand?* Pages 66-67. Harvard Business Review on Brand Management. Harvard Business School Press, 1999.

<sup>72</sup> Kornberger, Martin. *Brand Society. How Brands Transform Management and Lifestyle.* Pg. 102. Cambridge University Press, 2010.

*“At its most pedestrian, culture is described as the way things are done around here”. This compromises all those practices, routines, symbols, myths and stories that make up the vernacular of an organization.”<sup>73</sup>*

This latter aspect hence requires self-examination, red-eye observation and reflective reconsideration response to what the portrayed message, ...*promise*..., is avowing and declaring (with no small budgeting costs threatening to escape the foreseen real equity in return. Meaning, management (businesses) need to approve and wed its promises (product et al).

Probably, as it has been introduced, because our credibility assignments in today's open context have become more difficult to contrast<sup>74</sup>, a brand today must proof much more than just an intention. A brand today is much more than a promise because more importantly one's own branded entity valuable “possession” is not just one's financial equity value in return, but rather an entrusted responsibility shared in exchange with a consumer (but also an employee, a partner, a supplier, a sponsor, a shareholder ...) that has a larger potentiality than just the selling of a product and its quantitative accounting.

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<sup>73</sup>Kornberger, Martin. *Brand Society. How Brands Transform Management and Lifestyle*. Pg. 120. Cambridge University Press, 2010.

<sup>74</sup> There are not few referenced accounts on the skepticism installed in all major instances of our lives in today's post post-modern societies. The paradox that more information access is producing less informed audiences, due to over saturation, is a mainstream tendency that should in-all be compensated by credible sources of information (such could and should be brands) that reunite the effort of making the selection between pertinent and misleading data in one specific area.

In this writer's view, a brand is an opportunity to relate, stand-by and contribute for the sake of improving life, human and societal conditions. And it is businesses', as well as each stakeholder's responsibility to succeed in doing well at it, not just try or say they will!<sup>75</sup>

To conclude on trying to define *brand*, knowing as we know, that a brand already does indeed facilitate incursion possibilities of other products in other markets, the all-important aspect in remains is how is this latent capability being identified within and by the organization's leadership, to really extend its potentiality? What in all does it contain to be of worthy consideration and benefit for the entire stakeholders' community and for this sake, to society's cultural (not as in arts, but as in manners and education) development? What is in the holding of the blockbuster characteristics for (and by) its citizens?

In a nut-shell, **Brand** could be defined as: **An image professing the identity principles and values of an organization operating within society.** Presumably, not persuading over intentions but assaying over acts.

That is in-all the question, and by effect the consequence of such a dynamic, porous, permeable and fast evolving context, that the matter of brand management is not only about brand image but in fact, primarily about brand identity, because it is baring the capacity of being instigator as well as receiver of brand's image perceptions and achievements, in the first place. This retro-

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<sup>75</sup> J. Wolfgang Goethe holds a famous quote to this respect: "*Es ist nicht genug, zu wissen, man muss auch anwenden; es ist nicht genug, zu wollen, man muss auch tun*" (Knowing is not enough, we must apply. Willing is not enough, we must do.)" Recalled from UPF's subway advertising campaign featured at Barcelona's Ciutadella Metro stop, Summer 2016.

feeding circle dynamics requires integral team work, establishing brand management out of the marketing field of operations in which it stands. Very relevantly signifying that both marketing and corporate business functions need to be coordinated and in review of leadership's acknowledgement.

### **3.2. On the assumption that brand value refers simply to equity**

This open source of opportunity that the brand's identity is in awe of drawing upon requires in first instance that we explore all its provision. The confusion in the use of the terms identity and image has brought forth a common bundle of misinterpretations in the functionality of different tasks and more importantly, in regards to the objectives behind those tasks, that generally cause affectation over the overall efficiency of any given communications sphere-related activity. Hence, often blinding leaders' vision over the opportunities in scope and the possibilities attached in the development of actively earning trust and building reputation through each and every single aspect of the brand's operations and exposure and to each and every single stakeholder; basically, because there is often a lack of traced evidence of the return over its formulating part-strategies and how they revert into the entire corporate strategy.

The farthest we go into the conceptuality of dissecting brand value is to define and reveal it as brand equity. This latter term, as important as it is, is however a diminishing financial term that appraises on the brand's value simply because it accounts for the differentiator numeric factor that the product sales has come to accomplish in a benchmark analysis against competitor brands of the

same sector market. And this is insofar quite a simplistic and picayune diagnosis.

Traditionally, brand management execution, as we have been keen to observe in practice, has been usually in tactics a matter of increasing brand value through –emotional yes- but essentially tangible product/service promotion. In other words, when embedded into a marketing-product-consumer related brand activity, business leaders delegate the responsibility of the decisions taken to marketing middle-managers that act in response to the demands triggered by presumed purchase logic.

The success of advertising and of the acclaimed fourth P: on the promotional activity are evidenced in numerous brand case studies and marketing-based literature accounted for in the second-half of the twentieth century. Phillip Kotler, Peter Drucker, Carl Porter or Godin are just a few –probably the most profuse- in descanting on brand's (commercial) management. In general, much practice literature has been copious in the dissertation of the evolution of the “art” of branding; majorly understanding branding from the point of view of making the brand stand out to become the preferred choice among a relatively small group of competitors, present in one same market. In short, a lot has been said on brand management aimed at obtaining a larger market-share position.

In such spectrum, it is firstly commonly found that brand identity referenced literature and services are often referring to the graphic designers' ability to capture brand's personality into a somewhat creative and appealing logo or graphic representation of the brand. In all assumption, presenting it as an

important instrument of recognition awareness and an emotional catch that should be proven to be aligned with the brand's values portrayal and *performative* character.

Also, many other authors on the matter of building “strong” “competitive” “distinctive” “successful” brands –and many other similar descriptive modifiers-, have developed extremely clarifying in-depth models of brand building and even brand “creation”; an ability that will later be refuted when considering the brand from the holistic view stand-point of the organization, and not just the market.<sup>76</sup> In result, many a one considering brand management as an area within marketing responsibilities, which has been (until now) in justice widely acclaimed for and with no doubt, has become strategic to businesses and organizations across the globe and prominently, throughout the second half of the twentieth century, when the context reality allowed for no further litigations.

In other words, the resulting benefits of managing excellent product, placement, pricing and promotion strategies have made brands be recognized to represent a tangible value to organizations. This practice has been persuasively convincing because of its own palpable affectations upon sales supreme objectives and thus, what it has been to-date considered as the prominent interpretation of business success: quantitative growth.

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<sup>76</sup> See chapter 5 for full explanation on the reasons behind the assertion that creating a brand is not possible –a brand is!



Since Philip Kotler's<sup>77</sup> arising marketing mix premises based on the four Ps, followed by the 80 marketing keys, the literature and interviews of re-known advertisers, creative directors, academics et cetera, has considered the brand to be purely a matter of constructing propositions in an emotional way, fantasizing with the idea that the branded product or service would become one's most desired possession and a determining object of one's life-style choice and way of life. <sup>78</sup>And yes, this grounded postulation has been indeed in more or less fair play of the economic and social development atmosphere of the time and has reported enormous benefits to organizations and communities alike, all through-out our developed societies. But as it has been announced in the contextual background to this dissertation, datum in regards to concepts such as possessions, wealth or growth are among many others -in an equal search for redefined equilibrium.

From the standing-point perspective of the business administration and economics highly speculative sphere of the ending four/five decades of the last century, the corporate management trend has been that of a steady gait on numbers, forecasts, graphics and figures' accumulations that have been degenerating corporate discourses by concentrating on specific quantifying benefits and growth more than on general qualitative welfare and development

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<sup>77</sup> Kotler, Philip (1931- ) Known to be the father of modern Marketing, Kotler was the first to professionally establish the four Ps principles model that has since been the reference to any marketing strategy.

<sup>78</sup> Much could be said on the basis of Philip Kotler's contributions to marketing management reflections and expertise. In addition to the 4Ps generic standard, it is of particular interest the appreciations he makes in numerous professional literature titles on the in-management attributes to be considered for example in regards just the first P of Product, baring product positioning attributes in regards to aspects such as: design, functionality, usability, charisma... but also in regards to Place, with thoughtful appraisal of the effectiveness of distinct channels of distribution and publics segmentation evaluations that are still predominant and useful, regardless even of the new technologically enabling digital contexts, for which he anticipated and continuous in reflective development to contribute.

In other words, in the strategic tension between exploration and exploitation forces (Cornella, 2016)<sup>79</sup>, corporations have been more concerned of putting the weight mostly on the latter, often avoiding equivalent focus on the first, and thus, in awe of a short-term income return and in detriment of a long-term sustainability. In consequence, many branded organizations, by focusing on the exploits of their discoveries have forgotten to produce the environmental conditions triggering discovery and thus exploration of new (and improved over time) prospectus. In such, losing the opportunity to anticipate rapid market and social dynamics changes of today's context and thus, falling short on responding to new market conditions, acting butterfingered on detecting new markets' opportunities and even less so, being blindfolded in respect to the responsibility of withholding everything that bodily, the brand has come to commit to.

An interesting research article by Kyriakos Kyriakopoulos and Christine Moorman <sup>80</sup> of the University of Maastricht in The Netherlands, brings attention to the need of finding the right balance, also and specifically within the marketing discipline. But, it must be noted that firstly, this tensed equilibrium is in the business strategy herein; a competitive element to be further analyzed by economists and financial directors who put in place the optimal period contemplated in the limit sphere between time and return. In-all, establishing the optimal and substantial end benefits of the brand's performance and the period in which the successful appraisal in return is going to be contemplated in. Meaning, considering consumers, long-standing

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<sup>79</sup> For further reference on this important business premise, see complete interview between the researcher and Alfons Cornella, June 2016, included in annexes.

<sup>80</sup> Kyriakopoulos, Moorman. Tradeoffs in marketing exploitation and exploration strategies: The overlooked role of market orientation, 2004.  
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.176.4429&rep=rep1&type=pdf>

citizens within the brand's sphere. Thus, having the brand participate in society altogether and not just in respect to markets.

Indeed, brand management has evolved in search of not just persuading over the sales exchange, but also in bringing forth brand value through related-sector service intangibles. Moving forward in the advances of the last decades on brand strategic thinking, it is therefore also imperative that at least in summary, this thesis approaches the broader concepts attaining the positioning of a brand (Ries, 2003)<sup>81</sup> and the relevance of a brand (Aaker, 2011)<sup>82</sup> that have in recent years been dutiful in not only better expressing the motivations (Rackham)<sup>83</sup> behind costumers' and consumers' choices, but also in the perceptive registers of brand value between parties inside and outside the organization (still however only in relation to one single outside category of party: the targeted distinct consumer groups, in interaction with one single inside category party: the shareholders baring the control over the invested capital money and in return, the overall financial equity accomplished).

Marketing specialist and author Al Ries, together with daughter Laura Ries<sup>84</sup>, for example –initially Aaker- have particularly made reflexive interesting contribution to developing more abstract positional attributions of a brand by adequately considering positioning within focus of the mind-set sphere of the receiver and not the market space occupied by the brand. Still in-all, under the

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<sup>81</sup> Ries, Al & Laura. *El origen de las marcas*. Barcelona: Ediciones Urano, 2005.

<sup>82</sup>Aaker, David A., *Relevancia de la Marca*. Ed. Financial Times Prentice Hall (Pearson), Madrid, 2011.

<sup>83</sup> Rackham

<sup>84</sup> Ries, Al & Laura. *La caída de la Publicidad y el Auge de las RR.PP*. Barcelona: Ediciones Urano, 2003.

validation in recent times, of the equity<sup>85</sup> variable associated to the increase of sales in relation to the brand's assertive capabilities within a category (Hollis, Aaker)<sup>86</sup>. In effect, allowing higher pricing and thus extended income return – or financial equity-, delivered through increased sales responding to new patterns of consumption, associated to newly identified brand values representation.

In further clarification, the following definitions that have been attributed to the term equity and so in consequence, the concept of brand equity, and that have been insufficiently acknowledged by the overall communications professional community, are here in recount.

In gratification to the narrative in place, curiously enough the first entry to the word equity as shown in the Word Reference English definition app<sup>87</sup> states that *equity* is: “*the quality of being fair or impartial; fairness*”, signifying the term in the first place alludes to the etymological descent of the term equality; meaning equal or in equivalence. In deceit, a second entry bumptiously asserts on the more common understanding of equity, which is defined as: “*The monetary value of a property or business beyond any amounts that are owed on it.*”

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<sup>85</sup> Because equity as it stands has been basically understood as return over the investment –ROI-, circumscribed to financial requisites.

<sup>86</sup> Hollis, Nigel. *The Global Brand*. Palgrave,Mcmillan Ed., 2010.

and Aaker, David A., *Relevancia de la Marca*. Ed. Financial Times Prentice Hall (Pearson), Madrid, 2011.

<sup>87</sup> Word Reference app. Internet Retrieved, January 12th 2016.

In the same line of thought and adopting the full signification of the term on its own, brand equity as we recall from Aaker's own words, is: "*A set of assets (or liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service...*"<sup>88</sup>

In summary it can be stated that the *value* of brand equity responds to the following logic:

- The market capitalization of a company is often much higher if you have a strong brand and / or a particular product portfolio with strong brands!
- The difference in benefits between companies that have strong brands and companies who do not, is known as brand equity; that is, the difference of the value created by the brand, minus the cost of creating it!
- Companies with a high degree of brand equity can maintain a lively market and create value for its shareholders for decades!

The exclamation marks are purposely put there to alert on the fact that such defining claims on brand equity value are only thought for product brands. And as we are here to prove, there is not much distinction between product

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<sup>88</sup> Aaker, David A., Building Strong Brands

and corporate based-reputation over a brand, when one is to inquire common people's perceptions.

In words of brand specialist Jean-Noël Kapferer<sup>89</sup>: "*customer equity as the preamble of financial equity.*", is now determined to be not yielding enough, in effects of how most brands are operating today. The exception being perhaps luxury brands and/or top-brands in each category (although their supremacy is often also in question should specific-inherent investment diminish...as it will, eventually)<sup>90</sup>. And then, brand equity analysis fall short in defying overall brand value mechanisms. Because, isn't the equity (money) obtained from the brand value reverting into the business and organizational add-on value (outcomes and contributions) that it sets forth to? Shouldn't exploitation benefits revert into exploration areas, even if it is just product-based?

Back to solving the equation on the right doing of product brand hegemony within a specific community of clients or market, the challenging duty of making brands meaningful, has hit the tops in more recent years, with the idea of branded content: a respected and presumably interesting approach that has

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<sup>89</sup> Kapferer, JN. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. Kogan Page, 2008. (4<sup>th</sup> edition)

<sup>90</sup> In due to all the fore-said the author here notes that it is possible that still some powerful brands succeed today in their aggressive marketing exploitation strategies, but even so, presumes that only the number one brand in each category can allow itself such main-stream mass-culture involvement which at the same time will dilute as soon as budgets are restricted or markets' needs change –both things likely to continue to happen and increase in demand, amidst the rapidly transforming societies of today.

now too, proven to be in most cases –not all-, a failure. Simply because content can't be created either!<sup>91</sup>

Partly brand managers have come to misunderstand the new landscape and not really have they reshaped their activity to meet the open space agora that social media has come to ground (forever now) into our lives. Instead, they have often stuck to promotional and advertisement techniques that have evolved only by means of technologically devices' new offering possibilities and not quite by incorporating added-value knowledge and innovation based content.<sup>92</sup> Otherwise said, brands have prioritized looking out into others content to brand it, rather than bringing upon its own content to contribute to the issues in-helm of being relevant to the brand's stakeholders; eventually society. The point being, many have produced branded content but it is content by the brand that needs to be widely spread.<sup>93</sup>

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<sup>91</sup> See Harvard Business Review recent <https://hbr.org/2016/03/branding-in-the-age-of-social-media> <https://hbr.org/2016/03/content-marketers-need-to-act-like-publishers>

<sup>92</sup> There are indeed some extraordinary exceptions, for instance Damm beer's success in transferring the essence of the identity of the company and the product into one value life-style proposition. In how and why it works Frederic Segarra, Dircom at Damm narrates: *"Al 2009 vam decidir reflectir en les nostres campanyes no el producte si no 'un estil de vida'. No vam forçar res probablement, i després a més ho hem desenvolupat. Donaria per una altra tesis, com comences amb un estil de vida, si vols més superficial, i com el diamant llavors el vas polint cap a la gastronomia, la cultura, la música...què és el que t'interessa dins d'un territori tan ampli (i el nostre producte, sabem que és molt territorial) La clau també va ser elevar el sentit del claim de la campanya a una acció; posant-lo en gerundi: Mediterraneament (i no 100% Mediterrani o altres opcions similars que havien sortit)".* From interview conducted by the researcher on July, 2016.

<sup>93</sup> More on knowledge and innovation content-based brand intangibles valuable propositions included in chapter four of this thesis.

### **3.2.1. The intangibilities in association with brand**

Legitimately stemming from marketing's expertise, brand concept elongates from the management of tangibility benefits of products and services, to in addition consider intangible attributions to the consumption behavior itself – and thus, conform attributes in association of the product/service full-offering. In other words, consumer's demands, in all due proportion to the amount of competitors of that same product/service, that is within the same market- do not restrict their act of purchase to simple descriptive characteristics of the object of choice, but they also include for their final decision-making process, the mental intangible cognitions (Keller, 2002) made in association to the brand and that will make a difference and in fact, be expressed as: Sold- alas exchange of value proposition: complete.

From the correspondence built in relation to a concrete life-style, brands have been positioning themselves as trendsetters, becoming in ascending perspective– top to bottom - aspiring “must-haves”. Surely, in so, intangible added-values in the sense of shared identity values, between the consumer and the desirable object of consumption represented by the brand (like ecology or solidarity, technology or education, ...) have in fact, influenced purchase enacting in front of a choice between one product brand and another.

As we have seen, in addition to the classical 4Ps in Marketing (Product, Place, Price, Promotion) specialized professionals and academics alike, have begun, to point out to a fifth P supplement in the marketing mix, that responds to the concept of purpose (Chernatoy, 2001, Edelman, 2009) especially since the Internet revolution, in the advent of finding the right fit to the new



communications context paradigm. In his still to be further acclaimed book, *From Brand Vision to Brand Evaluation*, professor Leslie de Chernatoy well accounts for the evolution of pointing out to a sense of purpose, in awe of brand's vision. In quoting himself several referenced speakers on the term – mostly professionals- he is right in reproducing the importance of operating beyond profit and for a wider purpose. An idea we have seen has indeed always accompanied the ideals of visionary business founders:

*“Several organizations have made it explicit why their brand must have a purpose. For example, Henry Ford once stated, “business must be run at a profit ... else it will die. But when anyone tries to run a business solely for profit ... then also the business must die for it no longer has a reason for existence.” (quoted in Collins & Porras, 1995)”*

This purpose thrive has brought brand managers to squeeze their brains to find the creativity spin that could better describe the brand's purpose in regards to the most appealing product's universal envisioning of the final end-benefit it could be stated to withhold. We know the “game”: Walt Disney's purpose is not to make movies or sell tickets to theme parks but to make people happier (Collins & Porras, 1996)<sup>94</sup>; to enhance the gratifying experience of magic, making it always clear what the brand is *really*, intangibly “selling”. Coca-Cola doesn't do soft drinks, it enacts happiness, Volvo doesn't do cars, it grants security (most importantly self-assurance), Starbucks is not a coffee-shop but a community, and so on... Delivering in place such brand purpose has in-all brought equity in the sense it has allowed brands to enter new markets with new products/services. Disney can decide to produce any given emblem product that is meant to trigger imagination, and the market stats will

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<sup>94</sup> Collins, J. & Porras, J. *Building your company's vision*. Harvard Business Review, 1996.

welcome it. The question is for how long if in reality, it is not showing inherence to the company's identity?

True is as well, that brand purpose has come to presume this type of message was in all pertinence to be delivered to other stakeholders within the company. In so, Chernatoy and Kornberger have acquainted its necessity to have brand purpose propositions adhere in correspondence to employees. But as much as the relationship between employee communications, and thus work force motivation, and company's overall equity is dependant, the inadequate use of the same methods and often the same channels as with the consumer target, have often made these pertinent aspects of such identified purpose be neglected and laughed at, by staff. Why? Probably because the brand purpose has often too been falsely "created" and therefore been circumscribed to build an original brand's image boost, and not careful of matching it up against its acquired brand's identity.

Jean-Noël Kapferer in his extraordinary account on strategic brand management<sup>95</sup>, states:

*"Companies and organizations of all kinds of sector ask whether or not a brand could consolidate their business or increase their profitability, and what they should do to create a brand or become a corporate brand. What steps should be followed, with what investments and using what skills? What are realistic objectives and expectations? Having based their success on marketing or logistics, they may feel they lack the methods and know-how to*

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<sup>95</sup> Kapferer, JN. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. Kogan Page, 2008. (4<sup>th</sup> edition).

*implement a brand creation plan. They also feel it is not simply a matter of communication. Although communication is necessary to create a brand, it is far from being sufficient. Certainly a brand encapsulates in its name and in its visual symbol all the goodwill created by the positive experiences of clients or prospects with the organization, its products, its channels, its stores, its communication and its people. However this means that it is necessary to manage these points of contact (from product or service to channel management, to advertising, to Internet site, to word of mouth, the organization's ethics and so on) in an integrated and focused way. This is the core skill needed. This is why, in this 4<sup>th</sup> edition of Strategic Brand Management, while we look in-depth at branding decisions as such, we also insist on the non-branding facets of creating a brand. Paradoxically, it takes more than branding to build a brand.”<sup>96</sup>*

As much as Kapferer successfully approaches the brand from an “integrated and focused way”, as it should be in this time and age, two aspects remain confusing:

1. In the first place, CAN –or even SHOULD a brand be CREATED? The question is amid this researcher’s understanding, that an organization’s ethics is not a messaging construct. Nor a rhetoric of goodwill that is set sufficient as long as it is “creatively” delivered to the audience, is that not?

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<sup>96</sup> Kapferer, JN. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. Kogan Page, 2008. (4<sup>th</sup> edition).

2. Why are these other facets (like for instance the organization's ethics) that need to be included in what is agreed to be brand value, not be branded by the organization? Or better asked: Shouldn't these other facets, be known to be carried out by the brand because they are in fact, being performed? Meaning, feasible of being communicated because they are relevant (to Aaker's point on brand relevance)?

Departing not from a marketing or advertising perspective then, imagining a brand can actually target and should target other audiences besides the consumer, shouldn't a brand's integrated plan not mean that the brand's elocution, visibility, testimonial, emotional drive, engagement...and all the attributions experts of all times have seemed to have succeeded in detailing it out, categorizing them in comprehensive models, and so on..., should not this brand's activity be revealed from and to the core of the business so that the promises made by the brand are actually TRUE ? Should CEOs not consider the brand an irrefutable internal asset too, in return for business strategic value? What's the brand's bestowal after all? What is this condensed brand value's worth for the business or the organization in the first place, in any case?

Because the real question is: who owns the brand?!? And that's already in itself demanding a complex response based structure that proves the intersection between inside and outside stakeholders' views, perceptions and expectations.

And so it is presumed that the brand in its own identity is a little bit of all and in any case, for all, an abstraction of all the facets included; a "universal heritage" within its brand's universe; that is within the brand's sector, area or influence and in the interaction with the different stakeholders that compound

its integrated capacity to at the end of the day, manufacture, service, distribute, employ, develop whatever it is set to deliver. And so that's why the brand conveys in all, attributions of values that are not just the product's nor the organization's, but also those that the organization should foresee, enhance, contest or debate and in all case, acknowledge.

The suggested example would be for instance to have Starbucks really live up to be a community; to bring it forth in its brand identity and to not just avow it, but to ascribe to it (Sha, 2009). Have the brand truly produce content based communications on "serious" community issues acquired through its profuse market studies' analysis, triggered by its internal retailer's and other external stakeholder's knowledge. Create community social engagement experience activities beyond corporate social responsibility calculations on the tax savings in may represent and beyond promotional exchange. Avoid in all means "marketing with a cause" to factually perform brand purpose within the company, in respect to each stakeholder's take on that same purpose scheme. It's so about brand culture responsibility. To corporately install and influence such flux is probably not easy to do, but it certainly can't just be said to be standing in the brand's expression representation, if it isn't. Because people – for that sake, employees- won't simply just continue to believe in it, if they can now easily check on the authenticity of its proclamations. Moreso, to Klein's initial call on attention, if hoaxed, people will rebel.<sup>97</sup>

In summary, who owns the brand is not the missing link (because it is made clear that there is not one single *propriétaire* -at least morally speaking-) of identity. Rather who owns the responsibility of managing it, in an integral way, is what this investigation is about. In response to this research's purpose

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<sup>97</sup> See chapter one for accounts on the increasing anti-corporate movements in scope.

assertive aim, it should be a top management's and leadership's command too. Because, as old-timer intuitive quote attributed to marketing specialist David Pickard, well anticipated:

*"Marketing (and for that sake, brand management) is too important to be left in the hands of marketers alone".<sup>98</sup>*

### 3.2.2. Brand value methods and evaluation

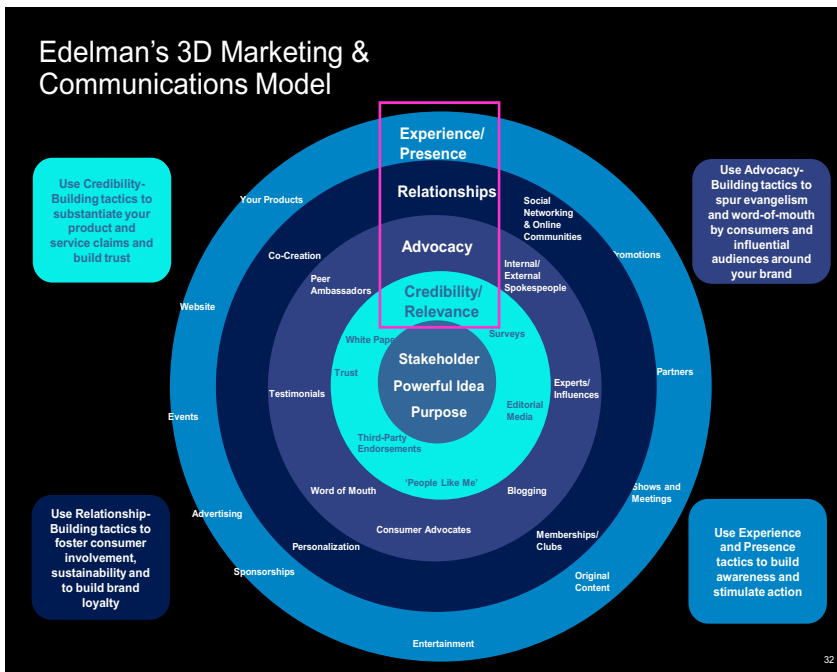
Brands in-house and through their communications agencies, have themselves meticulously examined their consumer's behaviors and have put in place numerous brand management tool models. In many companies, dense researched maps of conduct and attribution values for each product and market space, segmenting target publics, elevating products' resource-ability, asserting on exchange gain pricing-benefit value and investing in excellent-delivery creative and well-equipped campaigns have been profuse. From Unilever's famous diamond brand-models to consultancy evaluation models by McKinsey, Millward Brown, etcetera, there has been a great deal of reporting on brand's valuables.<sup>99</sup> On top of the list brands such as Nike or Starbucks, Apple or Coca-Cola..., are all prominent references and acclaimed case studies of expert brand building and know-how. Having found literature in numerous formats, books, conferences, classrooms and open-discussions,

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<sup>98</sup> David. Pickard quote in Swystun, Jeff. (2008) *El Glosario de las Marcas*. Interbrand Foro de Marcas Renombradas Españolas. LID Editorial

<sup>99</sup> A book summarizing many of the most prominent brand equity models is Coleman's effective branding collection title written by Luis Miguel Bernardos: *El valor de las marcas para el consumidor: compendio de modelos para su evaluación*. Coleman CBX Colección, Madrid, 2011.

agency Edelman<sup>100</sup>'s Brand C.A.R.E.<sup>TM</sup> is probably among one of the most the most comprehensive workable models for communications operations on brand's 5<sup>th</sup> P: Purpose:



Based on an early brand relationship diagram deconstructing the steps to establishing branded relationships with a consumer (see diagram reproduction following), to the Brand C.A.R.E. full workshop dynamics to the more recent current and accute BrandShare model<sup>101</sup> Edelman gives good account on expressively setting the targeted group audiences as people rather than as consumers, and thus placing a person at the center of the focus of attention; enacting engagement, rather than purchase.

<sup>100</sup> For invaluable extensive literaturra on Edelman's know-how all-across the communications field check Edelman's website: [www.edelman.com](http://www.edelman.com).

<sup>101</sup> Edelman Consumer Marketing Department –BrandShare <http://www.edelman.com/insights/intellectual-property/brandshare/about-brandshare/>, May 1st, 2016.

Daniel Edelman's public relations firm has done well in entering a brand theme field that has traditionally been occupied by advertising agencies and even media producing companies and event designing planners. As suggested, the fact that a public relations agency and press office specialist defies this terrain with such reassurance is with no doubt in favor of expanding the views on brand value, bringing upon the executive committee strategic thinking and differential aspects in brand operations managing, that exceed marketing competences and that ad-joint into public relations and corporate communications functions, as this research is trying to proof.

These two diagrams expressing added brand value magmatic material can:

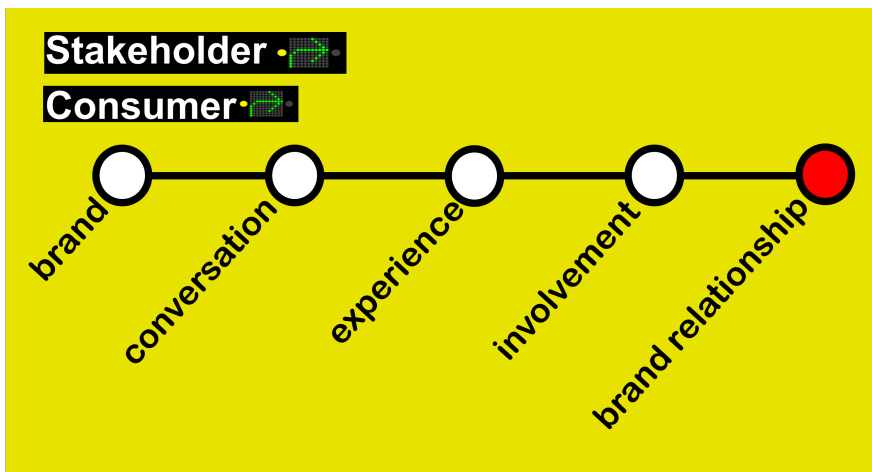
- 1- Carefully adapt consumer centered brand management models and adopt its workable core principles in relation to other publics (employees, partners, associates...)
- 2- Envision, declassify and consider more intangible non-product directly associated brand attributions made by the audiences to revert them back into the organization so that they are matched against the reality of the organizations operations principles and performance, such as for instance, measuring employee motivation.

So such brand relationship diagrams presented and usefully included in many Edelman client addresses for executing the basis of *new age* corresponding brand campaigns, has been successful in the least, in making it visibly clear to marketing brand managers, that there is more than a seller-buyer interaction at stake, when incorporating brand identity creative representations and attributions or when shaping a life-style cultural proposition conception in



association with the product or service, the organization is producing. In placing this more wide-scope idea of the brand, the organization will be made to have to live up to these expectations and give proof that the brand attributions are not a creation, but an asset.

Edelman's brand relationship diagram, dated 2008, bared the following steps for accomplishment of such affiliation mechanisms between a brand and its broader audiences<sup>102</sup>:



Similarly revealing, on another more humanistic approach, are Scott Bedbury's method conceptualizations, when he reports on brand alchemy, brand

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<sup>102</sup> Edelman material participated by the researcher in the ten years of professional dedication to the company 2000-2010.

astrology and brand metaphysics development<sup>103</sup>, to give yet further appreciative examples that the reader can further explore, should there be interest in it.

So as we have been forced to examine in-all due summary, this well explored brand territory, however continues to insist on placing the focus on the consumer, to-date the Godly figure of the organization. And when contextualizing the brand topic in any given conversation among informed or uninformed audiences, the brand in all, with no doubt an asset of extreme value, seems still to fail to stand up to a consumer that no longer wants to be considered just a consumer, but a person. And this is truly a key element to this research dissertation.

### 3.2.3. Defining brand identity

The rational and emotional intangibilities associated to the psychology of the human needs scalability enacting human behavior that Abraham Maslow<sup>104</sup> depicted in his famous pyramid of needs, as well as in Howard Gardner's and Daniel Goleman's emotional (vs. rational) intelligence enlightening classification and analysis, are in the background of this brand value

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<sup>103</sup> Bedbury, Scott. *A new Brand World: 8 principles for achieving brand leadership in the 21st Century*. Penguin Group, Penguin Putnam Inc., New York, NY, 2002.

<sup>104</sup> Maslow, Abraham. *El hombre autorrealizado*. Ed. Kairós, Barcelona, 1972.

complexity analysis, because brand value is veritably based on our expectations and that again calls to focusing more on identity (than on image).

In consensus then of the identity aspect that needs in further extend to be tackled in order to better meet the advancements of pertinent operations in the brand's field, again David A.Aaker, together with strategic management consultant Erich Joachimsthaler, are well in line to state:

*“The identity of a brand –the brand concept from the brand owner’s perspective- is the foundation of any good brand-building program. Whether pursuing alternative brand-building approaches, accessing multiple media or both, a company must have a clear brand identity with depth and texture so that those designing and implementing the communications programs do not inadvertently send conflicting or confusing messages to consumers.”*

And it such, they reassume:

*“A clear and effective brand identity, one for which there is understanding and buy-in throughout the organization, should be linked to the business’s vision and its organizational culture and values. It should provide guidance as to which programs and communications will support and reinforce the brand and which will detract and confuse.”<sup>105</sup>*

Yet in just to signal to very few of the possible assembling court of marketing experts in sprouting on the “art” of placing a product or service in a market-, much truth lies beneath the surface of Peter Drucker’s celebrated quote:

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<sup>105</sup> Joachimsthaler, E. and Aaker, David A. Building Brands without Mass Media. In Harvard Business Review on Brand Management, pps. 5-6., Harvard Business School Press, 1999.

*“People are not buying what we think we are selling”*, because indeed people are not “buying” or “buying into” tangibles, but intangibles. And that necessarily means cultural and identity values.

That is in any case, a major bellwether conception of what is in fact occurring more and more in our current times and age, specifically because “buying” has in effect been extended to the conception of believing, rather than purchasing. Meaning, all brand literature is applicable except profound attention needs to be placed on which are exactly those intangible aspects conditioning audiences in their choices. And in due acquaintance to the corporate communications and public relations herein disciplines approach, choices that are not only made in referral of supporting acquiring and amounting goods (consumers) but also on the attaining options from which publics source and gather trustworthy and compelling information (media platforms and journalists), where they chose to deploy their talent (employees), on what they invest money in (shareholders), on how and why to convene to share experiences, participate, foster and co-create (partners in association) and/or on who to consult, support and/or inspire regulations (politicians and institutional agents), that will improve overall quality of life for all stakeholders.

In justification and agreement to Martin Kornberger’s already mentioned exquisite title *Brand Society*<sup>106</sup>:

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<sup>106</sup> Kornberger, Martin. *Brand Society. How Brands Transform Management and Lifestyle*. Cambridge University Press, 2010.

*“Traditionally, organizations have been studied through the lenses of different disciplines. This paradigmatic promiscuity afforded researchers more freedom (and fun) than the monotony one perspective provides. Psychologists have studied the behavior of leaders and followers and the dynamics between them; sociologists studied the industries and structures in which organizations were embedded; anthropologists researched the cultures, practices and myths of everyday organizational life; and economists looked at organizations as mechanisms to optimize transaction costs. Who’s right? Probably none of them and probably, all of them.”* And continues: *“We argue that organizations are constituted through those different perspectives. This means that these perspectives are performative: they create what they purport to describe, which is a fancy way of saying, that organizations do not exist “outside” the way we talk about them and think about them.”*

In a final cut allegation, on how are corporate communications managers going to convene in trust to support the fulfillment these airy immaterial valuables of brands to and for all audiences involved and more importantly on why is this at all relevant.

And as it is the case in Kornberger’s account, *“... our ideas about branding are the result of a highly complex filtering exercise. But the result of this exercise is powerful: our theories frame our ways of making sense of (the world)<sup>107</sup>, and they form the launch pad for our actions to change it.”*

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<sup>107</sup> Note here that this investigator is unsure if the noun to be placed in this context should not be in rigor simply organizations or businesses and not so ambitiously the entire world. In any case, in the purpose of bringing forth the sense of the legitimacy of this study, the idea remains the same.

Brand identity in thus, is who the organization is and what, how, where and why is it to bare any value to anyone.

### 3.3. On Corporate Identity

In-all summary of the above, the question of brand identity becomes the passé-partout keystone of this research and thus a tricky one. As stated in Paul du Gay's marvelous compendium on the subject of identity:

*“Why does there appear to be such a strong –one might say permanent- metaphysical desire for one concept? Perhaps it has something to do with the unifying functions that the concept plays: “the subject of right”, “the locus of liability”, “the autonomous, reflexive self”<sup>108</sup>*

Again, the complexion of language and the silver lining of word's meanings, hermeneutics, interpretations and conceptualization is a key allotrope of analysis to successfully establish the reasoning of the mental structure perspective that is required and conveyed in this study; aiming to uncover a brand's identity phenomena, and not so much, the brand image standpoint factors. That is, beyond the attaining brand management tactics anf for the purpose of brand identity strategies.

Hence, trying to accurately define -while defying-, the idea of brand identity becomes the obsessive goal at stake, hopefully aiding to describe

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<sup>108</sup> du Gay, Paul. *Organizing Identity*, Pg. 12. Sage Publications, 2007.

comprehensive full-length corporate communications functions in regards. And so to this matter, specifically within this key section of the investigation, language science in itself is again resourceful and useful in unveiling the key aspects in considering what is our brand really representing, based on what attributes, and why is anyone to actually need or want to care about it.

To facilitate the exposure of the term's acceptations and mentions around the idiom identity –and to this respect, corporate identity-, we have here been using corresponding disciplines' context approximations that have tried to bring light and enrich the discourse over the brand patrimony, at stake. In reminder, the following approaches have been in summary highlighted and would be recommended to be further explored and considered for all those specifically interested. Numerous references then that accompany this dissertation are brought in inspiration of the subsequent approaches carried through in other disciplines, all to be further explored:

- The language science and interpretation approach (Noam Chomsky and Roman Jakobs)
- The human needs psychology pyramid approach (Abraham Maslow)
- The philosophical approach on the culture of image and media (Walter Benjamin, McLuhan)
- The sociological approach on today's liquid society (Alain Touraine and Zygmunt Bauman)
- The economics approach on business management today. Specifically, management by missions and in talent management (various authors)
- New business paradigms (Circular Economy, Happiness factor)

References to these context mind-sets are suggestively incorporated throughout this study; not in the depth they deserve but trying to economize on the *learnings* they suggest and that play in relation. Altogether favoring to focus on the topic of brands, and not losing track of the professional communications contribution insofar in earnest development. Therefore, with no doubt, prominent knowledge of these other field areas is a strong recommendation for anyone aspiring to further explore our behavior and needs in a *post-post* modern societal era. But as said, centering the interest in the corporate communications arena, two core approaches indeed do also need here to be paid extra attention:

- The idea of identity in relation to culture and thus cultural identity approaches (Bey-Ling Sha)
- The relationship between brand's influence and culture's formulation in society (Krishnamurthy Sriramesh)

And that's to point to the fact that the main question on how can the development of corporate identity (vs. corporate image) service the overall goal of building brand value, and thus business efficiency and reputation long-term, still remains. Always presuming that society, rather than markets, is in the focus of corporate branding.

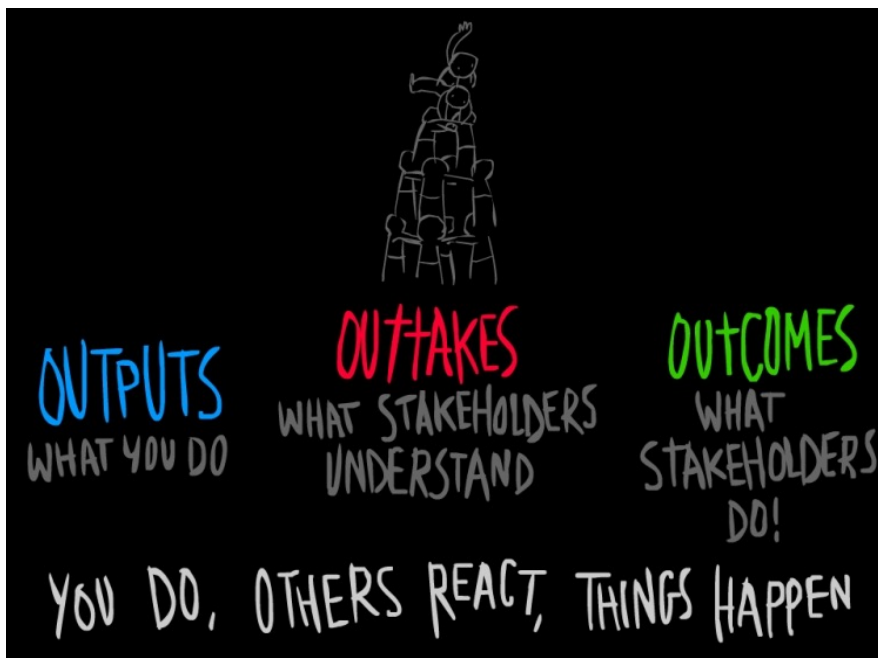
The communications activity seems to require acknowledging on the new roles of every public in relationship and on the upcoming consequences and outcomes of such interactions may represent for the organization, presently and in the future, balancing the benefits of its operations in favor of the



development and progress in and for the community, rather than despite it or simply because there is a “good” opportunity to intervene in it.

In this new context then, building (and not creating) corporate identity beyond corporate image is, as we have seen, of central concern. And to this respect, bringing together corporate social responsibility (CSR), sponsorship choices and investments, partnerships et cetera, so that they match the core of the corporate culture inscribed in the brand’s identity and making brands be responsible for its messaging and performance all through-out the chain of manufacturing and production bearing the brand, is thought to be the starting grid-line parameter in order to be able to develop “true” brand value and reputation.

A reasonable extensive account on how empowered stakeholders now generate capabilities of co-creation and participation in the businesses managerial strategies, including the pursuit of innovation challenges that result in profitable outputs and relevant outcomes (Sacks, 2002) for the organization is well described in chapters four and five of this investigation. Such is the claim to build and sustain businesses’ present and future standing with employees being the first of the stake-holding asset figures to consider. As an insert on formal graphic representations of what professor Dr. Oliver Sacks is to relate in regards to outputs, outtakes and outcomes, is the following diagram:



Herein, the main gospel to assert upon is on the benefit of corporate brand management resulting from acknowledging and maintaining correspondence and coherence with the brand's identity. And that is an accomplished and combined effort of engagement with all the relevant stakeholders, beyond, but through, efficient creativity and design; in all a yet to be considered strategic functional area of the organization. And that includes, having corporate communications work in parallel recognition, of the appreciation and legitimacy that occurs with the production, commercial and marketing functionalities. As brand value is also embedded in the human resources, business to business –B2B- and institutional relations functions, all in constant development of relationships with other key relevant stakeholders and value agents.

Knowing that consumers' identification of the brand value, influences product or service choice purchase due to the associations of value made in regards to the organization and not merely in regards to the product itself, is a start. Aligning brand identity with brand image is the simple rule to be monitored and readdressed when necessary, working not in despite of either one's accomplishments, but tackling the transversal asset that represents the brand from each one of the different departmental perspectives. But there is, as we will further explore, much more to consider in triggering brand identity principles in relation to multi stakeholders agents.

### **3.3.1. The relationship between identity and culture**

The question to be asked is really what is in brand's identity? Or better worded: Where is this brand identity *truly* coming from? How is it defined? Who determines the consensus on its characteristics and how do organizations respond to its attributions? In other words, is brand identity portrayed in a brief to marketers thoroughly prepared by the company or in the contrary, is the brand identity being proposed through a creative de-brief, coming from marketers knowhow?

Again, the *right* answer can arise from both perspectives, but in any case, never is identity to be a one-directional element. And it is certainly not profitable for an organization not to be in acquaintance with its own brand identity; one which indeed has been compounded on the axis of both individual and

collective levels of identification (Sha, B-L, 2006)<sup>109</sup>. The following quotes extracted from Sha, Bey-Ling, Tindall T.J. Natalie and Sha, Ting-Ling's academic researches on the topic draw some enlightening explorations around identity and can give a sense to this enormous theme topic that as the authors suggest should in all instance, be further explored by future researchers and professionals, alike.

*"The communication perspective considers identity as the enactment of cultural communications." "The act of identifying with a cultural group means that an individual is avowing a particular identity." "One key concept on the literature on cultural identities is that some identities are assigned to us by others (called ascribed identities), whereas other identities are claimed by us for ourselves (called avowed identities)." "The processes of identity development should not be treated in isolation, with one identity dimension examined without consideration of other identity dimensions that may be undergoing simultaneous development (in regards to intersectionality)."*<sup>110</sup>

And so, how do we factually build brand value and in what do we areally focus on, to obtain the resulting intangible outcomes that some powerful brands are in addition to tangible outputs, delivering? And in such, how are they shaping out to conform society? Is it a reasonable statement proposition of the brand to claim it suggests and spreads specific life-styles forms and that these influence societal behavior?

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<sup>109</sup> Sha, B-L. (2006). Cultural identity in the segmentation of publics: An emerging theory of intercultural public relations. *Journal of Public Relations Research*, 18.

<sup>110</sup> Sha, Bey-Ling, Tindall T.J. Natalie and Sha, Ting-Ling. *Identity and Culture. Implications for Public Relations*. Pp. 68-75.

It is difficult to find set norms for the procedures, the systems, the techniques when discussing brand value management, but no one fails to acknowledge top brands are indeed influencing cultural traits within different communities.

In fact, as it often comes unnoticeably across, music brands: bands and singers are probably the ones showing most intelligenza over such grounds. An incredible book: *Brands that rock* by Stephan Blackwell, well introduces the relevant point on cultural influence, when it announces:

*“Culture refers to the values, ideas, artifacts, and symbols that help individuals communicate, interpret, and evaluate as members of society. It is the "blueprint" of human activity, determining the coordinates of social action and productive activity and reflecting influences from factors such as ethnicity, race, religion, and national or regional identity. ... As these elements change within a society, so too, does the culture change. And when changes occur in a culture, branding opportunities emerge-just as the chance emerges for a band to carve out its own space in people's life soundtracks”.*

And so, in the establishment of sound communications, brands must be envisioned as the instrumental element sustaining corporate identity.

And in all corporate “culture” and the principles for which it stands, is in this view, accountable for:

- In-depth analysis of stakeholders’ expectations
- Engagement, participation and corresponding projects end-benefitting society through knowledge and innovation based capabilities
- Rigorous execution in anticipation to the outcomes resulting of such interactions
- Proof of present and future social (vs market) liability
- Re-assessment of the business performance in response

#### **3.4. Introducing the concept of Brand Patrimony**

In conclusion, the added value of sustaining a “strong and powerful” brand is well accounted for in business management today. But as we have seen, brand value represents a full-length patrimonial conception that includes corporate reputation beyond good product servicing and financial results; intangible assets beyond tangible ones; corporate brand accountability rather than branding.

Such variables of corporate brand value need still to be clearly acknowledged within businesses and organizations. Meaning, daily-businesses need to be operating in consideration that the factual short-term brand proposition of the product is supported through a long-term brand expectation fulfillment of the

organization. And therefore, suggesting that the offered ability of the brand in any given moment is *opportunity* (and not opportunistic) and a response to the capability of determining current and future innovation, in responsible *possibility*. That's in all, any brand's committed overall promise, its legacy and heritage liability; its patrimony.

The question on the concept of brand patrimony is essentially a philosophical question on business ethics. In proclaiming the assets conveyed in an organization's DNA –or so they should be- demonstrating the attributions of value associated to intangible relational perceptions, such as trust, responsibility or reputation are unavoidable elements of accountability for any given organization in today's open context. As we have seen, one cannot separate in the minds of any given stakeholder how much of the abstracted representation of the brand alludes to objective and how much is based on subjective appreciations made in relation to both the product and the organization. An important reason being that an instant judgment today made by an employee, an external agent, not to speak a consumer... is immediately capable of being reported in a digital space that can search it and replicated it, in absolutely no time. Less the least time for any organization to even notice it.

As unimportant as this may seem to technology skeptical business leaders of which there are still many, basically due to a generation educational gap, the information that is retained virtually, just for the fact of been possible to trace it back by systems of data correlations, are with no doubt shifting many paradigms of knowledge application, experience and decision-taking processes of people and organizations alike, in any given area. This is better understood when researching on the present development and future standing of for

instance, the Internet of Things and that should in all light be further explored in its affectations over brand value, in subsequent studies. Because when your refrigerator can directly determine what's missing in it and produce the order to the supermarket for you, it is only a matter of time that you will forget to shop, gradually putting time and attention into other things. And thus, not necessarily directly taking any brand decision. Similarly, when your emails, *Whatsapp* messages and list of contacts and their contacts too can be crossed examined in a simple click over an online astrology site, then your predictions for the week can come so close to the real situations encountered that your predisposition and readiness to act upon them can hypothetically be transformed, causing a different affectation upon a real-life situation that could have been different, should you not have been warned of it. Not that there is evidence that this kind of manipulation occurs already, but the possibility of doing this, and more, is there.

In focus, referring back to the more amiable and less perturbing example of the refrigerator, one could –and will be soon probably able- to program one's elder mother's home refrigerator supplies to contain exactly what the doctor's prescriptions have determined to be appropriate for her diet without having to have a human assistance take care of the task in place. As any new invention or development in science or nature, the ethics in the use of the patient's capabilities is the second biggest concern to tackle.<sup>111</sup> Today's world is profuse in inventions and has the largest exponential technology growth of the last two millenniums! So, to conclude on the 'moment of theory'<sup>112</sup>, in essence to speak of brand patrimony, is to reflect upon the ethical behavior we want from

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<sup>111</sup> Albert Einstein's atomic energy discovery is a famous example of what here is in referral.

<sup>112</sup> du Gay, Paul. *Organizing Identity*, Sage Publications, 2007. "According to Hunter (2006), the moment of theory can be said to signal "the surfacing of theoretical reflection and philosophical reflection within a variety of disciplines which were thereby recast as "empiricist" or "pre-theoretical".(Introduction)



our organizations, and eventually, for our own lives within society. The choice of the term patrimony being pertinent in capturing the complete abstraction of the representation of the brand is purposely here, and in all due respect, not standing to become sophisticated, old or superfluous. For as product brand equity might be the means, brand patrimonial overall value is most definitively the ends. And ends are not to justify means, but to ascribe to them.

Lastly, in earnest, one might be still assaulted with the initial interrogation: So why a brand focus when all that is willingly coming across is nothing more than a renewed corporate communications activity msnu? The obsession over the brand focus is on the perspiration of a conviction, key to this thesis herein: the consumer or any other stakeholder within the company is not a consumer, an employee, a supplier, period. Brand's main objective audience is a contemporary civil subject that actively and in mobility plays multiple interchangeable roles at the same time, maintaining at the most, basic identity values that will influence his or her uncertain choices in one way or another, based on a personal-self standing culture and behavior; and not, on a standardized typology of performance associated to a segmented target group.

## CHAPTER FOUR

### 4. The Abstract Entity behind a Brand Brand Relevance

- 4.1. Benefits over intangible corporate cultural values
    - 4.1.1. On Trust
    - 4.1.2. On Reputation
    - 4.1.3. On Responsibility
  - 4.2. Bearers of intangible brand value
    - 4.2.1. On Knowledge
    - 4.2.2. On Innovation
- 



**Kazimir Malevich**

**White on white, 1918**

In the consolidation of once and for all embedded and dynamic identity, the brand breaks through to seek its potential by becoming the abstraction of the full-length value of an organization.

As we have seen, when determining what exactly is a brand, and what do people think a brand is, the numerous elements involved in the mind-set in front of choice, exceed and go way beyond the attributions of the product or service offered; complicating the concretion of a definition that will capture and condense these overall significant factors surround. Hence, giving use again to the resource of semiotics, and for purposeful clarification, the brand can be asserted in definition, as:

***“Brand: the abstract entity of an organization’s full-length value based on reputation, trust and responsibility, bias its product’s and/or service’s brand equity offering and its knowledge and innovation social and cultural contributions on demand”<sup>113</sup>***

As important as it is, the commodity in exchange -that is the tangible product or service offering-, is almost to be considered a given. This statement meaning that today’s consumer has so many possibilities within one single category market, that the fact that the purchase itself is worth its price value is practically in all cases, an obvious expectation, and in such, not even a differentiator and therefore not the relevant aspect determining final choice and purchase.

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<sup>113</sup> Definition by the researcher. It is important to take notice that the definition incorporates the terms demand and offer in what would apparently seemed as a reversed pattern. The author here tries to suggest that the abstract entity, represented by the brand and embodied in the corporate culture of the organization, is an unavoidable demand presented by multiple stakeholders to the organization itself that is in today’s context irrefutable, whilst the equity financial value accomplished by the attributions to the brand are to be considered as an offering benefitting society in return, rather than a one-directional benefit to the organization (and its shareholders).

As sort of efficiently sequenced and described in chapter three, the brand's design and promotional development, specifically in logo-typing, merchandising and advertising, has excelled to produce eye-catching and attractive creative work that has been prominent in enhancing brand awareness, establishing brand positioning (in front of consumer target groups) and fostering brand preference in awe of persuasive life-style propositions. As mass-consumerism has invaded our first-nation societies during the last decades of the twentieth century, accompanying the rise of the middle-class and exploiting<sup>114</sup> to the maximum the inventions and scientific developments, the manufacturing abilities and the efficient machinery processes, that have built our modern societies and urban cities, quality life standards have reached a settled average rooftop for most of the people operating in community... <sup>115</sup> Until now!

That is, the capabilities of average families - as the most common structural form of living together-, have roughly successfully been able to match the again average satisfactory conception of life. The common settlement in American culture on what constitutes a *happy* accomplished life: a family, a house, a job, a dog and a *Stagewagon* vehicle... has been the basic parameter in the goals to succeed in, in result of a complete average 75 years on this planet journey. Many see nations such as China today rapidly developing under this premised standard, moving forward and away from what has been to date, its

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<sup>114</sup> The text here makes reference to the exploitation-exploration balance conception in strategic management. See Interview with Alfons Cornella, 2016 and other referenced business literature.

<sup>115</sup> This affirmation is done conscious of its disturbing character and in all due respect to the polarity this generalization implies in relation to the top richest and more importantly, the bottom poorest. The text that follows in the dissertation will later come to prove that this is not here to be misinterpreted as inconsiderate but rather to be recognized as the contradictory seed that will explain further value associations in relation to brands.

agricultural standard culture. The concluding point to be made is the consequence of the industrial revolution, extensively and well accounted for in hundreds of works of sociologists and economists of recent times, including journalists and opinion leaders' voice reviews in thousands of media clippings of various prestigious papers and broadcasting engineers. In all, and by transforming from an industrialized society into a technological and digital society, the question that stands is: can brand promises truly match new citizenship's intangible bar-measures of the value they are expecting from the brand, in return?

Our current societies, although global in the conception within people's minds, are still relatively local in daily occupations and interest activity. So where societies still need or want to accomplish and organize this middle-class development scheme structure, the fundamentals of brand management in relation to marketing expertise are still profusely and predominantly set in motion, but in first nation societies, these practices are unavailable to in-full convince.

To back-drop a minute to a referenced author already introduced in chapter three of this dissertation, Scott Bedbury's brand principle: "*Big doesn't have to be bad*" is a decisive turning point of what a brand is up to accomplishing, if it indeed wants to persist (and assist) in maintaining, not only a brand's reputation and positioning, but in aver, an actual branded organization's right and legitimacy to be sustained and participated in society along the run. Bedbury names this seventh principle-chapter: "Branding and the corporate

Goliath”<sup>116</sup> and it is in this section that the author comes close to account for an idea that it is here believed to be crucial. So in deem to consideration the referred case study on the model of sports support and educational programs conducted by Nike, is followed by the example in regards to what Bedbury entitles “Microsoft’s Missed Opportunity”<sup>117</sup> and that reads out in this way:

*“Given the success of this model, imagine what a company like Microsoft could have done in its relevant realm of education. Bill and Melissa Gates have recently contributed billions of dollars toward improving the quality of life in developing countries and toward supporting libraries, among other charities. But Microsoft, the company, has missed an enormous opportunity to become the protagonist for learning through personal computing—a role uniquely within the scope of its business. Apple was well ahead of its rival when it distributed Macs free or at low cost to schools and universities around the country. That campaign was still paying dividends to the company nearly twenty years later, when its “Think Different” campaign for the new iMacs sought to forge a link between revolutions in design and revolutions in thought—a distinctly Apple take on the educational process.”*

The point of the example here portrayed is to say, that the wider and “bigger” extension of the value that the brand after-all is in the capacity of nurturing into society is an opportunity that cannot in today’s context be missed or

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<sup>116</sup> The story of Goliath, the Philistine warrior defeated by David—future king of Israel—is in the Bible and many later artistic and symbolic representations a resourceful metaphoric account of how often the apparently strongest is being defeated in earnest by the thought-of weakest. It is intriguing and left to the reader to decide, on why this title is indeed a proper one for describing the principle for achieving brand leadership that Scott Bedbury is here trying to portray.

<sup>117</sup> Bedbury, S. (2002). *A new Brand World: 8 principles for achieving brand leadership in the 21st Century*. NY: Penguin Group, Penguin Putnam Inc. Pgs. 177-178.

disregarded, but rather handled in command of combined efforts between, leadership, marketing AND corporate communications officers that can in the abstracted entity's recognition of the brand be acting in coherence and relevance, not just towards all stakeholders, but also towards the consumer: now an actual citizen.

#### 4.1 Benefits over intangible corporate cultural values

The value idea behind this patrimonial asset's capability is intangible indeed but it is seen to be conveyed in two major sets of processes occurring within the organization and that to-date have been erratic in being communicated and/or in leaving proof of or simply in putting it in report.<sup>118</sup>

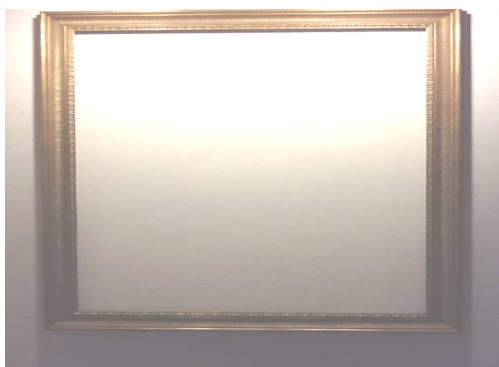
These two areas to very thoroughly and energetically emphasize in the underpinning of corporate communications plans ad-hoc are, in view: Knowledge and Innovation. And so, the opportunities that lie behind these two enormous containers of the *real* content that is to be transferred by the brand into all instances of society, is in the advert of technological facilities, a core focus of attention for all.

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<sup>118</sup> It is to in reference further explain in this chapter how knowledge –of any kind- and innovation –presumably ideas to begin with-, have failed to be capitalized by organizations beyond the transience of its employees and other stakeholders in control of the action of such developments.

## PhD BFullana

In an insert for the capacity of art too, in expressing the abstract conceptions that are at stake is artist Antoni Muntadas, who in various exhibitions and artistic formats is incisive in the paradoxes of our communications world. Just for the sake of the example and to assert on the fact that there is no perception laid down by a brand that has not been avowed by others and ascribed perceptively internally. Muntadas work at the exhibition ENTRE/BETWEEN at Reina Sofia Museum, Madrid -2011,2012-<sup>119</sup> contained self-explanatory pieces such as the following:



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<sup>119</sup> Muntadas, Antoni. ENTRE/BETWEEN Exhibition. Reina Sofia, Madrid 2011-2012-: <http://www.museoreinasofia.es/en/exhibitions/antoni-muntadas-entrebetween>. Pictures of the art works taken by the researcher.





<sup>120</sup> Muntadas, Antoni. ENTRE/BETWEEN Exhibition. Reina Sofia, Madrid 2011-2012-: <http://www.museoreinasofia.es/en/exhibitions/antoni-muntadas-entrebetween> Picture of the art work taken by the researcher.

#### 4.1.1. On Trust

*“Oh yes, I know you. You’re the one who’s been riding a bicycle into our Barcelona office all year round”<sup>121</sup>*

The abstract condition of intangible concepts such as trust, make it difficult to methodologically assert on its properties, to indicate where they stand and how to foster them. How hard it is to proof the main premises of trustworthy relations is in direct proportion to how easy it is to recognize it when it so happens. Trust is an ethereal matter that involves emotions that through observation of details are expressed in recognition of singularities. It is in fact, nothing hugely different to what has been in many other instances defined as empathy.

And so the trust factor is still to be structured –and most probably it is impossible to do so- in how it enacts accordingly and in demand between the organization’s leadership and its main stakeholders. The key question remaining: How can brands built a trustworthy –and consequently loyal- relationship with its different stakeholders and audiences<sup>122</sup>?

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<sup>121</sup> Dan Edelman to Blanca Fullana in meeting the founder of Edelman for the first time. *In tribute*. At GMs International Meeting in Washington, July 2006.

<sup>122</sup> The difference between publics and audiences is in consideration a contrast to be noted. A brand’s, or for the same matter, a company’s publics are personalized and identified stakeholders: for example their staff or target consumers. Different are brand’s audiences which can be opinionated, influential or referent voices on the brand’s performance but that are not directly linked to the organization itself.

In a company with over 2,000 employees in more than 40 offices around the world, founder Dan Edelman could point out to a particular commuting condition of a new appointed GM, when operating from their local office, even though he had never before been in personal acquaintance with the person. Was it that he himself had reached out to this information by asking other colleagues' opinions and background information on the person – frankly unlikely, as well as unnecessary-, or be it because he had been prepared by his close team of assistants on an acute briefing on the new encounters he was to formalize on that day –more likely and efficient-, the patriarch of the largest independent public relations firm in the world, stimulated corresponding hard-working long-standing response from the saluted for at least half-a-decade afterwards, by means of a no more than five minutes exchange of apparently, business-unsubstantial talk. Why? Because expressing curiosity over the distinctive business un-related aspects of an employee, makes the employee for a long time instinctively remember –not the professional and obvious- but rather the personal values of the person behind the corporation. And that simple, single form of enacting trust is now probably one of the most important elements sustaining the good reputation of Edelman. Heir and current CEO, Richard Edelman, has not only inherited the natural capabilities from his father but has well expanded them in uncounted occasions with many of those in responsible areas of the firm and beyond.<sup>123</sup>

The point for such an in-person example of trust generation is to bring to attention the first quality in the trust related matters and reflections within organizations and business of any kind, which is the fact that in general, we trust people in organizations and not, organizations themselves.

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<sup>123</sup> See Edelman, the story and/or internal studies on the satisfaction and employees turn-over statistics.

Thus, trust is a personal matter and not a business characteristic.<sup>124</sup> Trust is a catalyst. In appreciation of the etymology of the term catalyst, trust can be apprehended as “a substance that increases the rate of a (chemical) reaction”<sup>125</sup>; or in its verbal form, an asset with the ability to catalyze, in definition, “to influence”.

In all legitimate coherence, the 16<sup>th</sup> edition of the Edelman Trust Barometer<sup>126</sup> is indeed one of the most prominent global studies on trust indexes and dynamics featuring results in 28 countries of over 1,500 opinion leaders’ annual responses on the levels of trust based in the four bodies of governance (or as expressed in the survey “institutions”) within mature societies, which are: governments, businesses, non-governmental organizations and media. Jordi Ballera, director of Research at Edelman Spain and Deputy Manager to the Madrid office is an entertaining, provocative and clarifying discloser for the region of the Edelman Trust Barometer conclusions, each year.

In the following quotes he gives right-on-spot insights into the survey and the relevant information it deploys:

*“Trust measures the belief you have that someone will behave the way you think they should behave. You trust someone when they do what you believe they should do. Therefore, trust is about expectations and we can state that it’s a probabilistic measure of what you expect from others. More precisely, trust indicates the deviation of someone’s behavior from what you*

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<sup>124</sup> Family business seem to have a larger opportunity at successfully enhancing trustworthy relationships:

[https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/family-business\\_es](https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/family-business_es)

<sup>125</sup> Oxford English Dictionary.

<sup>126</sup> Follow the link on 2016 Edelman Trust Barometer survey results here: <http://www.edelman.com/insights/intellectual-property/2016-edelman-trust-barometer/>

*consider to be the right behavior. I trust you because I am 100% positive you will behave as I am expecting you to behave. No deviation, no uncertainty.*

*While reputation is the result of the past actions and activities, trust is about the future. Reputation measures what you have done so far; trust measures what people believe you are going to do in the future. In this sense both reputation (the social score of what a firm has done) and trust (the social score of what people believe a firm is going to do) are relevant marketing assets.*

*The key question is how people generate expectations about the behavior of others and about the social behavior of companies. From a business and corporate perspective, this is a crucial question because if we ignore people's expectations about us, we won't be able to fulfill them. This is where communication plays an important role.*

*Basically, there are two mechanisms that explain how expectations are created. The first one is the corporate promise. This promise is a corporate statement that captures what the company stands for and what is its ultimate value proposition. Customers and other stakeholders know this promise and they expect the company is going to keep it. By stating a promise a company is creating controlled expectations among its customers, and when the company keeps its promise the company is perceived as a trustworthy partner.*

*The second mechanism is a bit more complex. Unfortunately, a firm can't always control its client's expectations. Some expectations are culturally and socially built. Therefore, firms can't control them and they can simply adapt to them. The Edelman Trust Barometer reveals*

*that expectations differ from one country to another. From a corporate perspective a firm needs to be aware of social expectations regarding its activity. If a firm is oblivious of these expectations, it needs to conduct a research program to unveil them by asking people what they are expecting from the company.*

*Thus, the corporate promise and the social expectations are the two main drivers of corporate expectations. Every firm must build an achievable promise and share with its customers and other stakeholders. Besides, a firm needs to identify the social expectations and adapt to them in order to be socially accepted and trusted. If a company is not able to manage these two drivers properly, its trust can be negatively affected and damaged.*

*Again, PR and communication play a major role when it comes to manage trust. PR activities are necessary to generate the corporate promise, to convey it and shared it among the stakeholders, to monitor the social expectations as they are surfacing and to communicate everything the company is doing that matches both the corporate promise and the social expectations.”*

#### **4.1.2. On Reputation**

According to the researched studies on reputation, traditionally reputational value worldwide has struggled to be considered something beyond the spectrum of product brand quality and equity measures. Luckily, profusely in the last ten to fifteen years –probably in consideration of the open-context

that has been discussed-, well-in place agencies, consultancies and professionals have elaborated ampler discourses in regards.

Luisa García-Navarrete, Managing partner of Llorente & Cuenca communications agency in LatinAmerica, is one of these insightful disclosers. In defining reputation today, García-Navarrete states:

*“Reputation is the ensemble of perceptions and expectations that stakeholders have over an organization. It is intimately associated to beliefs and it determines the trust layed upon the organization. The experiences that the organization generates in interaction with these groups will be a determining factor in building reputation. These experiences will simultaneously be potenciated by the expressions, positive or negative, by which the notoriety and notability of that who emits them will interfere.*

*Reputation can become the platform for organization’s development from what they are to what they want to be; conferring the trust and support of the key communities that will aid them in their purpose.”<sup>127</sup>*

Interestingly, García-Navarrete hits well on target depicting some of the most succinct aspects to consider in relation to reputation: the trust it will support

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<sup>127</sup> Quoting directly from García-Navarrete, Luisa. Llorente & Cuenca managing partner Latam.

to generate and the idea that the reputation, positive or negative, is amidst people's own beliefs.

For the sake of keeping this research study in reasonable extension then, one can only herein refer the reader to the most important studies on brands reputation today, baring as well in fact most causes and consequences of good and bad reputation. Among the most well-known references to reputational analysis and studies are the following solvent references:

- 2016 Global Reputation Track Study by Reputation Institute:  
<https://www.reputationinstitute.com/research/Global-RepTrak-100>
- 2016 Brand Z Top Global Brands Study by Millward Brown  
<http://www.millwardbrown.com/brandz/top-global-brands/2016>
- 2014 Global Risk Reputation Survey by Deloitte  
<http://www2.deloitte.com/global/en/pages/governance-risk-and-compliance/articles/reputation-at-risk.html>
- The Harris poll –Image perception  
<http://www.theharrispoll.com/business/Reputation-Rankings-Most-Visible-Companies.html>
- Forbes Magazine views on Reputation and Risk:  
<http://www.forbes.com/sites/susanadams/2014/04/08/the-worlds-most-reputable-companies/#6042334858c6>
- Llorente Cuenca reference website: [www.desarrollando-ideas.com](http://www.desarrollando-ideas.com)



#### 4.1.3. On Responsibility

As it has been occurring through-out this investigation in reference to other main concepts' terminology definitions and interpretations, the assumption of the over-all objectives and demands on responsibility related tasks, functions, consequences and results, widely justifies the need to explore the semantics and meaningfulness of the word and how it applies in contribution to integral brand management research.

As a starting point and following the methodological approach that has proven useful and clarifying in awe of a comprehensive study of the management of intangibles, in all due representation under the umbrella of the brand, the consensus definitions found relevant on the term responsibility, read as follows:

#### Responsibility<sup>128</sup>:

1 The state or fact of having a duty to deal with something or of having control over someone: *women bear children and take responsibility for childcare*

2 The state or fact of being accountable or to blame for something: *the group has claimed responsibility for a string of murders*

2.1 [IN SINGULAR] (responsibility to / towards) A moral obligation to behave correctly towards or in respect of: *individuals have a responsibility to control their behavior*

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<sup>128</sup> Collins Oxford Dictionary

<http://www.oxforddictionaries.com/definition/english/responsibility>

3 The opportunity or ability to act independently and take decisions without authorization: *we expect individuals to take on more responsibility*

3.1 [COUNT NOUN] (often responsibilities) A thing which one is required to do as part of a job, role, or legal obligation: *he will take over the responsibilities of Overseas Director*

Also signaling to aspects under which the term should be considered, are the synonyms expressed according to the different contexts in which the word responsibility might be alluded to. Thesaurus explicit suggestions include:

1. **duty**, task, function, job, role, place, charge, business, onus, burden, liability, accountability, answerability, province
2. **blame**, fault, guilt, culpability, blameworthiness,
3. **trustworthiness**, level-headedness, rationality, sanity, reason, reasonableness, sense, common sense, stability, maturity, adulthood, reliability, dependability, competence
4. **authority**, control, power, leadership, management, influence

In all, the question of responsibility implies acting upon a meta-conceptualization of the term, which communications professionals and business leaders alike, are to be acknowledging.

In a first level of understanding of the term is the definition of responsibility *simply* as the duty towards the job. A tactful example of the true meaning rising from such a preliminary expounding of the word responsibility can be found in President Barack Obama's open statement to announce the death of Osama

Bin Laden, which was expressed –in responsibility- literally as: “*Job well done*” (rather than well done job)<sup>129</sup>.

In other words, the language mastery of the US President was successful in highlighting the answerability and province in the undertaken task carried out by the special operations officers in charge of the occupation at stake, without perverting the fact that the job of killing someone –no matter who- is not an amiable or pride-feeding action for anyone. In so, legitimating the casualty in favor of the cause; making coherent the delivery of such a monster action –if considered isolated from the argumentation of it- with the portrayed values of the North-American nation, based prominently in striking the balance between principles and freedom – freedom and principles, as way-of-life premise, became the strategic rhetoric to deliver by President Obama.

*Well done job* would be baring a huge contradiction in reference to this culture identity, whereas the choice “*Job (pause), well done*”, is focusing on the value rather than on the work itself –in words of Obama- “*doing a work that is of value*”, not that the job itself is a right thing to do. North-Americans do not believe that being at war or killing people is good, but they do agree that in favor of the preservation of freedom one must do what it takes. Meaning they are willing to legitimate certain means for the consequence of maintaining structural foundations and ends of their culture and identity, as it is sustaining above all, the core-value of their society.<sup>130</sup>

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<sup>129</sup> See referenced videos on:

[http://www.nola.com/politics/index.ssf/2011/05/obama\\_tells\\_osama\\_bin\\_laden\\_as.html](http://www.nola.com/politics/index.ssf/2011/05/obama_tells_osama_bin_laden_as.html) and <https://www.youtube.com/watch?v=HjM1B5Uw4cc>

<sup>130</sup> <https://www.youtube.com/watch?v=ZNYmK19-d0U>

The corresponding facts accompanying the news: meaning, the seal to the names of the soldiers involved in the killing –in respect, and responsibility, to their intimacy -, and in such, the choice of specific terms, proves language is a way of structuring meaning (Aristoteles, 4thC BC). And in so, the selection of terms in leader and other spokesmen public statements and declarations, around the revelation of important facts or news over a specific business proposition, is clearly to be rehearsed and previously prepared and anticipated. Referring readers to what is commonly inscribed in corporate press offices and the strategy within issues and crisis communications management, is here a must. Corporate communications officer's functions: anticipating scenarios, preparing key messages, Q+As, training spokesmen, et cetera, are all within the most prominent and rigorous responsibilities at stake for brand management too. It sums up in basically, thinking ahead of time, knowing what and how one's brand is going to be saying things avoiding identity-image contradictions.

But following our dissertation of the term responsibility and in the same line of thought, sprouting into a new context layer of the word acceptations, is also the easily misinterpreted saying: "*Do the right thing, rather than do things right.*"<sup>131</sup>

Focusing on the communications job, communications –as we have seen- is functional because it requires liability and answerability towards a responsible transmission of the message. Responsible communications is set to avoid perversion of words to construct a language that would not correspond to the internal reality of an organization and in such, that could burden the organization into non-competence due to a lack of reliability. That is,

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<sup>131</sup> (reference made by Iglesias, O. Conference, May 2016).

incoherence between what is said and what really *is*. Thus, communicating responsibly is about driven excellence in *doing things right*. Doing things in the correct manner, using the optimal channels, conducting on-time dissemination of the messages, making oneself responsible of every detail surrounding each task, method, process proven on-target and in return, well perceived and understood, is important to deliver trust.

On a third layer of the semantics surrounding the concept of responsibility, is to be set in reference to the understanding of the total value residing in the job being done. In other words, making oneself accountable of the consequences of one's own dutifulness or, by the contrary, flaws traced from the responsibilities associated to the activities being developed in the day-to-day functions. This third dermis of the concept of responsibility is aligned with building trustworthiness. In reference, to be trusted on *the believe of doing things right*, without the pressure of being questioned at all times or having the need to be "tested"; to actually fulfill the quality or value propositions of the organization. Building trust (as it is also examined in this chapter) is indeed about anticipating being questioned, so the fear to be questioned is in fact a desire to show accountability.

To exemplify the meaning of responsibility under the parameters of trust makes necessary that we clarify the fact that organizations are not living entities or organisms that are in themselves responsible of anything. It is the people in charge of a function-responsibility, who bares the ability to enhance such trait, and not the organization in general. In other words, blaming the company or any other context-sphere circumstance in order to avoid responding to the accountability of the work produced in communications (as

it should be true for any other job station) is an extreme irresponsibility. Faults that do not carry the individual authority to acknowledge them, and in such, that do not leave opportunity to act upon them, are behaviors that are threatening the competence of the organization towards its global goals and objectives. And hence, are furthermore, baring implications towards the benefits of the role and position itself, which in short mid-term and in return, will have the management assess it as irrelevant or even unnecessary, leaving many frustrated highly qualified professionals, unemployed.

Taking responsibility of the job requires being responsible in preparing for the job itself and more importantly, in acting level-headed in delivering quality bias education, experience and rational and sense dedication, in all due comprehension of the dependability over the success of other counter-colleagues efficiency, who are interdependent in operating under the same organization. That is, understanding that one's own resulting communications activities are the result of a responsible chain of tasks in various contiguous departments' functions and professionals.

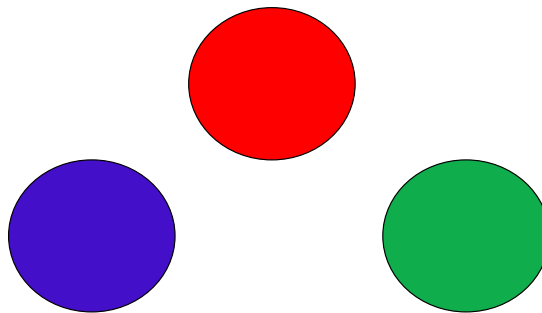
Finally, on a fourth level of significance, an approach towards the term would be the referred appreciations of responsibility made in mark to the concept of ethics. Here, the understanding of a cultural response behavior based on the addition of individual ethics standards (not morale) without personifying the business as an ethical or non-ethical entity on its own ability, but truly incorporating the staff's accumulated principles portrayal.

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In conclusion, responsibility in the provision that one bares and the opportunity of having it granted.

Following is an all-across responsibility team structure model that was awarded the top of the year in-house program contribution by Edelman to this researcher in 2005: The 3 Balls Concept.

## THE 3 BALLS CONCEPT



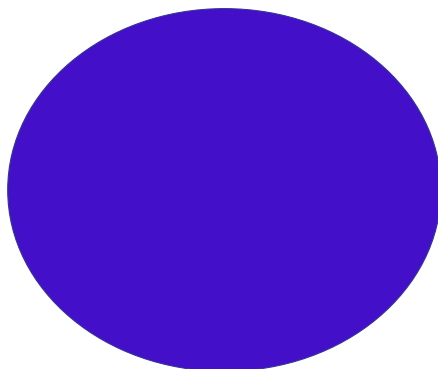
**A Tridimensional Thinking Structure  
set to bring PR Professionals to Success**

  
© Blanca Fullana

**Knowledge** of PR is of course a must  
but no knowledge is good if it can not  
be transferred to the **team** – if your  
team does not learn from you or follow  
your knowledge it just makes you all  
**unprofitable!**

  
© Blanca Fullana

## BLUE BALL: KNOWLEDGE



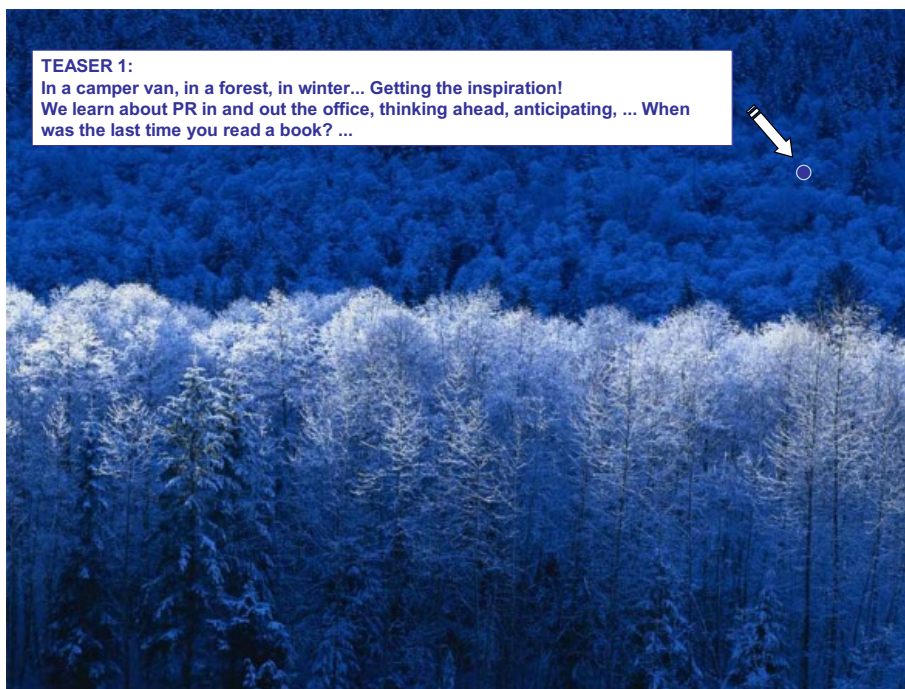
  
© Blanca Fullana

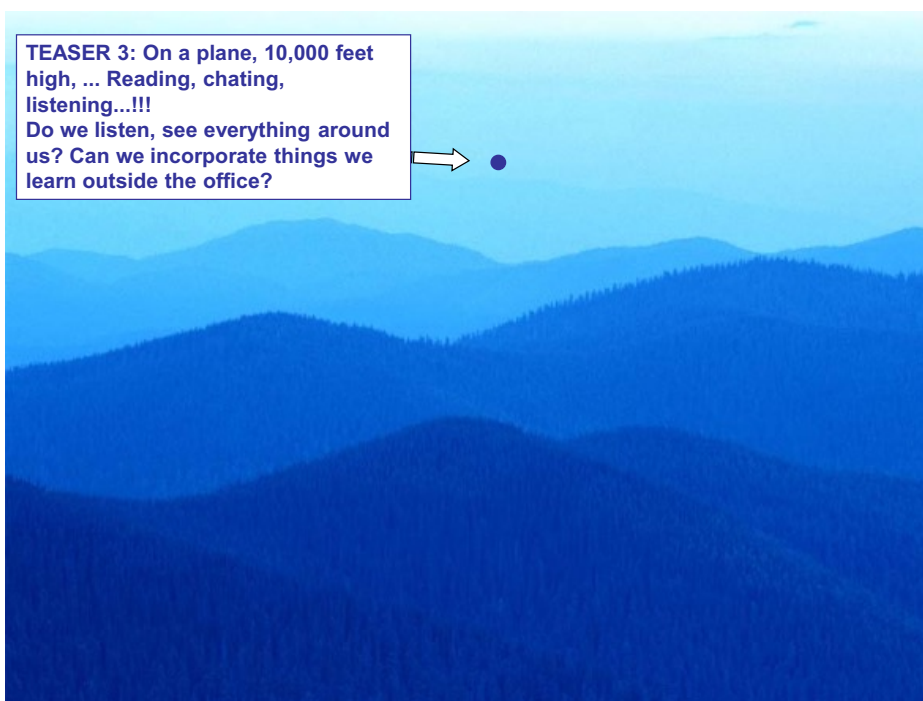


# Knowledge

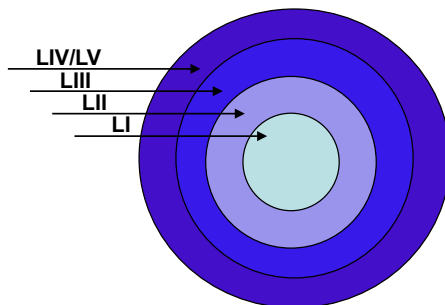
- **Learning is everyone's own responsibility. What kind of things should we be doing?**
  - Constant training in and out the office
  - Nourishing our Intellectual capital
  - Understanding Knowledge curves –our own and of others-
  - Learning about New technologies – a new way to understand communication – new media
  - Understanding the company's structure –our own and of clients-
  - Continuous search for opportunities –new ideas come through personal interest – this concept is not against team work
  - Leadership at all levels!
  - Following the economic reality of our market and the global market –reading newspapers!!
  - Working with Methodology and Quality values
  - Being Obsessed with Evaluation of campaigns –challenges vs. advertising, competitors, etc.- Research -
  - Reading, listening, questioning, thinking!

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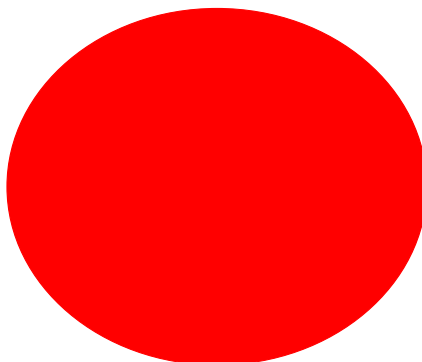
## BLUE BALL



Your Level in Edelman shows the Knowledge transfer that is expected from you.  
You can only be a director if others can learn from you!

© Blanca Fullana

## RED BALL: TEAM



© Blanca Fullana

# Team

- **A successful PR Campaign is never a ONE MAN'S JOB. We all need each other. How can you be part of a happy team?**
  - Motivation –what are the objectives and goals for each
  - HR: Personal objectives and professional objectives
  - Emotional Intelligence
  - Leadership again – coaching!!
  - The concept of team –Radial/Web vs. Piramidal
  - Being part of a larger team –Networking
  - Language skills
  - 360° Degree Appraisals
  - Do we delegate well?!
  - We don't have to marry each other (if we don't want) we just have to work together ...

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**TEASER 2: Red Cross! What does solidarity really mean? Do we support our team above all? Do we treat others as we want to be treated? Do we treat everyone the same?**



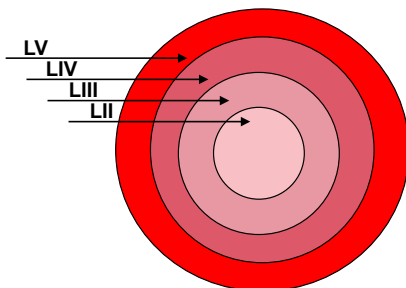
**ICRC**

© Blanca Fullana



**TEASER 3: As many important things in life, team work brings better results. Can u delegate? Do u help others the way you want to be helped?**

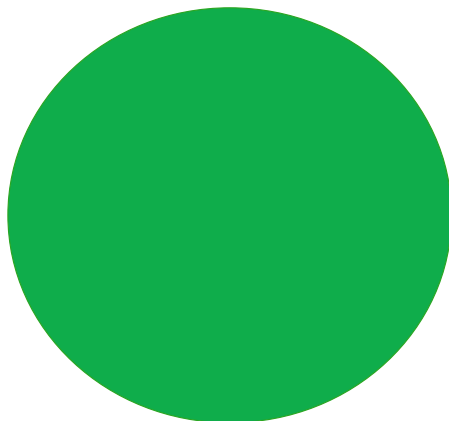
## RED BALL



When you first join the team, you need some time to adapt to your colleagues, later on, if people like working with you, you all win - On the contrary, if others think they don't need you ...

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## GREEN BALL: PROFITABILITY



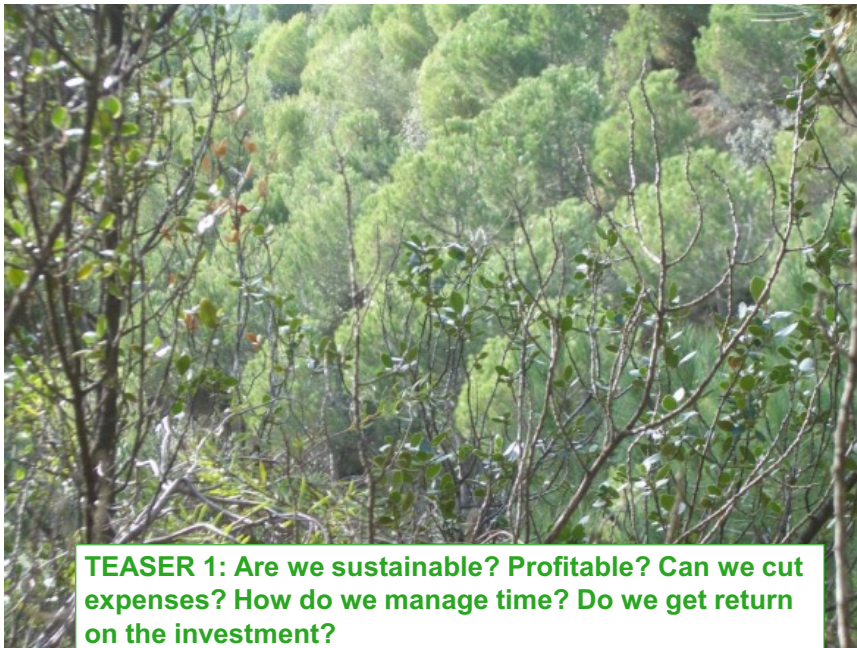
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# Profitability

- **Would you be working every day for free? Thus, are we generating business? –What could we improve?**
  - **Remember: If we do not earn money it is nonsense!**
  - **The concept of Maconomy –Profitability per group, per individual, etc.**
  - **Understanding agency's forecasting and income**
  - **Having clear objectives**
  - **Negotiating with clients**
  - **Budgeting proposals**
  - **Presenting detailed budgets per actions**
  - **Negotiating with suppliers**
  - **Expense control**
  - **Sinergies among clients**
  - **Outsourcing**

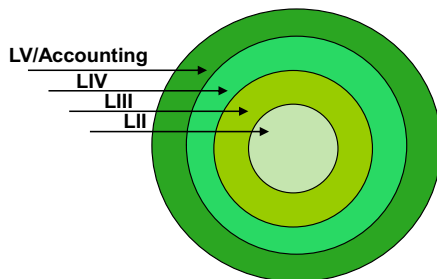
© Blanca Fullana







## GREEN BALL

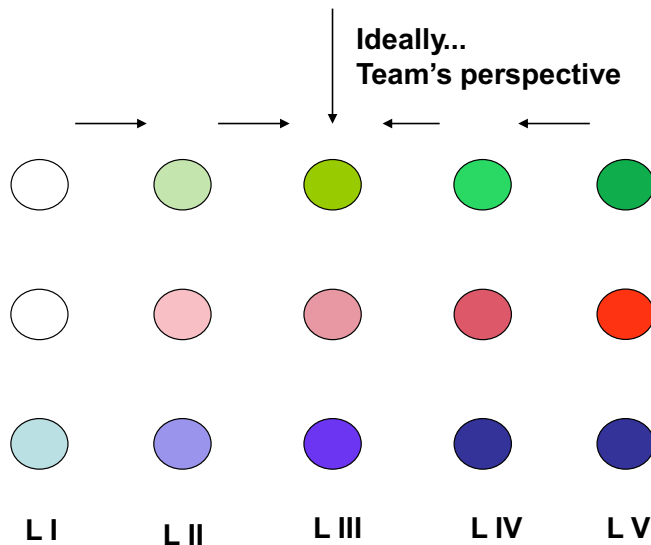


Money is everyone's responsibility!

  
© Blanca Fullana

ASK YOURSELF:  
Which is the ball I'm missing on?

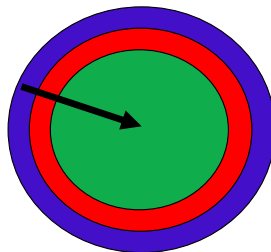
  
© Blanca Fullana



What's expected at my level?  
How would my 3 balls look if I had to analyse them now?!?

© Blanca Fullana

Successful Professionals are people who **add value to proposals**, **who others respect** and **want to work with**, that **make business run!!**



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## 4.2. Bearers of intangible brand value

### 4.2.1. On Knowledge

Hence, in all absorption of the brand's representative attributes of value, knowing what is *knowledgable*; that is, eligible to be of interest in any given area of expertise within the business or organization, can indeed signify a well of wisdom discovery, useful for perhaps small interest-segmented groups of people, but certainly better-off engaging magma than a product claim, since it will be bearing something verily relevant in value.

An entire thesis could be –and should be- written on the capacities, processes, methods and abilities to gather and condense all the intelligence that relies within an organization. This study has been stingy in deploying this important aspect and capacity that a communications officer must convey. Being the person reaching out to gather the expertise in every stage of a process of manufacturing and distribution of a product or service –from whatever field- is a neat job, but also a very exhausting one. Moreso, because having workers disclose over the tricks to their abilities at work is not an easy, quick, task that one can simply put into an agenda program and check it out after an hour meeting. To clarify, knowledge is meant as expertise, and not information (usually carrying gossip).

In the technologically advanced –and still under-used- communications sphere in which any branded corporation and organization sits today, information may very well be gathered and processed. Knowledge, however takes a little more of human intellectual capacity –which by the way, should be good news-

. To put it in an example, when communications PR agencies such as Edelman or Llorente Cuenca –probably the most smart and pioneering agencies in the world today- put in open resources extensive amount of research study and deliveries over what they are at service of doing, it is not just a promotional activity, but actually quite an strategic one. Why? Because in doing so –and not being afraid to share the capabilities and know-how within- these agencies become successful in attracting not only clients, but also employees, among other “connections” to the point when the exchange allows them to choose over the best talent in the sector and thus they can continue to fuel their leadership stance within the market. It is kind of like a circular strategy based on the premise that when things are done well, giving them up to share them and letting them be analyzed, even criticized, is factually an attribution towards the value of the brand that becomes strategically pertinent to the business.

True, it is probably easier for cultural or scientific organizations and institutions –like museums, foundations, universities- to fully understand this premise on knowledge. These types of organizations are often in fact meta-communications organizations<sup>132</sup>. But the attributes over knowledge can and should be found in any given branded business, as there is no doubt that there is interesting, rigorous, exciting knowledge in any kind of organization. Because indeed: *“The next best thing to knowing something is knowing where to find it.”*<sup>133</sup>

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<sup>132</sup> Good references to these typology organizations and how they can effectively become meta-knowledge communications organizations can be found in “brands” such as: RijksMuseum, Amsterdam, CCCB –Barcelona, El Bulli Foundation or Sonar +D Festival. All accesible information via web.

<sup>133</sup> [Samuel Johnson](#) (1709-1784) *British author*. Internet retrieved, May 8th, 2016.

As Xosé Fernandez, CEO of the FNOB explains in subsequent interviews to be found in annexes

*“After all, knowledge is culture and society. They seem contradictory, but in fact they are not. It is both at once. The accumulation of knowledge, whatever it is, creates society and creates culture, so we are at the service of society. We are not culture and / or society, we (as an organization) are knowledge, and that, encompasses both.”*

#### **4.2.2. On Innovation**

*If you look at history, innovation doesn't come just from giving people incentives; it comes from creating environments where their ideas can connect. Samuel Johnson*

One of the most self-explanatory aha moments for anyone in the integral communications' affairs sector, was when in 2002 an elementary school teacher in the United States, poorly but effectively, home-made an eight-minute power-point presentation video which became a sensational viral spin quickly run-downing PC and “pre-historic” mobile phone devices, across multinational corporations' offices around the globe. The video entitled Did you know? has had since then several versions added and in earnest to update the details of the information, different attempts to recreate the effects of the popularity of the original experience effect.

As the same author in the video was anticipating in remark, indeed the example data bits of information contained in the original video soon became outdated. But for that matter (of communications, of course) the un-current recount on the specifics, is still today “irrelevant”. Or better said “relevant”, because it proves the examples themselves turn irrelevant in less than the time that it needs to be broadcasted worldwide. So still the first version of this video is to be the best and most effective in transferring the message at stake and that is in the response to the initial title question, which was: “*Did you know? Response: Shift Happens!*”. The accompanying music effect to the video together with the blunt in-the-face play on words shook the mental-boxes of many professionals who were still at this time trying to understand and learn how to synchronize their Blackberries. But innovation is not technology and technology doesn’t necessarily set the conditions for innovation. The biggest challenge in both perspectives however, is in understanding the shift of paradigms affecting the functions of creativity and overall communications activities.

To better assert on what is really innovation and how and why should businesses and organizations take it into account, following are quotes from the interview with Alfons Cornella, probably one of the most prominent intellectual figures in the field.

**Note: Full interview with Alfons Cornella featured in Annex. (In Catalan language)**

**A summary of the interview in English may be followed through the subsequent quotes abstracts:**

*I have the perception that everything falls into a very deep crisis when they change the rules of the oligopoly of communications.*

*The moment that we no longer have few media through which we communicate, communications becomes the property of the people. Therefore meaning that the brand enters in a crisis.*

*Instead of creating a message, the effort must be in directing tasks to interpret and understand which cultures are emerging and then to try to connect with the relevant (to our organization).*

*It is the contrast between generate and engage. No longer do organizations/ brands generate a message, they must connect/ engage with a message.*

*The market is no longer a supply: it's a demand.*

*A change in the market from supply to demand obligates you to better connect with the people's needs and provide solutions. The key word is: solution. That's why design thinking is so relevant these days.*

*Innovation is necessary to respond to different social and individual situations.*

*Innovation is a system that aims at being more aware of what your stakeholders need.*

*The difference between invention and innovation is the acceptance by the market.*

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*The main problem in terms of innovation for a company is the tension between exploration and exploitation.*

*Everything is linked: market knowledge and commitment to innovation*

*Surrounding yourself of orbitals generates ideas, and that's a good bet on the future.*

*The first tendency would be to explore from the outside: open innovation.*

*The other trend is internal innovation; where everyone in the organization has the opportunity to innovate.*

*In short, it is necessary that organizations follow an ambidextrous model, already well studied, and that the two operating systems coexist. Simplifying: intelligence is outside: let's be surrounded by it. And/ or intelligence is inside, let's stimulate it.*

*Things are getting so complex that any new proposal made in a market, increasingly requires the intervention of agents from different sectors.*

*Your brand leverage: in an environment where it is more important what people say, the brand is worth nothing on its own.*

*Brand worth automatically implies being attuned to the market.*



## CHAPTER FIVE

### 5. **Brand Patrimony's Corporate Management: Leadership's engagement and identity principles alignment**

5.1. *Hypertexting* corporate brand meaning

5.2. Interconnectivity with Stakeholders (mapping and projects co-creation with external agents)

5.3. Reputational risk anticipation (brand identity issues management)

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*To see a World in a Grain of Sand  
And Heaven in a Wild Flower,  
Hold Infinity in the palm of hand  
And Eternity in an hour.*

...  
*A truth that's told with bad intent  
Beats all the Lies you can invent.  
It is right it should be so;  
Man was made for Joy and Woe;  
And when this we rightly know  
Thro' the World we safely go.*

*William Blake*

In all, the endowed perceived value in a brand is virtually a set of qualities provided by the organization to the society, based on the enriching and formative<sup>134</sup> experienced relationships obtained in exchange with its multiple stakeholders and portrayed in their knowledge-share and innovation facilitation.

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<sup>134</sup> The term formative here is in the sense of developmental, educational, bony and not formative as in shape or style.

In words of Xosé-Carlos Fernández, CEO of the FNOB:

*“An organization requires society to believe in its product / service because they believe in its culture. If not, everything becomes artificial and speculative , and loses all sense . The brand is the element of cohesion of the coherence of the organization.”*

Importantly, organizations must acknowledge the (financial) equity in return of a brand’s fine standing in a market, in front of a consumer, through a product selling-purchase proposition, holding in-depth intangible particularities, too. But, as we have seen throughout previous chapters of this investigation, brand equity measures, fall short in capturing the entire more subtle and purely<sup>135</sup> intangible extended attributions of value which as such, should include the recognition of its knowledge and innovation contributions to society, which are also known to be part of the abstraction of the overall brand asset configuration, since they are at the same time formalizing trust and reputation, based on being and acting responsibly in agreement to one’s brand identity principles.

We know this is true, having learned that the perceived value is sitting in the minds (some brands even reaching the hearts) of target audiences. We are in such, confronted with mind-share rather than market-share objectives and that is a context-shape measure that needs to be acknowledged in its unabridged extended conception of stakeholders’-multiple and accumulative perceptions. This shout-out to co-create and co-participate together with the other agents,

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<sup>135</sup> The choice of the adjectives here described as subtle intangibilities, is purposely deployed to remind the reader that although marketing brand value attributions can also often be considered intangible due to emotionally established links, the brand value attributes in promotional product sales oriented activity is considered a tangible objective measure, reassumed in the term: brand equity.

acts in recognition of others and requires other action planning activities and programming actions/projects that shall be running parallel to a promotional campaigning conception, that is in such a considerably different and more objective strategic decision based on the marketing-mix traditional four Ps. management, featuring product branding. Because, it takes much more than just branding, to build your brand value; it takes trust and reputation <sup>136</sup> and for such matter, very importantly, your potential-ability: “*potentiability*” to improve the quality of the overall stake-holding community surround, participated in the knowledge and innovation relevant to society.

And so here the question becomes a practical one: how can organizations aside from their marketing efforts, tackle the remaining attributes in relation to the brand’s full-length untarnished reputational brand value builders<sup>137</sup>? What is the activity processing that will give passage to such capabilities? And furthermore, how are they to be successfully managed so that they can be relevant when transferring and facilitating their value-outcome into society?

One has until this point of the dissertation tried to justify and direct attention to which are these brand builders capabilities: broadly encapsulated in

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<sup>136</sup> The Reputation Institute and the Corporate Excellence institutions are two good sources of reputational analysis and management. The RI Rep Track measures every year the level of entrusted notoriety of diverse brands. See: 2016 Global Reputation Track Study by Reputation Institute:

<https://www.reputationinstitute.com/research/Global-RepTrak-100>

<sup>137</sup> It is important to note that the author is throughout this thesis in defense of the possibility of building or creating VALUE for the brand: locating it, fostering it, provoking it, transferring it... et cetera. Such building capacity is not to be confused with the building of a brand, because it is not believed that a brand can be built in itself, but rather that the brand IS.

knowledge and innovation. From here on, indicating where are they to be found within the organization and how are they proposed to be processed through a corporate brand communications action plan and functionalities' programming, is one of the main bourns for this thesis to assert upon.

### **5.1. *Hypertexting* corporate brand meaning**

To start off, that corporate language casts an anticipated truthful messaging is with no doubt a fundamental key function's aspect, bringing meaning to the overall brand value expectations. Which means it does indeed have to be conformed and consensual to the corporate culture and identity principles.

It is a common and typical annoy within organizations, that everyone "sitting at the table" of the company feels entitled to produce messages for the organization's delivery assets transfer. As boastful as it may sound, it is generally found that because people can talk and say things, people *think* they can express and persuade. Legitimizing communications professionals in respect to their researched further training abilities, is a usual somewhat in despair claimant. To be fair, the intrusion is reasonably acceptable as it is likewise necessary that the final messaging reflects internal interactions; co-discoursing among predominant stakeholders, as are in such consideration, and primarily, the employees.

But in so and of course as well as it is highly important, productive messaging requires leadership's bauds on the mission and visions of the state of the facts, the strategic corporate ideological detentions that specify the corrected angle's

perspective of every given step of production and operations of the entity; in view of the present, in respect to the past and into the future.

In all, good messaging requires a combination of dictionary sound language skills and comprehensive audience's insights perceptive review, pre-requisitioned to be captained by leadership; specially –if existing within the organization- are founders and integral partners.

In all, intending to capture experienced cultural idiomatic averts that can succeed in opening-up to the sympathetic essentials resulting of engaging dialogue. It is ultimately, as it has been subliminally assayed, not a question of creative storytelling<sup>138</sup>, but of mastering conversations<sup>139</sup> by keeping them “long enough to cover the subject, short enough to be suggestive”<sup>140</sup>.

In reminder: critical is the understanding that language is a register in regards of a specific way to thoughts, meaning that the language we use and how we

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<sup>138</sup> The concept of storytelling has been a trendsetting résumé on the capacity to tell the business's tale that has confused many marketers and corporate communicators on both sides of the rope. Storytelling as it appears in several field book titles is not here considered pertinent. Neither do marketers need to tell the story on the brand through their marketing tools (branded content), nor do corporate communications officers need to add salty verbosity to the rigorous accounts on the company's performance, mission, vision and values.

<sup>139</sup> An entertaining attempt to correctly express what's in question when considering communications engagement is one of Microsoft's most viral video scripts, produced in 2005, still in the early days of the social media and new communications channels appearing through the development of new technologies and platforms. The video claiming to bring back the conversation can be found through this link:

<sup>140</sup> Conversations as mini-skirts –Anonymous quote-

speak it, determines the structured idea of what is essentially being communicated.<sup>141</sup>

Such language relevance is in the following quotes by Xosé-Carlos Fernández, CEO of FNOB, as translated and transcribed from the full interviews featured in the Annex section:

*“It is language that creates cohesion, because it gives a sense of unity of action. When you hear a language you understand, automatically it adheres, even if it is only psychologically. Therefore, the ability to deliver a product or service to a society is the ability to create a language that a receiver will understand and that communicates both as to which he/she perceives.”*

*“Therefore, we will discuss that what creates a brand is in the following scheme:*

**Context - Product - Language - Adaptation-“**

*“Language is what creates confidence and trust.”*

*“Empathy is the ability of a company to best produce engagement through its own language, to make understandable to the consumer the ability of the values that can be offered by the organization: the benefits, the advantages ... in short, the values . Empathy is furthermore the ability to gain, depending on the other's understanding the confidence that is needed for comprehension. And when there is trust, there's sympathy. And this in turn generates*

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<sup>141</sup> Register is in language studies a concept in reference to mental structure, in advert that each language portrays a way of thinking. For readers that can speak more of one language, this concept can fully be understood when we can assert that a for instance Dutch person will probably be not speaking English but rather using English words whilst speaking Dutch. See references on linguistics and philologists authors' titles included in the bibliography (Jakobson, Saussure, Chomsky, et cetera)

*confidence that the other can take in, to develop action and create; thus encompassing the concept of co - creation, which is typically brand concept”.*

*“The key for any brand is to produce a dialogue between empathy and sympathy.”*

It is to be noted that messaging is indeed an aptitude of rhetoric, as that which is not limited to the “inventio” (ideation) first step of the Aristotelic contribution to the art, but pertinently including “dispositio”, “elocutio”, “memoria” and “actio”; aspects that are amidst the messaging goals.<sup>142</sup> Rhetoric as in the way in which the message is disposed, the tone in which it is expressed, the unique style in which it is portrayed and above all, its performing stance, are undoubtedly among the skills expertise of a corporate communications officer –CCO-.

In basis, this means that the European cultural -more familiar-<sup>143</sup> business foundations and the Greek tradition of the *Art of Rhetoric Aristoteles (inventio,dispositio,elocutio,memoria,actio)*, through its amplified and suggested adaptation to today’s means and platforms, may very well indeed set forth a guide to a proposed tool intended to assert and bring light into the management of corporate brand patrimony.

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<sup>142</sup> Included in the annexes to this study is a paper written by the author, covering the subject of the extensive envisioning of the art of rhetoric in regards to the communications of brands; in this account of brands specifically sitting in the cultural products and services industry. The abstract was part of a subject assignment in the official Master’s Program in Comparative Studies in Literature, Art and Thought at the University Pompeu Fabra in Barcelona, realized between 2010 and 2012.

<sup>143</sup> Family businesses represent the grounded basis of the overall business arena in Europe. Check bibliographic references to this respect.

Yet, the rhetorical instrument is not to be circumscribed solely to the persuasive deployment of a *creative* messaging. In fact, messaging cannot be creative in the sense that it cannot invent concepts that do not correspond to the reality of the business organization. Aristotle did not mean “invent”, but rather “ideate”, when he referred to the first step of the rhetoric domain as *inventio*. Extensive literature has been written on Rhetoric in Communications and on rhetorical uses and aspects, that the reader is fiercely encouraged to reach out to, in amen of specific interest.<sup>144</sup>

On a practical account of what agencies like Edelman have called the “Master Narrative” of a company, messaging is set out to accomplish, among perhaps many others, the following reinterpreted substantial provision and benefitting considerations and advantages:

- Developing the corporate strategic and business objectives to serve as the foundation for in-all-identity internal and external communications
- Ensuring a consistent story is told with compelling proof points to back it up
- Structuring and articulating the discussions around affecting environmental and contextual issues and insights
- Anticipating reputational crises and compounding first responses

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<sup>144</sup> See bibliography for complete references on Rhetoric and Rhetoric and professionalized communications.



- Creating a team building opportunity between existing and new partners, focused on deepening understanding of one another's objectives and aligning them behind the company's vision and business strategies
- Providing a consistent, succinct, comprehensive distillation of the company's past, present, and future
- Aiding to persuade among others: talent retention and partnerships' opportunities and combined projects
- Enlightening on the possible stakeholders co-creation and co-participation intervenes

## **5.2. Interconnectivity with Stakeholders (mapping and projects co-creation with external agents)**

To continue with the possible commended functions in regards to a corporate brand patrimony management model, a simple thought towards efficient activity planning, is to establish a meet-and-greet calendar of activities with multiple diverse external audiences. Listening by building relationships could very well be considered the ordinal topmost ahead competences in the lists of appraised accomplishments included in the professional agenda of any driven CCO and/or public relations manager.

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This easy to say, hard to acknowledge functional activity is no more than a talented capacity to place ear, to be present and to be ready to provoke further working meetings out of somewhat spontaneous casual-work first encounters. In other words, a preliminary of a communications officer responsible in office is to pick up on people's and other organizations' possibilities and through them, to help the organization build on further partnership-projects that will be revoked or assigned by the management leadership's strategic orientations, once the opportunity has been presented and proves relevant to them. But the opportunities need to be presented; projected so that they can become.

The content of the resulting established dialogue, the experiential joined activity and the project characteristics are not to be confused to be communications officers' responsibilities but rather understand that CCOs are in the loop to act simply as the facilitators, organizers and promoters of the link between the two parties: the organization and the stakeholder in each case, by presenting expert in-house project leaders. As it spills from this dissertation, in fact every business should take it in to be a producer, an editor, a divulgator of its own knowledge and innovation abilities and capabilities and to be able to transfer them into society, by means of project-based valuable content (by brand).

So yes: opening doors to establishing contacts, inviting parties and being invited to third-party activities and bodily creating a solid-grounded interest to meet-and-greet more managerial staff of the organization, is a determining first functionality of a corporate communications officer that in justice, needs to be recognized.

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To further explain the specific nuances behind each step of the process in establishing such links, communications professionals must in the first place, be in awareness of basic human relationship mannerism and conviviality and basic naturally played empathic casuistry. Moreover, adding value by having mastery fluent speech around the market in which the business operates and having a clear sense of the community issues, insights, trends and motivations standing in interest of the local communities around such market, the organization and society, as a whole.

In all, the layers of relationship levels that need to be dealt with a variety of audiences, are for this researcher understood to be played from the closest in image-based market arenas to the farthest in identity mind settings landscapes. In other words, the priority tiers to be worked upon in simultaneously running stakeholder engaging communications program calendar, can be organized in categories of out-reach, specific to each firm, but in general, as conceptual groups that can be understood and prioritized as follows:

1. Same market industry and associations groups, entities and opinion leaders (for example in a food brand: food and beverage institutional regulators, industry fairs, associations of consumers' specific food affectations, et cetera)
2. Competitors within the same market industry. Being in institutional corporate relationship with competitors triggers sector's capabilities for all.

3. B2B businesses in relation. (in following the same example of a food brand: food expenders meaning restaurants, supermarkets and other distribution locations and big client target groups such as schools, hospitals, business factory caterings, et cetera)
  
4. Local community institutional and other business and service agents. (In reference to any organism acting in the physical terrain around the main premises of our corporations' headquarters, venue scenario or factory plant.)
  
5. Neighboring industries' fellows. Organizations and relevant institutions immediately before and subsequent in following the chain of production of our product or service category. (for a food brand: agricultural, environmental, animal or scientific industry providers and health considered benefactors: for example, in travelling or sports activities' diverse environmental situations)
  
6. Brand's identity fellow brands in any given industry, operating towards the same community
  
7. Local community social agents in each international market community. Anyone acting non-profit for the public benefit of the local community in which the brand operates.

Knowing in effect that the relationship built will contribute in value to the brand's overall asset standing as it will establish dialogue and open a conversation to trigger combined experiences that will involve organizations and agents together in creative knowledge and innovation development. In all, building engaging productive relations, partnerships and collaborations.

To this respect, again the PR firm Edelman succeeds to offer rigorous stakeholder mappings: an intelligence tool for clients willing to be consciously aware on who is who within their layers of the to-be targeted audiences in corporate communications, and in thus beyond the consumer-product target groups, otherwise impeccably in *connaissance* of marketers, supported by competent market analysts<sup>145</sup>. Although not the only one tool available, Edelman's stakeholders mapping is a good example of mechanisms and activity related performance in relevant stakeholders' detection and crossed-interest consideration topics debriefs.

The tool is initially also ideated to reassume the main issues potentially affecting the organization's desired performance and therefore its reputation and it can and must be fed in data and information by the company's internal instances and all-across departmental managers and key strategic employees. When thoroughly worked upon, stakeholder mappings or similar tools, can draw an extremely valuable panorama of the capacity agents at reach, often depicting the 'roads' to be taken in the reach-out to specific high-end entities

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<sup>145</sup> Market survey analysis companies such as Millward Brown are important providers of accute relevant consumer and other target behaviours and interests. See bibliographic references for more information.

and officials, normally difficult or inconvenient to be connected or approached directly or for instance, individually by any CEO.

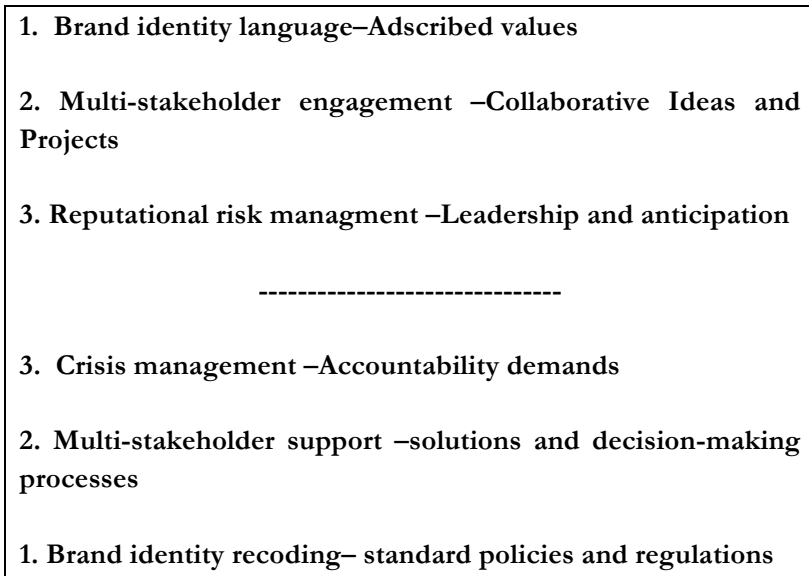
Lastly, and extremely important, is also, insuring that organizations have their contact data bases up-to-date, facilitating the establishment of formal and informal periodic contact with potential agents, even when they are still not within a stakeholder circle of members.

### **5.3. Reputational risk anticipation (brand identity issues management)**

On a final overview display of what constitutes the basic corporate brand patrimony's management functions, corporate brand responsables must not elude the important work based on processing insights on possible issues affecting the brand's reputation. Not much can be further exposed on this account that hasn't been thoroughly depicted in specific crisis management literature and reports, specifically on the analysis of case studies, some of which have been commented in this dissertation (see chapter 1 for such instance). In all, this limited thesis section is only to acknowledge that not just manufacturing, production or logistics, employee disputes etc. must be included in crisis pre-planning. It is, as we have seen, of uttermost importance that corporate brand conceptual identity 'cracks' are also identified, bringing to corporate communications tables also aspects over brand reputation crises and issues anticipation, for which our previous stakeholder engagement ring, might come in handy.

To sum it up, a graphic representation of the proposed corporate brand management model stands as follows:

Corporate Brand Management Model



*A practical reverse model, acting actively or passively aswell as simultaneous & dynamically*

In conclusion, and as stated in the prologue to this dissertation, the change in perspective stems from a shift in the approach to brand value. That is, managing brand value not from a sales scheme focus based on:

**consumer » money » shareholders » financial equity**  
**» market-share**

but rather, from a wider integrated business operations scheme envisioned as:

**citizen » future-standing » stakeholders**  
**» knowledge and innovation cultural relevance**  
**» mind-share**

In all, considering that stakeholders –significantly, employees- are diverse agent partners, who play an extremely important role in multiplying the capacity of such an outreach of the organization’s potentialities and opportunities into the market and beyond. Also thus, into the community, as a whole. And that therefore, the brand is not the creator or builder of value, but rather the instigator of it.

In conclusion, understanding that the brand is the full-length value asset bearing the dynamic patrimonial substance necessary to reveal a footprint, aiding organizations (be it businesses, organizations, cities, continents...) to become worthy facilitators and deserving drivers, and thus sustained long-term contributors, operating in society –not markets-.



**Note: Full interview with Xosé Fernandez (FNOB) featured in Annex.  
(In Spanish language)**

**A summary of the interview in English may be followed through the  
subsequent quotes abstracts:**

*If I was to discover that a member of my team does not believe in our principles , I would ask him to step out. Without involvement in the values we defend , it is not possible to work effectively. It is not a prejudgment, its just that there must be emotional transmission of the effective and affective elements of ocean sailing. To generate culture first there must be, the consistency of who creates it . Sustainability is in that who creates, believes.*

*We are a tool that society is given to continue evolving in the cultural and social knowledge ( of issues of common interest) . Which is why foundations should not be specialized , but rather be clear about their purpose and to see development with the highest level of access and therefore excellence .*

*We must have transversal vision to reach service all across cultural areas. There are entities linked to a culture and therefore a society. Not only must they provide a product, but a vision that makes society “big”. To increase the vision that society has of itself, is the pursuit. To have the function of providing an ampler telescopic view; increase the capacity to the greatest extent possible.. As an organization, our task is to create such a telescopic lens so that society has the greatest possible extent of knowledge (we can put at disposal) .*

*After all, knowledge is culture and is society. They seem contradictory, but in fact they are not. It is both at once. The accumulation of knowledge, whatever it is, creates society and creates culture, so we are at the service of society. We are not culture and / or society, we are knowledge, and that encompasses both.*

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*Organizations must declare themselves, ethical behavior agents and bare their own values, so for people who work in them can feel identified. People themselves make up the ethical behavior of the organization..*

*There must be someone who obviously take responsibility after running a democratic and inclusive leadership.*

*It is a question of leadership and of responsibility but with the objective of the organization itself.*

*The vision cannot be the leader's personal vision. The leader is the one who carries the vision and executes the necessary paths to achieve that vision. But the vision is of the organization (by the people of the organization).*

*The sense of belonging , in all organizations , has two key factors: cohesion and coherence . Cohesion in action, and coherence in the organization. I believe in consistency in the creation of organizations. I believe in consistency because in times of crisis it gives you the necessary serenity, tranquility to face decisions onto the future.*

*If you do not have this basis: a sense of individual responsibility at work , commitment and lateral thinking, democratic leadership, adaptability, etc., the brand does not exist.*

*An organization requires society to believe in your product / service because they believe in their culture. If not, everything becomes artificial and speculative, and loses all sense. (The brand is the element of cohesion of the coherence of the organization.)*

*The leader has something to explain based on a context and has a language. Indeed there may be different leaderships in different organizations and depending on the times, but speaking in terms of branding, in this scenario, leadership becomes something like what happens in scientific equations: In simplicity, lies the beautiful.*

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*The leader is one who is able to translate an abstract concept, who is capable of the abstraction moved into specific aspects, resulting in the work of a group of people, adding value .*

*Language creates cohesion because it gives a sense of unity of action. When you hear a language you understand, automatically you adhere, even if it is only psychologically. Therefore the ability to move a product to a society is the ability to create a language that we will understand and that will communicate. Context - Product - Language - Adaptation to the consumer - That is what creates a brand.*

*The brand is the product of all this, not the reverse. The brand on its own, does not exist.*

*Language creates confidence. Empathy is the ability to create confidence. And when there is trust, there's sympathy and this in turn generates that others can relate to, take action and create; thus encompassing the concept of co - creation, which is typical of the brand concept. It is a dialogue between empathy and sympathy.*

*The brand is not an abstract concept, it is a concrete concept that comes from a tangible context. It is linked to identity, it is tied to the values and therefore it is linked to credibility.*

*The brand becomes an identity value. There has to be a powerful tool to create brand through values, time and corporate identity.*

*Branding is very important element as long as it beholds a truthful standing and therefore being consistent with the performance we have.*

*An image is a projection. When the word image is used it is clear is that we are seeing through the eyes of others. What one has to be clear on, is what is the identity we want to prevail.*

*The quantification of the impact: the scope of calculation cannot be strictly based on the product. The company creates context for the product/service. The context is an ABC to compose the narrative that best suits you.*

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*Language and preparation (anticipation to reputational risks), are the tools that allow you to build trust.*

*When you're in a storm you not have to look at how much water enters the bow , but where is the bow in relation to the wave.*

*Humans manage concreteness and predictability, not just intuition. That is why we are rational beings. Intuition is a staple of the capacity assessment of scenarios which is what gives rise to the element of intelligence.*

*Chaos is chaos, period. A communications plan is a response to risk.*

*The organization is flexible and must adapt to any situation in the company. I do not believe in standard charts and structures.*

*“Eyes set at the horizon, steady hands at the helm.”*

CHAPTER SIX

7. Integral Communications:  
The corporate recount

- 7.1. The PR correlation (Activity and Measurement indicators' contributions)
  - 7.2. CCO's Competences
  - 7.3. *Corporate Culture Responsibility™*
- 

*Tu deviens responsable pour  
toujours de ce que tu as apprivoisé.*

Antoine de Saint-Exupéry

Organizations and businesses that still yet have to be convinced, must know that identifying and assigning a corporate communications functions officer is a repayment in today's highly competitive world. The role is in summary that of translating and portraying into wider audiences the leadership's corporate mandate, principles and core business activity strategies. But to that respect, it is imperative that leaders understand that not because they can speak and write (understood as an ability) can they actually properly and on-time communicate (understanding it as a capability). Corporate communications is a professional capability and not a personal ability.

In the end, the extended brand reputation attributions developed by marketing experts in order to successfully connect with consumers, is simply not a marketing domain, but a business leadership executive decision-making sphere. In reality, what is commonly understood as communications or better said, what people understand only as the visibility, awareness and (granted) the positioning of their output offerings is either just commercial promotional decisions or attractive, creative and inspiring advertising and experiential events planning. Engagement, endorsement or endowment facets of brand reputation are business-centered decisions that too need to be qualitatively worked upon. In consequence, it is not marketing with a consciousness what we are in search of, but rather, “businessesing” with a consciousness.

### **6.1. The PR correlation (Activity and Measurement indicators’ contributions)**

On the attempts of organizations to express such extended value of the brand, after wrongly assuming it as return over investment, marketing-cause campaigning activities and sometimes corporate social responsibility –CSR- isolated events have instead brought on down the prestige of certain brands. The lack of authenticity in deploying the portrayed expectations of the brand corporately has not come unnoticed to anyone around the brand, neither less, the consumer. Brand value return is nowadays more based on how well the organization is matching each stakeholder’s expectations, than on the income in return for sales –brand equity- that it may or may convey.

In all, this thesis has not come –as it was initially somewhat intended- to timely be profuse in granting report over what should be in scope to gather from the public relations discipline inheritance, given PR bares in fact a great deal of all the intellectual capital this narration sustains. In thus, it is of much recommendation to interested readers that they search and scout over the bibliographic references of dutiful acute academics and professors who have come to explore in-depth public relations discipline’s functionalities and capabilities. Oyvind Ihlen and Piet Verhoeven academists have set, for example, asserting papers that express ideas such as this one:

*“Ihlen argues that public relations should thus be seen as a practice that assists organizational actors in pursuing their interests. To be trusted and to be seen as a legitimate enterprise, that is, to have symbolic capital, can have a double function in this sense because it can be both a means and an end”<sup>146</sup>*

From all the spectrum of activities and functionalities associated to public relations –from media press office to institutional relations-, the classical discipline plays as well in correlation to the overall corporate brand management task that is here in claim. As in all, the brand patrimonial value asset needs to be incorporated within an integral communications scheme, in close relationship to marketing departments –as we have seen- but also very importantly in close relationship with public relations and media officers and leadership.

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<sup>146</sup> Ihlen, O. and Verhoeven, P. *Conclusions on the Domain, Context, Concepts, Issues and Empirical Avenues of Public Relations.*

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For then further accounts on the public relations discipline, and to name just two of the most relevant names in the profession of disclosing valuable PR grounded work and that are not to be dismissed, are theorists James E. Gruning and Robert Heath, among others.

As a side reflection contributions to this dissertation, is the following speech and graphic illustration<sup>147</sup> delivery by this researcher, at the IPRA International Congress in Lima, Peru, 2010.

IPRA CONGRESS Lima, Peru, June 2nd 2010

Text and ideas: Blanca Fullana

Illustrations: Albert Marcet

Academics, Professionals, Colleagues,

Thank-you for granting me the opportunity of speaking in front of you, today. When Dr. Antoni Noguero from the University of Barcelona –among us here these days- suggested that I'd speak to you about **PR Indicators**, I found the subject to be very **challenging**.

Solving PR metrics has been a recurrent theme in our field. Basically, because the theme is wide in perspective –especially in **today's global markets**.

We need to tackle down the stigma around non-evaluable PR, many times lost in the intellectual twirls of abstract conceptions and set one's look **beyond the setting** of our profession –**beyond the pure technical aspects of good PR; be emotional on-stage and rational back-stage**.

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<sup>147</sup> Illustrations following are by graphic designer Albert Marcet.



The rationale around any type of metrics is that we **agree to the factors to be analyzed** and that we know where these factors stood **before our PR plan** so that we can **later clearly visualize and qualitatively interpret how it matches against it.**

From this point forward we can develop various tools and schemes on how we particularly want to show our evaluations and have varied analysis for each of our key “relatives”. But the focus must be in the conviction that **we CAN measure a specific PR action, just as long as we know the end-result of executing it.**

The connection between PR activity and the core of the business is keeping all stakeholders truly engaged but furthermore and very importantly it is about bringing new **corporate OPPORTUNITIES** on top of the table.

**A good reputation and lots of good friends is great to have but people will be interested in knowing how you are taking advantage of those virtues to do something worthwhile, and not seem just to be showing-off!**

We need to understand PR as the means and not the ends; the means to **enhance, to influence and to even provoke a more strategic corporate objective. That is, in taking advantage of our good relations.**

And by forth-acting towards a corporate objective I **do not mean a business objective, but a “footprint” objective: growth vs. profit; mission vs vision.**

### **CONTENT, CONTINENT and CONTEXT!**

Without leaving the subject of PR Indicators, let me here stop for a moment to briefly reflect upon the **scenario**. I think the catch to all of us passionate PR people is that the **MATERIAL** and the **SPACE** around which we operate to do our everyday job is often **very delicate, sensitive; often exclusive**. And it's true, those are very powerful-appealing traits.

Think for a moment of how important information and content is to our communications strategies. How much we dwell upon a **preposition**, a **data** figure, the theme around an event, a **verb infinitive** and the specific wording of an A in a critical **Q+A** argumentation document. PR has developed much around producing compelling and true content. And that is great. As a philologist I'm thrilled with the **art of messaging and storytelling**.

But in trying to successfully transmit the essence of this speech to you today and putting it into a metaphor...

THINK OF THE OPPORTUNITY OF SHARING SOMETHING VERY **UNIQUE**, SOMETHING VERY **PRECIOUS**, SOMETHING LIKE **WATER**. Water is so important to mankind that for centuries we have thought of ways of developing its properties and “promoting” them. But we all know what happens if we can't manage to keep water close and make it available. **If we can't distribute it through the right channels (canals), to the needed places (solving real demand)...**, then the water **spills** and **then that water is worth nothing**.

**Because water is useless if no one can use it to grow anything. Meaning likewise, content is very important granted it is based on actual performance and not just as a communications avow.**

Eventually, beyond the particular crop in each given place, the **SECRET BEHIND A GOOD HARVEST IS THE OPTIMAL USAGE OF WATER (Content) and LAND (Continent)** ; the balance between acknowledging and acting upon the two.

**The product produced in between is irrelevant –in the sense that it is the obtained benefit by the user and not the object itself- and also diverse –capable of transforming into different forms, instruments and objects that will serve the end-benefit solution in demand.**

In so, the extended brand value is **effectively** not **about** the tomato, the potato, the corn, ... but about **what that particular agriculture activity signifies to the society it is produced in**. In front of multiple stakeholders: employees it withholds, partners it cooperates with, associations' members that it supports, communities it transforms...

Following the example metaphor: it's about AGRICULTURE's **contribution to our overall wealth and quality standard of living** that we need to talk about to truly engage with our target community (the consumer first, but in such understanding consumers are willing to be considered citizens who consume properly, efficiently and responsibly). So, it is for sure not the PRODUCT we manufacture, its characteristics or tangible abilities, not even when presented as added-value branded CONTENT (even branded content is under this discourse here, to be considered an obsolete trend), nor about the details around the CONTINENT in where it stands (companies self-conscious avowing rhetoric on how "good" they are).

**Rather, it's about understanding the CONTEXT in which all these factors operate and WHAT they meaningfully signify to the related audiences.** And in such, it's about acting, not blabbing, in accordance to corporate's identity values and principles.

In other words, our PR activity succeeds yes, by valuable content, intelligent continent spheres outreach, the quality –very much the design- of our products... et cetera. Those are all very important. But in order to really influence the perception of those who we want to reach; **PR** needs to be placed in the right CONTEXT -showing it **supports the final goals envisioned by the corporation and showing stakeholders that the corporate brand takes care on what they care about –which is not the company's benefit but the society's growth. Achievement in awe of their own collaborative contribution to it.**

### **CCR: A new concept around corporate communications**

To win respect over the real impact of PR in a business/institutional objectives –and thus overcome the common difficulties encountered in real life day-to-day duties- we too, as PR professionals, need to not only be experts in target audiences behavior or know which are the best messages, channels and tools to influence our stakeholders today, but also we need to make sure that we **learn more about the business itself and proof that we understand the POLITICAL, SOCIAL AND CULTURAL scenarios in which it operates and the mechanisms that make it run and allow it to be sustained.**

The challenge in today's PR's evaluation perspective is to set PR in the core of the corporate **OPPORTUNITIES** it can identify, the unique **ASSETS** it conveys to succeed in it, because of the **VALUES** it portrays and the **ETHICS, better expressed the PRINCIPLES** (meaning coherence) for which the corporation stands. That's **REPUTATION today –much more than just a nice look!**

Our **key “thermometer”** to seek higher excellence and efficiency in our this important communications task is to my understanding, our **employees**. And thus, my proposed indicator to PR is that we build our own internal **CORPORATE CULTURE RESPONSIBILITY** index. If we have succeeded in establishing CSR parameters to our organizations we should contemplate introducing a CCR profile. **A criteria that represents defining our corporate culture first and then acting (PR acting) towards matching our culture's premises and expectations.**

**CCR** packaging should include checking the **mission, the vision and the values** and performing around three principles **COHERENCE** towards our brand's principles, **CONVICTION** to strive towards our brand mission (that is beyond profit) and **INNOVATION** to seek all the opportunities to better achieve our organization's goals –and the goals we do not even know are goals yet.

### **CCR to capture our Brand Patrimoy (beyond Equity)**

If we understand PR is about building good relationships between a corporation or institution and the collectiveness of audiences it relates to, we must admit that the **BRAND** representing this voice is necessarily a conception beyond a logo or even a financial expression of the product sales equity. Branding –thank goodness- is no longer just about placing attractive signage behind a table (smile).

We need to normalize the concept of **BRAND EQUITY** and further built upon it to find consensus in a **BRAND PATRIMONY** distinction; the abstract entity baring real endowment. David Aaker defined Brand Equity as *"A set of assets (or liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service..."* but as much as this statement changed the view of traditional marketing and advertisement, **brand value**

today is also based on the worth provided by our corporation to the society and the future of mankind in general. In other words, about **the credibility in sustaining responsible performance and developing growth long-term.**

**A brand has evolved from a mass-consumer catch into a selected stakeholder representation.** This choice stakeholder groups are much more demanding and convey wider interests and expectations. Return over Expectations –ROE-, rather than Return over Investment –ROI- is the paradigm parameter from the consumer perspective. Consumers **no longer just want efficient good-looking fair-priced products and services, but also coherence between the values** the agent manufacturing it, deploys inside and outside the organization and in relation to all its connecting partners and agents.

To bring the subject back to our PR Indicators and knowing **Brand has become a real-state value**, what we should be doing to measure PR activity properly is basically two things:

- 1) Making our internal audiences co-participate in underpinning the value of our corporate brand and
- 2) Organizing our PR activity so that it can be measured against these corporate brand values.

In the complexity of this internal culture responsibility that establishes one's brand equity externally, it is made relevant that there is not one model to PR success measurement but inevitably everyone must have it their own way! Because in all respect, if everyone is aspiring to differentiate its brand in order to make it competitive, that means **metrics can and should be personalized rather than standardized.** And a CCR tool model instrument –when invented- should be able to help.

One more thought to exemplify...

Today's context is **DIGITAL AND MOBILE** and that means our "content" needs to adapt to it and to the global "continent" it which it sits. And that's a **larger opportunity** than what we could think at first, because it can help further **expand corporate branding and also use new technology data sourcing capabilities, to measure it!**

We must be aware not only of the channels that new devices and platforms have brought to us and to our audiences but also understand **IT as a hub of choices and creative opportunities** of improving the capabilities of our communications objectives. Indeed, by developing innovative ways to bring stakeholders closer to our organization and thus better identifying our brand values in correlation to theirs.

Let me illustrate it with an invented soccer brand activity example –now that a new World Cup is about to begin- and that I come from the city with the best football club in the world!! Imagine a PR campaign to attract new members to the club. IT allows us for instance to invent a special action plan that includes that all holders of a game season ticket have access to a personalized chat with any given player 20 minutes after the game. This type of consumer-engaging was impossible to bring upon 10 years ago. Today –the value behind having a Barça fan speak directly to Messi is a key strategic factor to the club's reputation and growth as a brand. Even more, if through this privileged chance there is the perception of a link to the core value of the Barcelona Football Club: "closeness". Imagine similar type of actions between different stakeholders and organizations.

Conclusions to the PR Indicators theme in this time and age

We are speaking of **personalized branded value**. And today's context brings to **PR multiple opportunities to be strategic to the corporation/business by changing the perspective under which the brand mostly plays its representation and to demonstrate through action, brand's reputation.**

**The digital connection is global in technology but local in approach.** Technology allows us to reach certain communities, groups or interest-linked sources. It's not allowing us to reach more, but to reach better; **establishing**

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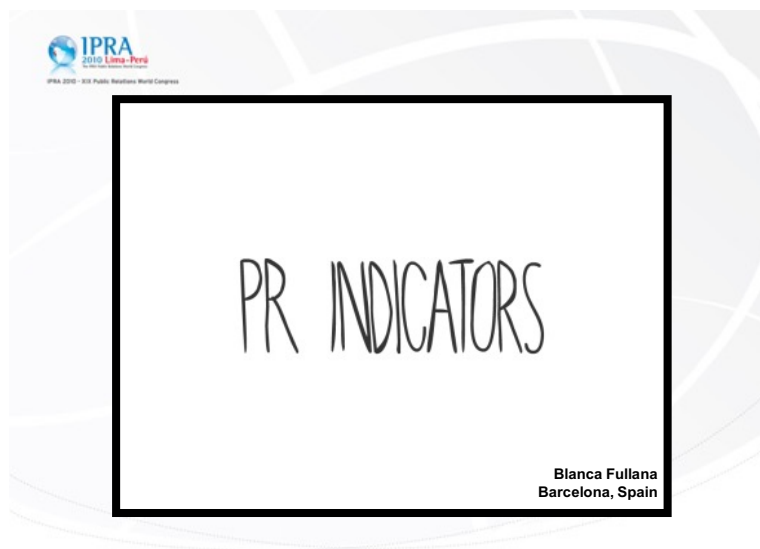
**relations vs. creating impressions, which is what PR has always been about.**

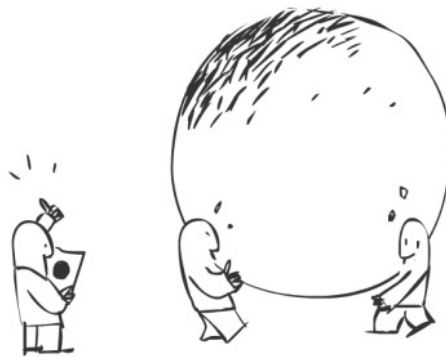
And technology allows us to track it down while placing PR in the correct context mind-set – allowing **not just return on the investment of the activity itself -brand equity-, but rather return on its social standing in the present and into future**—and that must be a measurable indicator.

Today's context and discourse are a great opportunity to **increasingly deploy local, assertive and influencing PR** and let the perception and feedback of stakeholders be measured against our **unique brand patrimonial value proposition.**

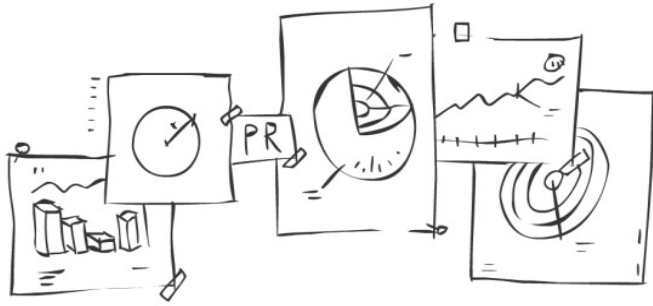
To evolve in the metrics behind PR activity as such, we need to start defining our **CORPORATE CULTURE RESPONSIBILITY.** Let's spread the word!

**Thank-you very much.**









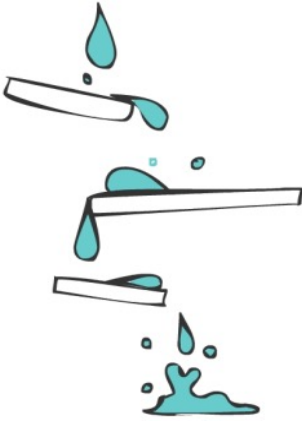
# OPPORTUNITY



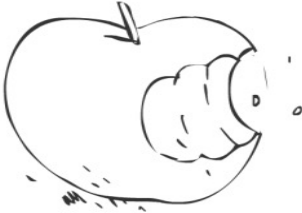


CONTENT  
CONTINENT  
CONTEXT

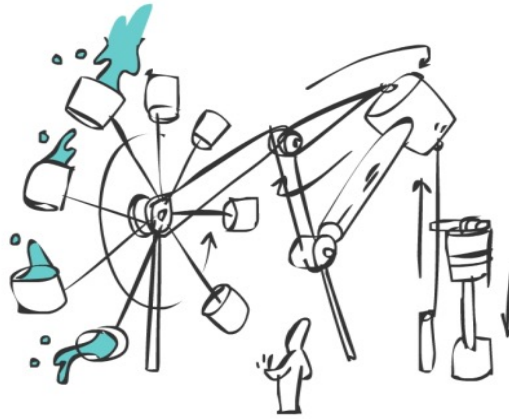






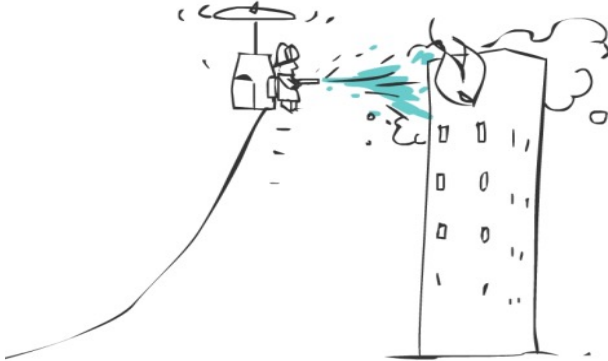


CCR



# REPUTATION





BRAND PR



PRODUCT

BRAND

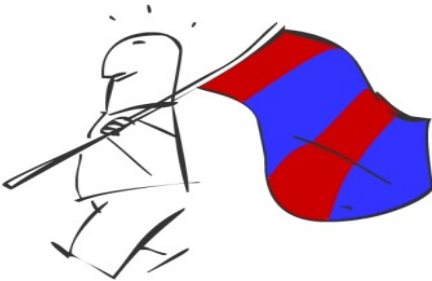


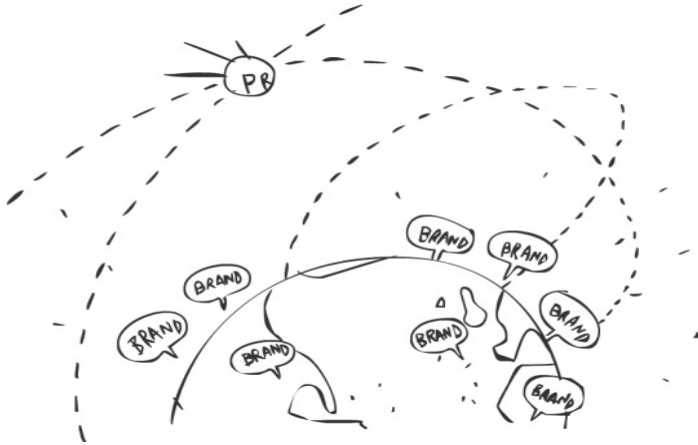
**BRAND EQUITY**  
**BRAND PATRIMONY**











CORPORATE  
CULTURE  
RESPONSABILITY

## 6.2. CCO's Competences

Without willing to enter the discussion on who is to do what, check sector associations for specifics on competences and career programs. In Spain, [www.dircom.org](http://www.dircom.org)

## 6.3. *Corporate Culture Responsibility*<sup>TM</sup>

Culture does not mean the Arts. It means the knowledge, the thinking, the manners, the expertise, the team-work, the talent, the ideas, the words, the dialogue, the tone, the origins, the tradition, the effort, the accounts, the visions, the dreams...

Education, Experience and Evolution are the three keys to the future. As it so has happened with this project study, methods need to be faster, 'materials' vanish, processes are structured way too "solidly"... and yet it is so important to intend to transfer and redesign thoughts.

For a branded business and organization –by the way, perhaps many –should know that if they are going to stick to no value exchange other than the "sales" bargain average product/service, they can in fact, simply largely disinvest in communications- ... so meaning... For an organization that bares a brand, the situation to be confronted with is that, it either convincingly –in conviction- stands up *culturally* to its identity principles and operates openly, attentively and reactively and participatively, or such brands –businesses for

that matter- will simply not be competitive; no matter how much creativity – otherwise entertaining- they have been putting into it..

Culture is in this context a matter of building up one's own resources so that decisions can be taken. As for the Responsibility, it is clear why we must be in merit of it.

**Corporate Culture Responsibility** is a concept of *modus operandi*, of living within the organization capabilities for the present and future of all's one's opportunities and not about living for and by the organization. //

## CHAPTER SEVEN

### 7. Conclusion's essay

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#### ***“Identity values are in crisis”***

That identity values are in crisis may sound exaggerated or even too tragic, but certainly, we know at least, Europe *is* in crisis.<sup>148</sup> One types in this entry forage into Google or any other home search website and immediately numerous pages to assertive links by journalists, economists, analysts, academics, bloggers... of all sorts, appear at once: (<https://www.google.es/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=europe%20is%20in%20crisis>, June 2016). Migration bundles, refugee crisis solutions non-efficient –inhuman-allocation proposals, un-payable economic debts, aging population and diminishing natal averages, security threats, political and national unframed reliabilities, historical industries' loss of competitiveness, artificial intelligence coming up... Most importantly, the question of standing values, at least in the Old Continent, are all currently “being” in crisis. And it is so, not just because of any predictable cycle of fatality, but rather because there is a systemic change of paradigm context that shifts the present and future standards and values, known to have withstood in our societies for centuries. *We live in all exponential times.*

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<sup>148</sup> Europe is in crisis Google search results: <https://www.google.es/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=europe%20is%20in%20crisis> Retrieved June 21st, 2016.



In words of the WSJ writer, Simon Nixon<sup>149</sup>, Europe's values are "under strain". The excuse in the approach to such a statement is basically in this case political, listing the rising poles in parties opting to govern nations that are in denial of their condemned interdependence. A crisis that has yet in the last decade, not worn off to shift perceptions and tackle new solutions perspectives that are in urgent need of being undertaken by all agents involved in global societies of today. A change in perspective that will convince old model structures in all layers of society to revert their focus attention and concentrate on the task of reinvention, rather than refusal.

In awe of the linguistic meta-field surrounding this dissertation, it is in culturally capturing the term *crisis* that one can choose to either stress the danger and difficulty expressions of the word <sup>150</sup>or as the Chinese characters suggest, -however the claims on the misinterpretation made by many-, slightly modulate the semiotic reading to highlight the danger and opportunity bias, instead.<sup>151</sup>

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<sup>149</sup> Nixon, Simon. World Street Journal, May 8th, 2016. <http://www.wsj.com/articles/eus-migration-woes-threaten-a-crisis-of-european-values-1462731403> Retrieved June 21st, 2016.

<sup>150</sup> Oxford English Dictionary and Thesaurus. Online search of word: crisis: 1A time of intense difficulty, trouble, or danger: 1.1A time when a difficult or important decision must be made. 1.2The [turning point](#) of a disease when an important change [takes place](#), indicating either [recovery](#) or death. Origin: Late Middle English (denoting the turning point of a disease): medical Latin, from Greek *krisis* 'decision', from *krinein* 'decide'. The general sense 'decisive point' dates from the early 17th century. [http://www.oxforddictionaries.com/definition/american\\_english/crisis](http://www.oxforddictionaries.com/definition/american_english/crisis), Retrieved June 21st, 2016.

<sup>151</sup> As it is stated in the wikipedia entry for Chinese word for crisis: "Chinese philologist Victor H. Mair of the University of Pennsylvania states the popular interpretation of wēijī as "danger" plus "opportunity" is a "widespread public

In whatever the case, because identity values are truly in crisis, it can only be in expectation of the need to be fed with new ideas that this thesis has become to set forth. In this researcher's communications contribution and from a personal point of view, new ideas, translates into exactly that: capitalizing differentiating *intellectual capital* more than aiming at preserving *monetary capital's* past prominent logic. And as much as this may sound idealistic, it is not. In all, the cultural heritage at least in Europe, of meaningful values, history, the Arts, ... the intellectuality brought up in the manners and formal education of its civil societies, ...its convictions, its size and diversity...are all-across the inspirational insights behind this dissertation.

**Corporate Culture Responsibility** is just an idea in hope that branded businesses, organizations and institutions will contribute to spur the residual intangible values that can sustain the societal quality and unique ways of life we pursue for our modern future communities.

And as it may very well so be the case with this entire research study, the significance of this corporate brand patrimonial value perspective, set in the core of Corporate Communications Officers -CCOs- daily professional functions, can rapidly become outdated or replaced with some other equally suitable models.

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misperception" in the English-speaking world.[9] While wēi (危) does mean "dangerous" or "precarious", the element jī (机) is highly polysemous. The basic theme common to its meaning is something like "critical point".[9]. [http://www.oxforddictionaries.com/definition/american\\_english/crisis](http://www.oxforddictionaries.com/definition/american_english/crisis)  
Retrieved, June 21st, 2016.

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Whatever the case, one thing is clear: it is time to reflect upon the potential of our businesses and organizations all through-out, so that they are contributing from their acquired experiences, knowledge and innovation, in favor of a better society ordination and progress. Also, meaning that as citizens too, we are called upon acting responsibly over our work and our purchases. And meaning, corporate equity incomes are to be able to be reinvested to set forth the means for further discovery and solutions that we have the capacity of developing as mankind, for mankind.

That is in all conclusion the patrimonial legacy that brands can leave behind, based on the pillars of education, experience and engagement. It is not to empower corporations even more but to claim that they become facilitators of people's own empowerment.

For all, in awe of a better integration and adaptability, aimed at valuable and joyful living.

*“May you always grow up to be true”*

**Bob Dylan**

# PHD THESIS

## Annexes:

- I. Professional: Interviews
- II. Academic: Preliminaries, abstract, summaries and key words

## **BRAND PATRIMONY**

**On the hypertext of the brand asset and its corporate culture and identity principles accountability**

A new context-paradigm perspective about one of today's most valuable organizational assets, the managing responsibility it conveys and a recommended guide for relevant corporate communications functions and activity.

# PHD THESIS

## Annex I:

### Professional: Interviews

- a. **Marcel Planellas (in Catalan language)**
- b. **Alfons Cornella (in Catalan language)**
- c. **Xosé-Carlos Fernández (in Spanish language)**

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**Interviews:**

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Doctoranda entrevistadora: Blanca Fullana (BF)

Transcripció d'Entrevista en Profunditat a:

**Marcel Planellas (MP)**

[marcel.planellas@esade.edu](mailto:marcel.planellas@esade.edu)

**Senior-consultant and professor**

**ESADE** <http://www.esade.edu/web/eng>

Data de l'Entrevista: Dimarts, 7 de Juny de 2016

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**BF:** Per començar per algun lloc, arrancaré amb tres preguntes que ens haurien de situar en el context de la investigació i que voldria fer-te:

Des del punt de vista d'un economista i d'una direcció general, com definiries marca?

La marca és un actiu? En quin sentit i per què?

Quines serien per a tu, tres exemples de marques catalanes de referència i perquè.

**MP:** Doncs d'entrada i com a referència dir-te que recentment he publicat en col·laboració amb Anna Muni un llibre que pot aclarir alguna cosa al respecte. Es titula *Las decisiones estratégicas* i crec que et pot ajudar i que contesta moltes d'aquestes preguntes. També pots consultar en temes d'identitat de la marca el que ha publicat Javier Nieto Santa de Santa&Cole<sup>152</sup>. En la seva web a més de mobiliari i il·luminació mostren també la seva col·lecció: “Clásicos del diseño” amb entrevistes a Miguel Milà, entre d'altres autors que han editat.

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<sup>152</sup> Més informació Santa & Cole: <http://www.santacole.com/en/> i Nieto Santa, J. (2006). *Estructura, estrategia y conocimiento: una lectura histórica de la política de gestión* (Unpublished doctoral dissertation). Barcelona: Universitat Ramon Llull (URL). ESADE.

L'interessant del seu discurs és que el que diuen es que en aquest cas, són una editorial de disseny, en comptes d'una editorial de llibres. Que editen cadires, mobles... Es tracta de construir una identitat a través d'uns valors. Ells estaven fent lamparetes i llavors al 1992 amb la reforma de la ciutat de Barcelona, alguns arquitectes que havien fet l'edifici i dissenyat les places, van pensar: "I els bancs qui els fa?" I la resposta va ser: "Doncs els mateixos de les lamparetes!". I així es com els hi van acabar fent l'encàrrec i van entrar en el món aquest del mobiliari urbà, que és com tenir un *showroom live*. Després va venir l'expansió internacional...

**BF:** Aquí els discursos intel·lectuals que permet la marca també s'incorporen a la suma de valor d'aquesta. Expliquen coses com que segons com està dissenyada una plaça es pot donar una integració entre veïns en un sentit o en un altre, ... Integren en el discurs atributs intangibles, es així?

**MP:** Sí exacte. I es que en la primera pregunta que em fas, sobre com s'interpreta el que es una marca, et diria en primer lloc que en qualsevol cas, la resposta té a veure amb la relació entre estratègia i negoci, en la qual hi ha tres nivells.<sup>153</sup>

En el primer nivell estaria la estratègia corporativa: *corporate strategy*. A nivell global significaria el que decideix qui som, en quin negoci estem, a què ens dediquem, etcètera.

Després, en un segon nivell i depenent de la *corporate strategy* estaria la *business strategy*, que en el cas de les grans empreses, vol dir que una mateixa entitat pot estar en diferents negocis.

Per exemple: Santa & Cole a qui tot just fèiem referència, estan en el negoci del mobiliari d'interiors i després entren en el negoci del mobiliari urbà, el de les places públiques. Es a dir, estan en dos negocis que no tenen res a veure. El de les lamparetes es un negoci de distribució a través de dissenyadors, botigues de disseny; un negoci que competeixen amb italians, etcètera mentre que el de les places públiques és un negoci que respon a un projecte que contracta un Ajuntament...

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<sup>153</sup> Un resum extens i comprensiu dels tres nivells de relació entre estratègia i negoci es pot trobar en el següent llibre del propi entrevistat. Planellas, M. & Muni, N. (2015). *Las Decisiones Estratégicas*. Barcelona: Conecta editorial.

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**BF:** I que inclou doncs haver de fer relacions institucionals, situar-se en política...

**MP:** Sí, perquè aquest es un segon negoci on ha d'haver relacions polítiques perquè és molt important que el preu estigui ajustat a les necessitats d'uns ciutadans (no consumidors)... I on el teu competidor pot ser un fabricant artesanal local, per exemple... S'ha de tenir per tant una *business strategy* per a cada un dels negocis.

Per últim, en el tercer nivell i en funció de com s'organitza la entitat, hi haurien les *functional strategies*: la estratègia de marketing, de finances, de recursos humans ... són d'alguna manera decantacions de la *business strategy*.

Per tant, si parlem de *corporate strategy* parlem d'aquesta estratègia més general de la corporació, de la visió de conjunt i que es coherent, però diferent de la de cada negoci.

El problema d'això es que quan treballes amb Pimes (petites i mitjanes empreses) molts cops aquests dos nivells s'ajunten. Si són una petita empresa que tenen un únic negoci i es dediquen a una sola cosa, la *business strategy* i la *corporate strategy* estan molt juntes i hi ha cops que es confonen. La diferència es pot establir mirant / observant la visió de la propietat d'un negoci. Per exemple, si és d'una família; si és un negoci familiar, preguntaràs: "*Quina és l'estratègia corporativa?*" I la resposta la trobaràs en els valors de la família, per exemple: "*som prudents, volem que l'empresa passi a la següent generació, la nostre política es de no endeutament, no la vendre'm...*" això, aquestes decisions, son la *corporate strategy* central.

**BF:** La estratègia corporativa es un tema de valors, doncs?

**MP:** Normalment en les grans empreses aquestes estratègies es tenen per escrit, estan formalitzades ... un arriba el primer dia i li passen un vídeo...

**BF:** On s'explica el *mission, vision, values* de l'empresa...

**MP:** Exacte. El *mission, vision, values*, que incorpora la *corporate strategy*, les *business strategies* i les *functional strategies*. Sovint però et trobes que això no està



del tot formalitzat, que no ho han reflectit per escrit... Però el fet de que no estigui escrit no vol dir que no existeixi!

Anant al que tu preguntes, jo crec que en marca, el fenomen que ha anat passant, es que fins fa relativament poc, posem uns 20 anys, la marca s'associava molt al producte i en aquest sentit hi ha moltes empreses que han seguit aquesta estratègia, on un no sap qui hi ha al darrera de què (Procter & Gamble, Unilever, Sara Lee...). En canvi, coneixem el seu xampú (Pantene), la seva sopa (Knorr)... Lo important fins ara ha estat la marca del producte i a nivell corporatiu aquesta no importava. Ara bé, el que ha passat és que els productes no cotitzen en borsa i al final es necessita també saber quina es la estratègia corporativa que hi ha darrera cada marca –el que s'ha entès com a *corporate branding* i on s'ha vist que és molt important saber el què la marca transmet, quins valors té, quina reputació, què tal ciutadà és... per dir-ho en un sentit figurat.

El fenomen interessant d'aquests últims anys és que mentre a nivell de màrqueting, les marques de productes creen les campanyes de publicitat, etcètera...a un altre nivell s'ha situat la necessitat també de explicar l'estratègia corporativa a través d'una funció depenent del President o del CEO, i que s'entén (sense especificar) com a gestió de la reputació, comunicació corporativa...

**BF:** Sí...o relacions externes, institucionals, *public relations* ...

**MP:** En definitiva gestió de la reputació; una activitat que té a veure amb el comportament de la corporació com a marca.

**BF:** Exacte. Faig apunt en la meva investigació a que hi ha tres elements a nivell de context que han fet que les empreses corporativament hagin de posar-hi més atenció en vers el seu comportament i com aquest es percep. Son: Globalització, tecnologia i sostenibilitat. Aquest últim entès com a consciència sobre no només els límits del nostre planeta a nivell mediambiental sinó també a nivell humà; l'equilibri en els valors que es transmeten...Aquestes tres coyuntures doncs han configurat un panorama nou, han establert un nou paradigma en el qual les organitzacions i les empreses obligatòriament han de ser més transparents. En el moment en què són més obertes, son més susceptibles de ser examinades i revisades i amb la tecnologia que tenim a l'abast, hi ha més mecanismes d'entrada i de sortida; de fugues reputacionals ... en definitiva un context que el sociòleg Zygmunt Bauman<sup>154</sup> defineix com a

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<sup>154</sup> Més informació sobre les obres de Zygmunt Bauman en la bibliografia final de tesis. Entre els vídeos en obert que es poden trobar per Internet, destacar el diàleg

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món líquid; estructures permeables que obliguen a que els valors identitaris de la corporació s'hagin de *demostrar*...

**MP:** Sí. És un tema de valors i cada cop més, de comportaments. I amb tot això es quan es dona la reputació que no es més que com ets i com et veuen i per tant, si se't considera un bon ciutadà o no. Les empreses s'han d'erigir com a ciutadans responsables que compleixen amb els seus deures, que fabriquen bons productes, que contribueixen a la societat...

**BF:** Aquesta definició m'agrada molt!

**MP:** Sí per que aquesta és una de les coses que han passat en els darrers anys: les empreses han detectat aquesta preocupació per part de la gent i les grans empreses, com les grans empreses de l'IBEX35 ara mesuren un cop l'any com a mínim la seva posició en quant a reputació.

**BF:** I com ho mesuren? Què mesuren exactament?

**MP:** Coneixes el Reputation track?<sup>155</sup>

**BF:** Sí...

**MP:** Doncs es molt interessant per que mesura tant externament com internament i de forma personalitzada. Es seleccionen quin són els *stakeholders* claus per a cadascú, per exemple els treballadors. Cada empresa els identifica

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mantingut amb el periodista chileno-holandés José Zepeda per a la Radio Nederland –Servei en espanyol- (<https://es.wikipedia.org/wiki/RNW>) l'any 2013: <https://www.youtube.com/watch?v=9VL7nKnWgu0>, Internet, Retrieved August 3rd, 2016.

<sup>155</sup> El entrevistat fa referència a l'estudi anual de la reputació: 2016 Global Reputation Track Study by Reputation Institute:

<https://www.reputationinstitute.com/research/Global-RepTrak-100>. Més reflexió entorn a aquest aspecte de medició de la reputació en aquest mateix capítol dos.

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segons la seva importància: poden ser els treballadors, però també els clients, els prescriptors, els reguladors...i doncs s'analitza com aquests veuen la empresa i amb tot es fa "el dibuix" sobre el que després es prenen mesures, monitoritzant el impacte que cada mesura ha tingut en la reputació corporativa, segons cada públic...Es a dir, si ha millorat o no com et veuen els teus *stakeholders* principals.

**BF:** D'acord, però costa veure com es pot veritablement saber que la teva reputació és millor o pitjor avui que fa 6 mesos? Com visualitzem el impacte sobre la reputació?

**MP:** Per exemple, sense que descobrim res de nou, en el sector financer són molt conscients que Espanya en els últims anys ha perdut reputació, sovint per que s'han mantingut comportaments poc ciutadans per dir-ho d'alguna manera (les primes úniques per exemple) fent que la confiança en aquestes institucions s'hagi vist malmesa. Ara fa poc vam tenir a ESADE a Jaume Guardiola del Banc de Sabadell i deia que la gran lluita en el sector bancari seria guanyar-se la confiança, recuperar la confiança dels clients. Com ho saben? Perquè han preguntat en estudis com el Baròmetre de Confiança d'Edelman que tu coneixes bé si es tenia confiança en els bancs, i han vist clarament com no...

**BF:** Com que la confiança i la reputació són conceptes abstractes, per filar prim, com identifiquem en un stakeholder si té o no confiança en la marca. Què vol dir en cada cas? Com identifiquem el comportament de cada un dels stakeholders? Per exemple, en el cas d'un empleat: si aporta idees, si innova, vol dir que creu en l'empresa?

**MP:** Sí. I més coses, si està orgullós de treballar en aquella empresa. Aquest també seria un altre element de mesura de la confiança.

Per exemple, i això es públic i per tant es pot explicar: L' Ángel Cano, l'antic conseller delegat de BBVA, explicava que de viatge a l'estiu pels EE.UU., un dia al matí esmorçant es va trobar amb d'altres famílies que de forma distesa li preguntaren: "I tu què fas?, a què et dediques?" I ell responia simplement: "Em dedico al sector serveis" I la senyora insistia: "Serveis? però dins de quin sector està vostè?" I finalment deia: "Serveis financers", a la qual cosa la dona va respondre: "Ets d'un banc? ...Pobre". Es a dir, avui en dia hi ha gent que no explica en un sopar

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on treballa o a què es dedica perquè no vol haver d'arribar a donar explicació a aquestes qüestions dialèctiques...

**BF:** Seguint amb aquesta idea, sovint d'aquests estudis es desprèn que el lideratge de la empresa juga un paper fonamental, que el lideratge és molt important en la generació de confiança i per tant de la bona reputació. Estàs d'acord?

**MP:** Sí, el líder d'una empresa es molt important.

**BF:** Sí? La persona en sí, la que està al front del negoci, i si és el fundador encara més? Perquè com deies tu, es qüestió dels propis valors, correcte?

**MP:** Dit d'altre manera, el líder amb els seus valors i el seu estil de direcció ha d'estar fi i mirar de que la seva actuació coincideixi amb l'estratègia corporativa.

**BF:** En aquest sentit i perquè he vist que ets expert en negocis familiars, una de les preguntes que et volia fer és: quines avantatges i/o desavantatges de cara a la reputació tenen els negocis familiars? Ho pregunto perquè segons dades que he vist, aproximadament el 60% de les empreses europees -i a Espanya crec que el percentatge es superior-, són empreses familiars. Aquest fet sembla que hauria de comportar una cultura de l'organització diferent a la d'un altre organització on no es coneix directament a l'amo i/o on l'amo no té cap lligam afectiu amb el negoci. En definitiva, la pregunta seria: sé una empresa familiar, ens aporta algun avantatge competitiu en tot això que estem parlant de la reputació, de la generació de confiança en les marques corporatives? És un avantatge competitiu o no necessàriament? Pot ser inclús, i potser pels mateixos paràmetres, ser un inconvenient?

**MP:** La pregunta es sens dubte pertinent. Per estudis que s'han fet és molt interessant veure per exemple que quan les empreses familiars van bé, van molt millor que les altres, entre d'altres coses perquè estan *super* alineades. El negoci i els valors van de la mà...actuen mai millor dit, com una família...Ara bé, quan van malament, van molt pitjor perquè llavors tenen problemes a l'empresa i problemes a la família ...

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L'empresa familiar té grans avantatges, per exemple la visió a mig i llarg termini. No responen tant a un capitalisme insensible on s'hagin de presentar resultats òptims cada tres mesos perquè tens uns accionistes que miren a curt termini. Quan la propietat és d'una família i normalment aspiren a que l'empresa pugui passar a la següent generació i tenir una llarga vida. Per tant, tenen una visió més tranquil·la i reflexiva, més a llarg termini. El que resulta crític és el canvi de lideratge en les transicions, els moments de pas d'una generació a l'altra, i com són o no capaços de superar aquest moment de relleu generacional.

**BF:** En el impàs d'una generació a l'altra, el moment crític és degut a la necessitat de que la identitat i els valors que sustenten la estratègia corporativa es renovin sense perdre l'essència del negoci?...

**MP:** Sí aquest és el repte. Cada generació hauria de portar el negoci com ho faria un entrenador...Perquè s'entengui el que vull expressar hi ha l'exemple del Laboratoris Uriach. A la presentació del meu últim llibre va venir en Joaquim Uriach, de la família Uriach i actual President del Consell d'Administració de la empresa. I en un moment donat va dir: *"Jo tinc 150 anys, (la meua organització té 150 anys)"* Explicava aleshores amb fotografies antigues l'història de la família. Eren del Maresme i l'hereu es quedà amb els pares i conreà les terres. El segon fill se'n va anar al Born, treballava en una drogueria i dormia sota el taulell. La següent generació va comprar aquella drogueria i la van convertir en una farmàcia, on ja no es venia qualsevol tipus de producte de drogueria, si no que es va especialitzar. La següent generació tenia el negoci de la farmàcia i creà a més un laboratori, passant a no només vendre productes si no també a elaborar-los...

**BF:** Es un procés evolutiu...

**MP:** Sí. El seu pare (Juan Uriach Marsal) ja va tenir un departament d'investigació i recerca, va tenir èxit amb la Biodramina entre d'altres productes, va començar la expansió... Es a dir, ja no era una farmàcia que venia, es convertir en una indústria farmacèutica que pensava i elaborava productes.. Ara el seu fill ens explicava com el tema de la investigació s'ha convertit en un tema prohibitiu, fent-los apostar en una evolució cap als genèrics i s'han internacionalitzat, venent a no sé quants països... En definitiva, s'han mantingut en el temps, cadascú amb la seva idea de continuïtat del negoci segons cada generació; però fonamentalment sempre amb visió de continuïtat

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i renovació. Han donat continuïtat als valors corporatius en cada moment, mantenint la marca dins de la família. Es a dir, han mantingut el *corporate strategy* modificat la *business strategy* segons cada etapa: una generació ha fet la farmàcia, l'altre el laboratori, l'altre l'internacionalització de genèrics, ...

**BF:** En aquest sentit i entrant en detall a alguns aspectes claus que m'interessen, m'agradaria preguntar-te: quan parles d'acció social estratègica a què et refereixes exactament? Acció social, la pot fer tothom?

**MP:** Diria que sí, almenys l'acció social i estratègica perquè de fet ha d'està lligada amb l'estratègia corporativa. Aquí de fet s'ha produït una evolució: les empreses es dedicaven a fer diners i era algun tipus de propietari el que es dedicava a fer acció social...

**BF:** Filantropia...

**MP:** Sí. Ara el que hem vist però és que no només el propietari sinó que la pròpia empresa, com a ciutadà responsable que és, també pot fer accions de tipus social, perquè també és "algú" responsable socialment. I pot en aquest sentit tenir polítiques tant internes com externes socialment responsables. En el cas aquest que hem estudiat del BBVA<sup>156</sup>, van anar a Amèrica llatina en aquella època que també van anar-hi Telefónica i el Santander... Va ser un moment on allà es permetia l'entrada a bancs i aquestes empreses van entrar-hi a través d'adquisicions, van comprar un dels primers bancs de Mèxic, van fer adquisicions a Colòmbia, Perú, Buenos Aires... Llavors es clar, la percepció del ciutadà d'aquell país era que els espanyols venien de nou a invadir-los..

**BF:** "¡Nos vuelven a colonizar!"

**MP:** Exacte i es trobaren llavors amb un veritable problema de legitimitat. Havien de convèncer de que venien a fer negoci i volien fer-ho bé. Que no venien a fer negoci ràpid i marxar. Que volien demostrar estar compromesos i interessats en que el país anés bé i es desenvolupes... Curiosament doncs el primer que van fer ràpidament va ser unificar l'estratègia de màrqueting. Van

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<sup>156</sup> El cas sobre l'estratègia d'acció social del BBVA a Llatinoamèrica està recollit de manera més àmplia i fonamentada en el llibre: Planellas, M. & Urriolagoitia, L. (2009). *Acción social estratégica*. Madrid: LID Editorial Empresarial.

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posar-ho tot sota la mateixa marca, van unificar els controls financers, la política de recursos humans, el mateix sistema informàtic... però en canvi, no van entrar en la part social. Es trobaren que dels bancs adquirits uns tenien una fundació i es dedicaven a promoure la cultura, els altres activitats amb els nens...cada país seguia la política social que promovia el banc comprat i quan algú preguntava (per exemple la premsa) al Francisco González quina era l'estratègia d'acció social a Amèrica llatina, el President del BBVA no sabia què dir, perquè a la fi, es feien moltes coses però no estaven alineades.

**BF:** Un partit de futbol per aquí, una festa infantil per allà...

**MP:** Sumaves i la quantitat d'accions socials que es realitzaven era important però l'estratègia no estava alineada i no es percebia el valor. Per contra, el "Banco Rojo" el Santander d'Emilio Botín feia només una cosa: el programa Universia amb aliances amb universitat. La mateixa estratègia paraigües a tot arreu que li permetia que quan feia una roda de premsa el President podia dir: *"El Banco Santander en América Latina, a través del programa Universia, en colaboración con 50 universidades y reuniendo a no sé cuántos miles de estudiantes, blablabla..."* El Banco Santander tenia doncs un discurs coherent que el legitimava.

**BF:** Identificació i cohesió van units...

**MP:** Sí i a més a més de discurs, una acció unificada que es baixava a l'execució en base a una mesura de control sumatòria...Com explico en el meu llibre el BBVA ens va demanar llavors i com a consultors com el podríem ajudar i els vam ajudar focalitzant tota la seva acció social en l'objectiu de pujar el nivell d'escolarització dels nens i nenes a Amèrica Llatina, quelcom que podrien incloure com a mesura unitària...

**BF:** Unificar l'acció a través d'un compromís...

**MP:** En efecte, una idea clara i de compromís que es visualitzava en accions concretes –en aquest cas un programa de beques. Això va permetre que cada país podia plasmar sota aquest compromís el que creies més convenient. El país triava la causa però el BBVA podia en conjunt sumar-ho i dir: *"A América*

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*Llatina donem 50.000 beques*”. Així van passar a tenir una estratègia que de l’altre manera no tenien.

**BF:** Al final doncs, parlem d’unificar una estratègia sota un concepte intangible que en el procés de fer coses empaqueta les accions de tal manera que et permet quantificar-ne els resultats. Aquest seria el truco? Que l’intangible es pugui quantificar?

**MP:** Exacte, perquè si no ho pots mesurar, costa molt valorar-ho. El que diem aleshores es el següent: Primer has de voler fer acció social. Després has de trobar una causa amb la que et vols identificar i després has de veure com podràs mesurar-ho. Buscar la manera que et permetrà veure quants diners hi dediques, quin impacte tens... I això sí que esdevindrà un element com els que hem vist en aquestes enquestes, que efectivament té impacte: ”Tantes beques, a tants nens, en tal país...” i això sí incideix sobre la reputació.

**BF:** D’acord. Així i des de la comunicació entenc que si, seguint l’exemple del Banco Santander, uns fan un programa amb universitats és perquè creuen que el talent o la promoció del capital intel·lectual és un dels valors de la seva estratègia corporativa que alhora apliquen també als seus propis empleats. Trien fer un programa com Universia en comptes de fer un programa d’esport per exemple...

**MP:** Exacte

**BF:** Ho dic perquè sovint les empreses han posat diners en patrocinar coses que no es estan alienades a la seva identitat de marca si no als gustos particulars d’uns executius en concret... En aquest sentit creus que l’acció social, que el seu objecte final, ha de ser coherent amb l’estratègia corporativa? No pot ser una acció social només per quedar bé oi?

**MP:** Al final es nota molt si és un una determinada acció es simplement una qüestió d’imatge o si està alineat veritablement amb els valors i l’estratègia del negoci...sense contradiccions... En definitiva el concepte en si es molt important però també ho es, fer-lo aterrar. Cal fer aterrar el concepte, perquè



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et diria que hi ha moltes empreses que els hi passa com li passava al BBVA, que atenen a moltes coses i però costa al final saber “què fan aquests?”.

Per exemple La Caixa, tu quins anuncis recordes de la Caixa que hagin vist per televisió?

**BF:** L'únic que recordo ara mateix és allò de l'ànima de la Caixa...

**MP:** Sí perquè no anuncien productes, servies, una hipoteca, o un descompte...La comunicació és l'ànima de la Caixa...

**BF:** El concepte de proximitat poder?...

**MP:** Sí, i el dels imprescindibles. Diuen: *“Tenim en la nostre societat unes organitzacions que són imprescindibles, Càritas per exemple, i nosaltres els estem ajudant, fixa't.”* Això és el que t'està venent la Caixa, la funció social. El tipus d'interès tothom et donarà menys o menys el mateix i no ho pots practicarment diferenciar, però sí marca una diferència si faig acció social o no.

**BF:** Acció social com un element de diferenciació doncs, no només de posicionament, perquè el producte cada cop és més homogeni...

**MP:** Sí i perquè s'ha de discriminar (hi ha molta competitivitat).

**BF:** ...i sempre hi ha algú que el pot fer més barato...

**MP:** Sí. Des de La Caixa ho tenen clar i per això els sentim dir: *“La gent ve a nosaltres perquè ens té confiança, encara que el que nosaltres li oferim sigui el mateix o una mica més car que el que els hi ofereix un altre”*. Això es així perquè ho han construït, han estat molts anys d'inversió i de posicionament i d'aprofitar una característica pròpia del sector que es que les caixes d'estalvi per llei han de tenir un fons social. Amb tot tenen una fundació que es de les més importants d'Europa en obra social i a propòsit d'aquest valor estan pivotant tota

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l'estratègia de comunicació en l'Obra Social: els imprescindibles, l'ànima de la Caixa...

**BF:** La meua única preocupació en aquest sentit és que s'ha de fer de veritat, per convicció de que l'acció social es pertinent i no només perquè dona rèdit en imatge de marca. Perquè respon a una identitat i no a una imatge. Vull dir que en aquest món global en el que vivim, es veu el fàcil i ràpidament el llautó si no ho estàs fent bé, compromès...

**MP:** Absolutament. I s'ha de fer molt professionalment, tenint estratègia. I perquè si ho fas ben fet pot esdevenir un element de diferenciació corporativa...

**BF:** I per lo tant, de diferenciació de la marca.

**MP:** Fixa't que aquí és més important La Caixa, que els productes. Els hi posen noms (als productes) però tu no recordes com es diu el fons aquell, o la nòmina tipus x...lo important és la Caixa i això és *corporate*. I de negoci tenen una assegurança, tenen el renting i d'altres negocis...però el que pesa és el *corporate*, la marca corporativa està a dalt i les relacions i les comunicacions estan a dalt, a nivell holding, com també passa al Santander i al BBVA també.

**BF:** Per tant diríem que l'acció social pot ser un element diferenciador del teu producte sense que estiguis modificant el producte en concret...

**MP:** Sí, diu més de l'empresa que no del producte, que alhora l'ajuda a vendre'l.

**BF:** Aquesta doncs es una vessant, la part d'acció social que és molt interessant i que m'agrada molt com l'has definit amb conceptes com la legitimitat, la idea de ciutadà responsable, et cetera. L'altre vessant que m'interessa en la meua investigació seria la de la innovació. La idea de que quan una marca té una bona reputació això li permet innovar en altres àmbits. La pròpia força de la marca porta al negoci a lo millor a poder conquerir altres mercats en els quals

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no estava present només perquè té més credibilitat d'entrada que algú que no ha operat mai enlloc. Quan una marca potent et permet fer acció social, comunicació corporativa, recerca i innovació...

**MP:** Tu per exemple la veus molt innovadora a La Caixa? No, transmet més una ciutadana, obra social, confiança.. En canvi, Apple? Transmet disseny etc. Depèn del sector i cap a on tu l'enfoquis i quins valors vols transmetre. Tu vols aparèixer com algú molt innovador o com algú que generi confiança? Potser es compatible i potser no. Dependrà molt del sector on estàs. Segurament en el sector financer és més important la confiança, transmetre seguretat, no gaire modernitat, perquè al final el producte són els diners de la gent... A lo millor si estàs en el sector de l'automòbil o el de la moda potser aquí pots jugar la carta de la innovació...

**BF:** Interessant perquè pensava que la innovació era important per a tothom i veig que no...

**MP:** No, no ho es per a tothom igual. A més el tema de la reputació corporativa com saps, costa molt de construir i poc de destruir. El exemple evident i recent de Volkswagen i com l'estiu passat un equip directiu considera que fer trampes amb el seu regulador no afectarà la seva reputació ni la seva imatge corporativa...

**BF:** Com poden pensar això? I com poden pensar que ningú se n'adonarà?

**MP:** Tinc una teoria. A les organitzacions quan es pren una decisió hi ha diferents biaixos, un d'ells tècnic. Jo crec que aquesta decisió ni li van consultar al director de reputació corporativa, ni al de comunicació, ni al director legal, això és una decisió presa entre tècnics que ho van veure com un problema tècnic, a nivell no de *corporate o bussiness strategy*, si no a un nivell d'operacions – de *functions*. Crec que van pensar: “Tenim aquest motor que no passa el nivell de test... què podem retocar d'aquí o d'allà per a què passi el nivell de test?”. En canvi no va pujar al nivell de business strategy, on algú hagués afegit: “*I que passaria si, el famós “if” ...*”

**BF:** La anticipació, la gestió del risc reputacional...

**MP:** Gestió del risc i del impacte de la decisió. Allò on un advocat detectaria en previsió les demandes que això podria provocar; on el de comunicació diria això és un titular a tots els diaris del món que ens destrossa la imatge que durant anys em defensat, on els empleats deixaran de sentir-se orgullosos etcètera... És interessant veure que quan pugues les decisions als diferents nivells de gestió apareixen altres equacions. El cas de Volkswagen sembla una decisió que es va prendre únicament a nivell tècnic -una solució entre enginyers- que si s'hagués escalat, no hauria passat el llindar del nivell corporatiu.

**BF:** El que dius es molt clarificador perquè precisament intento escriure una tesi on el valor de la marca s'entengui com a element a tenir en compte al nivell de l'estratègia corporativa. I perquè el que ha passat en els últims temps d'una manera molt frívola és que el màrqueting ha assumit exclusivament l'estratègia de marca i sovint ha acabat fent campanyes promocionals de la marca o associades al producte que responen a atributs de la marca que són mentida o no corresponents a la realitat...Un director de màrqueting pot detectar una molt bona idea creativa de marca però si no casa amb els valors corporatius pot ser contraproduent. Per posar-ho en relació a l'exemple de La Caixa, si el valor de modernitat i d'innovació no està en el seu cor estratègic, tampoc no caldrà que faci per exemple anuncis en 3D...encara que siguin molt *xulos* i doncs no resultarien perquè estarien transmetent quelcom incongruent... Per això una de les coses que intento dir en la meva tesi és que la marca no es crea. Crear una marca seria en tots casos una falsedat. La marca es i s'ha de gestionar coherentment. Dit d'altre manera la marca no és una creació d'un departament de màrqueting sinó que es un element que resideix en l'organització, l'estratègia corporativa la assumeix per estructurar-la i cohesionar-la. Correcte...?

**MP:** Sí. I això té molt a veure amb qui i com és el responsable últim. Amb això dels nivells diríem que el propietari de la *corporate strategy* que és el president o el CEO té molt a veure. Hi ha el director de màrqueting, el financer, el de recursos humans, el d'operacions... però amb el tema de la marca i de la reputació, què hi ha més important per a un director general o per a un president que això. Què té la teva empresa si no es el prestigi, ... quelcom que ha costat molt de construir.

**BF:** El que veritablement és la teva identitat. Llavors l'objectiu podríem dir és que identitat i imatge conflueixin?

**MP:** Sí i saber mantenir els valors, al mateix temps que saber com i amb què innovar. Saber determinar el nucli, aquelles coses estables, els nostres valors,

la nostra manera de fer les coses...el que forma part del ésser (corporatiu) més profund, i alhora també, saber innovar en noves tendències, etcètera.<sup>157</sup>

**BF:** Seria una mica com passa en una família amb nens. Hi ha unes normes que són infrangibles dins de la família (pe tots dinem junts a l'hora...) i en canvi en altres coses donem marge de llibertat i decisió al nen (pe que jugui sense preocupar-nos de si s'embruta). Seria l'equilibri entre diferents valors (respecte, responsabilitat; llibertat, autonomia, ...

**MP:** En una empresa pots anar posant i traient elements... depèn del sector on estiguis... pots ser més o menys flexible. A una Universitat, per exemple, un pot treure regularment noves titulacions, nous programes,... I cada programa podria pensar-se per a un públic diferent i determinat en cada cas, ... Caldria que cada programa tingués la seva política d'imatge? ...La qüestió és pertinent perquè després hi ha la Universitat, que va renovant els programes mentre la institució perdura en el temps. El que ens interessa és que la Universitat continuï persistint en un valors fixos que la gent pugui identificar.

**BF:** Lamentablement sovint la gent que no està en el camp a vegades no ho entén. Et diuen: "Per a la comunicació d'aquesta Universitat per exemple, hem d'anar al Saló de l'Ensenyament"..., però això que pot ser i és molt important, és màrqueting i no comunicació. Per comunicar s'han d'idear accions, activitat, relacions que s'adscriuïn als valors corporatius, a l'essència dels principis que sustenta la marca...

**MP:** Sí perquè en una activitat o esdeveniment corporatiu o de comunicació interna per exemple, el que fas és reclamar una història, buscar una raó de ser, quelcom que la gent pugui mirar i entendre explicar quin es l'origen de la entitat, els seus objectius, adquirir, en definitiva, legitimitat...

**BF:** En comunicació s'intenta legitimar.. Parlaríem de legitimar una activitat productiva que després aquesta organització ven als seus clients i consumidors.

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<sup>157</sup> L'entrevista amb Alfons Cornella inclosa en el capítol quatre d'aquesta investigació dona compte en detall de la relació coneguda en economia com a la tensió entre explotació i exploració i a la qual aquí també fa referència el entrevistat.

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La legitimació de la activitat a través d'un discurs i una materialització de projectes visibles i de valor...

**MP:** Efectivament, el de comunicació és un nivell; un altre nivell és el de màrqueting. Han de ser compatibles, però son diferents.

**BF:** Exacte!

**MP:** I sí que és veritat que molts cops –sobre tot davant un llançament d'un producte nou i de novetat- el de màrqueting dirà: "*Hem de canviar la nostre imatge*"... però aquí el de comunicació haurà de dir si la imatge que es proposa segueix sent coherent amb els valors de l'entitat corporativa.

**BF:** En aquesta facilitat en que ho expliques queda claríssim, però com dèiem sovint en les Pimes i les petites organitzacions (i a vegades inclús en les grans empreses) les dues funcions s'ajunten i hi ha líders que no les saben diferenciar...

**MP:** Cal tenir la idea aquesta de mantenir l'essència tot evolucionant. Avui no es ahir, hi haurà un altre tempo i un altre enfocament de públics per exemple, però no pas un canvi radical en els nostres valors. Aquelles organitzacions que diuen "*res d'això, canviem totalment, ara farem això altre*" ... es una possibilitat, però això es començar de nou (amb un altre marca segurament).

**BF:** O quan es diu: "*He vist que la competència fa això, fem-bo nosaltres també*"... Tampoc seria això el que cal, oi? L'autenticitat es important. D'alguna manera el que m'estàs aclarint és que l'estratègia de marca no pot sortir de màrqueting cap a corporatiu si no que ha d'anar de corporatiu cap a màrqueting, correcte?.

**MP:** Sí sí, és un decantament. De l'estratègia corporativa ha de sortir la de negoci que alhora ha de ser coherent amb aquesta, i les estratègies funcionals també han de ser coherents amb les de negoci... les de màrqueting, les de finances i les de recursos humans...

**BF:** Un decantament es un concepte molt suggerent, gràcies! Ja per acabar doncs, com a marques a nivell català, quines marques creus que treballen bé, coherentment amb el que estem dient?

Sembla una pregunta banal però és important perquè per exemple: Telefónica: És una marca potent, o no? Per que es clar que és potent des del punt de vista de gran, però des del punt de vista de reputació no és una bona marca, no? Com ho diferenciem això?

**MP:** Si ens ho preguntéssim diríem moltes coses de Telefónica però a nivell d'estratègia, allò que diem del record (de visibilitat de marca) per exemple, quines serien les últimes campanyes que hem vist de Telefónica?

**BF:** Ni idea, cap. De fet son de Movistar, no?

**MP:** Exacte. Trobaràs que la gestió de la marca en realitat es propaganda, publicitat de producte: el patrocini de la Lliga, etcètera..

**BF:** En canvi tenen molta gent, recursos, un gran pressupost...

**MP:** Sí sí, i es que el que parlem no sempre va lligat a un pressupost. Has vist el vídeo dels 80 anys de l' Amancio Ortega (Fundador d'Inditex/Zara)? <sup>158</sup>

**BF:** D'ell he llegit el llibre sobre la història de Zara he vist aquell documental de Zara que explica com l'actiu diferencial és la distribució ràpida...Aquest del 80 aniversari de quan és?

**MP:** Deu fer cosa d'un mes. Com saps no fan publicitat, excepte, em penso, que amb petites campanyes amb la marca Massimo Dutti per les rebaixes, etcètera. Però aleshores, de cop i volta i sense ser un anunci, es difon aquest

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<sup>158</sup> L'entrevistat fa referència al flashmob preparat per tots els empleats d'Inditex al món, en motiu del 80 aniversari del seu fundador:

<https://www.youtube.com/watch?v=4OOiyIAkg0k>, Retrieved June, 7th, 2016.

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vídeo del 80 aniversari del fundador. És molt interessant, molt ric, perquè li van muntar una festa que en teoria només havia de ser un vídeo intern de companyia però que com es va filtrar a la llum pública, doncs la companyia va decidir difondre'l. Dels missatges entre línies que en podem extreure, veiem com ell arriba al garatge amb cotxe, com puja i troba a tothom esperant-lo, des de les dones de la neteja a l'empleat de més nivell de cada divisió de negoci... Li fan un *flashmob* en un recorregut per les botigues de Londres, de Tòquio, ... on tots els treballadors el feliciten cantant una cançó... Però la imatge més potent és que en tot moment el veus a ell i a la seva filla i finalment al net, demostrant confiança i continuïtat en el negoci. La companyia ha crescut (inclús cotitza en borsa) però hi ha una continuïtat garantida —aquest es el missatge principal. I per transmetre això, no s'ha fet servir publicitat (no es podria transmetre amb confiança aquest missatge via publicitat).

**BF:** Familiaritat i confiança, es un missatge clar i que transmet el líder directament. La idea de que si un treballés a Zara i tingues un problema, no hi cap dubte de que podries trucar al Sr.Ortega directament i que t'atendria...

**MP:** Sí i això ho transmet una de les més grans empreses del país.

**BF:** Es un molt bon exemple, sens dubte. No estic ni molt menys en contra del màrqueting però doncs per això mateix vull demostrar que la gestió de la marca no pot deixar-se només en mans dels responsables de màrqueting, dels *marquetinians*, ... No pot ser que només ells acabin escrivint la literatura de tot el que es diu sobre el valor de la marca i que sovint només s'associa a disseny, creativitat... Hi ha llibres de gestió de marca que diuen autèntiques animalades...

**MP:** Fixa't que la literatura al respecte sovint es d'autors dels 80/90. I tot i així, fins i tot els de màrqueting han vist que el tema de marca els ha marxat, han parlat de màrqueting operatiu i ara parlen de màrqueting estratègic que és una manera d'incloure la reputació corporativa.

**BF:** I la generació de confiança...

**MP:** Una altra marca catalana que m'agrada molt és La Fageda amb el Cristòbal Colón al front. Un gran exemple es com utilitzen molt bé les visites



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d'escoles a Olot. Com aquells nens que han anat allà i han vist què fan, després van a casa seva i ho expliquen, .... En definitiva, estant competint amb empreses com Nestlé, Danone.

**BF:** A nivell de reputació, La Fageda s'ho emporta de carrer...

**MP:** Hi ha vídeos del Cristòbal Colón que ho expliquen.<sup>159</sup> Tu agafes un producte i allà no surt que són una empresa sense ànim de lucre, perquè, en paraules del fundador: “No volem fer pena, el nostre iogurt es compra perquè està bó, no perquè les persones que l’han fet tinguin capacitats diferents”.

**BF:** Capacitats diferents, no discapacitats...

**MP:** Efectivament. I com amb tot, han aconseguit transmetre una reputació i com s’han posicionat... Es uns dels petits miracles en el món! Perquè en un lineal de supermercat competeixen amb Danones amb els grans, i ells s’han fet un lloc allà...

**BF:** Podríem dir doncs amb aquest exemple que el valor de la marca és un element de competitivitat?

**MP:** Absolutament!

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<sup>159</sup> En relació a com des dels principis i valors fundacionals, una empresa com La Fageda pot fer negoci i alhora apel·lar a través de la seva activitat a la responsabilitat. Existeixen múltiples entrevistes i documentals d’interès, entre ells essent un dels més recents, el reportatge fet pel programa Salvados de Jordi Evole, emés l’11 de juny del 2012. <https://www.youtube.com/watch?v=cpl-lmlImKs>  
Molt pertinent també l’entrevista a Cristòbal Colón en el programa Acció Política de TV3, publicat el 12 de juliol, 2016: <https://www.youtube.com/watch?v=LYVmytSDivA>, Internet, Retrieved August 3rd, 2016.

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**BF:** I que aquest valor permet que en un moment donat el petit es mengi el gran?

**MP:** Sí, i diferenciació! En aquest cas per discurs, no per anuncis. Han aconseguit que amb les entrevistes en premsa, les visites d'escoles a la cooperativa, etcètera, sorgeixi el boca orella i una reputació que en un determinat sector de gent sensibles a aquests temes aquests acabin per dir: *"Preu per preu, agafó aquest"*.

**BF:** Fins i tot es converteixen en una d'aquelles marques que encara que no en siguis consumidor, vols que existeixin.

**MP:** I que tinguin el seu espai.

**BF:** En tenim dos d'exemples de marques a destacar. Em dit La Fageda i La Caixa que ens agrada per la coherència que dona als valors de l'estratègia corporativa?

**MP:** Sí perquè La Caixa es un bon exemple de com es pot fer de concentrar-ho tot a nivell corporatiu i que funcioni. La Caixa li posa a la marca els atributs de confiança, obra social, etcètera...; els corporatius i en canvi li dona molt poca importància al producte. L'important és que vas a La Caixa, no la hipoteca que "compris"

**BF:** A La Fageda doncs l'atribut principal de la marca diríem que és l'acció social?

**MP:** Sí però atenció, mires l'etiqueta del producte i en cap lloc del paquet de iogurts, ho comunica.

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**BF:** Sí perdó, tens raó. L'acció social no dita, si no expressada veritablement a través d'una activitat. Una altre concepte de fet, molt interessant, no dir si no, fer!

**MP:** Sí i transmetre-ho sense que sigui publicitat.

**BF:** La millor estratègia al final no és que la marca “digni” els seus atributs sinó que els diguin els altres.

**MP:** Sí, això és molt bo. Que et vegin així sense que tu ho diguis.

**BF:** El mateix seria aplicable a la reputació d'una persona! Però aquest seria un altre tema. Un últim exemple de marca que vulguis afegir?

**MP:** Em quedaria com hem començat, amb l'exemple de Santa & Cole.<sup>160</sup> Es un altre món, el dels objectes de disseny, on no pretenen vendre a tot el món, perquè és un producte car, sinó que van a un sector de públic molt entenedor... A qui entén que aquell objecte té un dissenyador que ha pensat en allò i que per tant està disposat a pagar per allò i perquè reconeix el valor de l'esforç (també el valor artístic) que hi ha al darrera.

**BF:** Un consumidor que fins i tot seria capaç de comprar un producte sense veure'l, pagar-lo sense que encara estigui fabricat...

**MP:** Més enllà, compres un autor. És similar al que passa amb el llibres. Aquell que compres no te l'has llegit però has llegit d'altres de la mateixa col·lecció, coneixes la editorial o l'editor saps que tria bé i et mereix confiança, o perquè has llegit altres coses del mateix autor... Compres un intangible.

**BF:** “Compres” un promotor?

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<sup>160</sup> Santa&Cole com “editora” de disseny, expliquen la seva visió seguint l'enllaç: <http://www.santacole.com/es/nosotros/descubre>

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**MP:** Més aviat un editor... Algú a qui li reconeixes que el que sap fer és seleccionar bé; triar autors...

**BF:** Confiança en la persones.

**MP:** I en el cas que ens ocupa de Santa & Cole, en l'empresa. Perquè t'agrada la seva línia estètica. Res a veure ni amb la confiança de La Fageda ni amb l'obra social de La Caixa, l'atribut es un altre.

**BF:** El d'autoria?

**MP:** Autoria i coincidència estètica. També pot passar amb una marca de roba, ... Saps que allà trobaràs alguna cosa perquè et coneixen o perquè has comprat coses abans i coincideixes amb la persona que porta aquella botiga i que té roba que coincideix amb tu.

**BF:** Es un tema de segell?

**MP:** De segell, sí. D'estil personal, com la de l'editor que tria aquella col·lecció.

**BF:** De fet això que dius respondria perfectament al que seria la primera definició de marca: que etimològicament té origen en l' estampació física en un animal per demostrar pertinença.

**MP:** Sí, però així com a La Caixa parlem de generar confiança, entenent-la com a confiança en la gestió dels meus diners, en el cas de Santa & Cole parlariem més de confiança per correspondència estètica, d'identificació.

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**BF:** Així doncs tres exemples d'atributs que generen valor de marca: Coherència, acció social, estil propi.

**MP:** Sí, i al final amb tot, el que és busca es diferenciació.

**BF:** Moltíssimes gràcies per tot, Marcel. Molt útil i un gran plaer.

**MP:** Espero et serveixi, un plaer igualment. //

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**BF:** En la meva investigació parlo de coneixement, d'eficiència (en el sentit d'entendre que l'economia respon a una idea d'economitzar. Es a dir, dels esforços per fer les coses amb qualitat, de la manera més pràctica possible) i d'un altre element clau, que seria la teva especialitat: el de la innovació. La innovació doncs es col·loca en un dels epicentres (igual que el coneixement) dels actius intangibles que una companyia ha de considerar, gestionar i saber traslladar.

Per a mi la base fonamental del que s'ha de comunicar per part d'una marca serien els intangibles del coneixement, la innovació i l'eficiència, que en cada cas, per a cada marca, es troben dins el seu àmbit d' *expertise* .

Tothom parla d'innovació i m'agradaria definir-ho clarament. També m'interessa el concepte de co-society abordat en el teu llibre i trajectòria actual, ja que crec, igualment en el moment de gestionar la comunicació, que és absolutament necessari que la companyia s'obri a d'altres *stakeholders* i que co-creï i faci accions conjuntes d'impuls a aquests intangibles, decidint el contingut allà on els experts aportin una contribució fonamental. Crec que en gestió de marca, s'ha de treballar en col·laboració, incrementant la credibilitat, la confiança i la reputació.

Aquest seria el resum sobre el qual treballa. Comencem per on vulguis...

**AC:** Jo no sóc expert ni en marca, ni en comunicació, ni en *marketing*, però tinc la percepció de que tot entra en una crisi molt profunda quan canvien les regles del joc de l'oligopoli de la comunicació. En el moment en que ja no tenim uns pocs mitjans a través dels quals pots comunicar, la comunicació passa a ser propietat de la gent i per tant, el que significa es que la marca, entra en crisi. Hi ha un article de la Harvard Business Review, *Branding in the era of social Networks* que em sembla a hores d'ara, crucial. Diu que tot l'esforç que pots fer per comunicar el valor d'una marca és absurd en un moment en què la gent s'autoorganitza i es comunica lliurement. Així, en comptes de generar un missatge, l'esforç s'ha dirigit a interpretar i entendre quines cultures estan emergint i intentar connectar amb alguna d'elles. Hi ha un fenomen: la gent va en una determinada direcció. Com fer doncs que la marca sintonitzi? L'autor de l'article esmentat, fa servir un terme: *crowd culture*, que em sembla interessant, una cultura que ja no emergeix de quatre elits que defineixen la cultura. Ha passat el temps dels Picassos individuals, ara hi un fenomen més extens, més de multituds que s'ha de seguir. En aquest sentit l'article diu que canvia la idea en que una marca es transmet; forçant-la a entendre que en el mercat es produeixen canvis constantment.

Entre les idees rellevants, està la contraposició entre *generate y engage*. Ja no es genera un missatge, es connecta amb un missatge. I això lliga amb la següent idea: cada vegada més, els mercats s'estan convertint en mercats de demanda. Ja no s'ofereix una cosa; ja no és un *supply*: és un *demand*. L'economia ja no és ofertar al mercat una cosa perquè m'ho hagin de comprar, això està en crisi. Tots el que ho fan així -com a proposta al mercat- esdevenen una *commodity* (*sense marca*). En canvi tot el que entra al mercat responen a una demanda té més oportunitat de fer-se veure i d'obtenir credibilitat. Un canvi de mercat d'oferta a demanda fa que hakis de connectar molt bé amb les necessitats de la gent i donar solucions. La paraula clau és solució: com connectes amb el públic per saber que es vol aportar com a solució. Cada cop, la producció serà més així. Si no dones una solució no es podrà forçar una marca en aquest entorn tan disseminat per la comunicació. Pe. Tu ets IKEA i vens mobles barats que es munten a casa, el mateix dia: com a consumidor t'aporten una solució i la acceptes com es. Es converteix en essencial que les empreses (i doncs les marques) presentin solucions més que productes i això es el que lliga amb la innovació.

**BF:** Com es respon al mercat aportant solucions?

**AC:** Doncs, escoltant-lo d'una manera molt més activa. Per això té tanta rellevància el *design thinking*: entendre l'usuari, observar-lo..., captar l'antropologia, l'etnografia, entendre què no funciona en el dia a dia d'una persona i venir a resoldre-ho. Implica disposar d'un mecanisme d'innovació però no d'innovar perquè sí. S'ha de tenir innovacions per respondre més ràpidament a les necessitats de l'usuari en forma de solució, aquesta és la

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essència. Tot està connectat. Si no connectes no et percebran com a solució perquè no estaràs proposant alguna cosa que respongui a una necessitat. I si no innoves, no tens una resposta per resoldre la equació.

Pot semblar atrevit dir això quan encara estem envoltats de productes innecessaris i que no són una solució. I de gent que segueix comprant productes en massa. Però s'han de fer anàlisis cada cop més fines i veure a curt, però també a mig i llarg termini, què funciona i què no. Cada vegada més, no funcionarà el que no és una solució.

Com a exemple: La gent deixa de tenir clar si el que vol comprar és un cotxe perquè el que vol és viatjar. Apareixen llavors les línies de baix cost, una solució a la demanda emergent de vull veure món. Tinc un cotxe al pàrquing o els diners del cotxe me'ls gasto en viatjar? Davant aquesta demanda, algú ho entén i sorgeixen Ryan Air o Easyjet i el fenomen del viatges en avió de baix cost. Un altre exemple, un fenomen que encara no ha emergit del tot, relacionat amb els habitatges: “No pots comprar o llogar una vivenda?” Doncs sorgeix el *co-living*, gent que viu d'una altra forma i ja no vol una vivenda per a ell mateix. La punta de llança més extrema si vols seria el món *okupa*, on darrera hi ha la necessitat de viure d'una altra manera més col·lectiva. La innovació és necessària per donar una resposta a situacions socials i individuals diferents.

**BF:** Defineix doncs innovació...

**AC:** Innovar es un sistema, per tant no és un instrument esporàdic que apareix mentre un s'està sota la dutxa. La innovació es un sistema que persegueix estar més atent al que els teus *stakeholders* necessiten. Per tant una part molt important de la innovació implica parar atenció a l'emergència d'una oportunitat, i a la construcció d'idees sobre aquestes oportunitats, que puguin ser percebudes com a valor per part d'aquell qui ho ha de rebre, generant en conseqüència resultats. **Idees, valor, resultat.** Tenir idees que responen a una oportunitat i que per tant algú percebrà com a valor; estant llavors disposats a pagar per allò i doncs a otorgar uns resultats sostenibles i de continuïtat pel negoci.

La definició treu d'aquest esquema, el que seria purament creativitat, que no és innovació, si no el instrument que necessites per poder tenir una idea de valor. Però un acte creatiu no és (necessariament) innovador. El món és ple d'inventors que han inventat coses molt creatives però que no aporten valor a ningú. La diferència entre invenció i innovació és l'acceptació per part del mercat. Quan el mercat ho adopta no perquè estigui de moda, si no perquè respon a alguna cosa. La innovació es la connexió entre idees, valor i resultat de forma sistemàtica. Les empreses que millor innoven al món, tenen aquesta barreja: la seva capacitat d'observar el món i de connectar.



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Quan un Zara té èxit, es perque a banda de l'organització logística i de producció, té un Amancio Ortega que té la peculiaritat de saber connectar amb la gent, entenent el que la gent vol.

**BF:** El lideratge, es important?

**AC:** Sí. Perquè si analitzem el cas de Zara, veurem: què han fet per a la marca? Quina inversió "artificial" de marca han fet? Zero. Zara s'ha caracteritzat per la seva lectura del que vol la gent. Zara és una marca que s'entén com a solució. Si vas a buscar quelcom més rutilant, vas a Versace, per exemple. Però si vas a buscar alguna cosa que et funcioni, que et resolgui una necessitat bàsica amb una certa gràcia, Zara es una bona solució. I cada vegada anem més cap a això, cap a solucions del dia a dia. Les marques que entenen això esdevenen les més poderoses.

És veritat que hi ha marques que funcionen més des de la fascinació: Apple per exemple. Però també vist des d'aquesta perspectiv, també Apple vé a resoldre una necessitat que és la de...

**BF:** La d'autorealització?

**AC:** Sí, i fins i tot, dit d'un altre manera, la de la intel·ligència. La de sentir que estàs participant en una revolució intel·ligent, que estàs contribuint a que en comptes de ser un objecte avorrit, el telèfon sigui un objecte intel·ligent que demostrí que la raça humana pot fer grans coses. En aquest sentit, quan tu compres disseny, estàs comprant la teva participació en una visió més oberta i atrevida de la vida. Innovar, és això: tenir un mecanisme de conversió d'idees en valor, per generar resultats.

El que necessites és que la teva empresa estigui orientada cap a això i aquí es on trobem el principal problema. En termes d'innovació, en una empresa existeix la tensió entre l'exploració i l'explotació; quelcom que ja fa anys que està estudiat.

Hi ha dos tribus diferents a l'interior de les empreses: els que consideren que s'han d'explotar el que ja s'ha fet: "Tenim un producte, funciona, explotem-ho...si tens la vaca i fa llet, munyim-la" i l'altre grup: el col·lectiu dels exploradors, que s'ocupa de pensar en que algun dia la gent deixarà de prendre llet, que hi ha persones que no toleren la lactosa, etc. El principal problema en termes d'innovació per a una empresa és la tensió entre l'exploració i l'explotació.

A més, el problema de la innovació està dominat pel fet que hi ha una tendència natural, que ve de les estructures jeràrquiques, on es valora més el

resultat que el potencial, l'energia cinètica més que la potencial; el que es fa, més que el que es podria fer. En aquest biaix l'empresa sovint la dominen els explotadors, fent que l'exploració es quedi en segon terme, dificultant la innovació. Aquesta es la paradoxa: les empreses han de respondre al que el mercat vol, però per fer-ho s'ha de tenir una actitud innovadora. Sovint però, qui mana a l'empresa són els explotadors.

Aquest dilema és el gran dilema de la innovació: quin cantó mana? És una moneda de dos cares que es necessiten l'una a l'altra perquè sense exploració d'aquí a 10 anys no tindràs explotació i sense explotació no pots explorar perquè entre d'altres coses, no tens diners. En la gestió eficaç, cal tenir en compte que hi ha dues cares diferents que no s'estan veient l'una a l'altre i on cadascuna pensa de manera diferent encara que estan al mateix vaixell.

**BF:** Entenc llavors que aquesta tensió durant el segle XX s'ha basat en una mesura mínima concreta de fins on podem arribar en l'exploració per a assegurar-nos l'explotació?

**AC:** El segle XX ha sigut un desequilibri total en favor de l'explotació. És ara: quan no té sentit un mercat d'oferta, quan el mercat és molt més complex, quan hi ha més competidors i quan tot és molt més obert...-, que el proposar una cosa no et garanteix ja res, i que per tant has de cercar innovació perquè aquella cosa tingui una sèrie d'atributs de connexió, de disseny, de resposta al que el mercat demana. Un cas destacable seria Nespresso.

Ara per ara vivim seguint en la tensió entre exploració i explotació, però la novetat és que es posa més èmfasi en l'exploració, perquè les empreses s'adonen que si no el seu producte es converteix ràpidament en una *commodity*. Nespresso per exemple, no deixa de ser una màquina que fa cafè, però el fa d'una altra manera. Té uns atributs d'experiència, de disseny... Hi ha uns atributs molt importants al voltant del producte...però no deixa de ser un producte concret: una màquina que fa cafè (de bar a casa): es dissenya una idea i s'explota. El que acaba passant és que al cap d'un temps aquest domini de l'explotació coarta, elimina la capacitat d'innovació. Un cas a l'altre extrem seria Kodak, que dominava el mercat de la fotografia i fins i tot dins de l'empresa va aparèixer la primera idea d'una càmera digital, però la companyia no en va fer cas i va desaparèixer.

**BF:** Són els inventors dels marcs digitals, oi?

**AC:** I més coses. Són els inventors de la càmera digital. La càmera digital és un invent de Kodak, em sembla que de l'any 1975. El circuit que captura i pixel·la la llum i la converteix en imatge és un invent d'un enginyer de Kodak...

**BF:** Però ho desestimen...

**AC:** Ho desestimen perquè guanya la visió dels qui exploten, perquè venen tones de film i per tant pensen que aquest descobriment els destruirà, i la idea queda eliminada. Una tensió típica que lliga amb el que comentava abans: Si no tens un sistema de connexió directa amb el mercat, si no entens el mercat, tampoc no li pots donar una solució que tu mateix has explorat amb el teu equip. Tot està lligat: coneixement del mercat i aposta per la innovació.

El següent element per tant és: com s'innova? I això és més complicat i més llarg d'explicar. Per simplificar diré que hi ha moltes maneres, però dues grans tendències:

La primera seria la d'explorar des de l'exterior, *open innovation*, en el sentit més ampli de la paraula, volent dir que hi ha més "intel·ligència" a fora, que a dintre de l'empresa. I com es pot fer? A través del llançament de reptes a l'exterior perquè et responguin els experts, localitzant petites empreses que podries comprar, o comprant propietat intel·lectual directament... O el que em sembla més atractiu: essent una empresa ben posicionada en un gran mercat i disposant d'una marca -que vol dir mercat-, que s'envolta de petites empreses que la nodreixen d'idees, mantenint-la en el mercat (el mateix o un altre). Per exemple, si ets Nestlé i tens una marca potent que ha donat solucions al llarg de la història en un mercat, ara et comença a mancar un nou *portfòlio* de solucions... Cal doncs rodejar-te de petites empreses que et donin noves idees d'alimentació i que aquestes puguin pujar a l'esquena de la teva marca. El concepte existeix, i es diu: *Piggybacking*, responent a com tu pugues a l'esquena d'una marca que és més gran que tu. Així *open innovation* es una gran línia estratègica a seguir, doncs ja tens un mercat que coneixes molt bé i tens una maquinària per produir i distribuir. Rodejar-te d'orbitals que et generin idees pot esdevenir una bona aposta de futur.

L'altre tendència és la de la innovació interna en el que fas que tota persona de la organització tingui la oportunitat d'innovar sense que això representi una alteració en el seu dia a dia. No hi ha gent que innovi i gent que no, no hi ha una elit. Tothom té una bipolaritat d'exploador -per assegurar que el negoci persisteix- i al mateix temps, una vessant d'explorador -per trobar noves idees per fer les coses millor i per crear nous productes-. En definitiva, cal seguir un model d'organització ambidextra que està ja molt estudiat i en el què conviuen dos sistemes operatius. Simplificant: la intel·ligència està fora, rodegem-nos d'ella, i/o està a dintre, estimulem-la.

Un últim element, que tu bé has comentat i que lliga amb tot això, és el de la col·laboració entre diferents sectors. El fet, és que els mercats s'han fet tant complexos que resulta molt difícil tenir tot el coneixement a dins. Una empresa vol donar una solució de mobiliari, per exemple, però no hi ha prou amb saber

de mobles. Segurament hi haurà d'haver coneixement també de teixits –els que siguin més resistents a les taques- o de tecnologia aplicada -com fas que estigui connectat o que tingui un endoll per exemple pel telèfon-... Les coses s'estan posant tan complexes que qualsevol nova proposta que es fa dins un mercat requereix de manera creixent la intervenció d'agents de sectors molt diferents.

Un exemple avui en dia seria el del llançament d'un producte alimentari nou i segur, que alhora caldrà que tingui un component proteic o quasi farmacèutic. Quan Nestlé llança la seva gama de productes d'alimentació geriàtrica, no ho pot fer sol, perquè ells tenen coneixement en el sector de l'alimentació, però s'han de posar en contacte amb un laboratori farmacèutic per incorporar un *know how* nutricional amb components farmacèutics per a la gent gran. O un altre exemple, parlant del món del disseny de l'automòbil, la quantitat de components digitals que conté un automòbil per a la navegació es cada dia més important. Al final el vehicle esdevé quasi un telèfon que es mou. Com que no pots parlar conduint implica que es converteix en un element que ha de tenir un disseny digital brutal. Per tant, si ets un fabricant d'automòbils, no podràs produir productes amb bona resposta al mercat si no tens una relació molt estreta amb algú del món digital. Apple o Google amb Tesla, poden fer un bon automòbil en l'era digital. La col·laboració entre empreses ve a respondre a la idea de que en un món creixentment complex es requereixen solucions més sofisticades i per tant s'han de combinar coneixements que no són propietat d'un sol. Així és com es desenvolupen les propostes més atractives.

Posem un altre cas: Natura Bissé i el seu producte *Beauty to go*; un nutricèutic, una beguda amb components antioxidants. Potser Natura Bissé no té ni idea d'això, però el que sí sap és com vendre-ho i com crear un producte que es percebi com a cosmètic. El producte es de AMC: una empresa de suc de Múrcia. Aquí l'acord és: tu saps produir un producte natural com suc de fruita?, et posem algú que tingui la experiència química d'una farmacèutica per augmentar els antioxidants del suc de fruita i jo ho presentaré com un cosmètic: és a dir, "Cuida't bevent".

**BF:** Exacte, i per aquí aniria en part, la meva investigació. En el moment en que fas aquesta col·laboració, és la marca, en aquest cas Natura Bissé, la que sustenta la reputació i la confiança en que el producte final que li donaràs al consumidor és tan bo com allò altre que també produïes abans, unint valors identitaris de marca.

**AC:** Sí, però el dubte que jo tinc, tornant enrera és si hi ha prou amb que siguis qui siguis...quan lances un producte nou, si no connectes amb una necessitat que hi ha en el mercat; seguint l'exemple, si no hi ha la necessitat d'una beguda antioxidant, ja pots ser qui vulguis, que no funcionarà, encara que la marca pugui ajudar a impulsar-la. De nou la capacitat de copsar el mercat amb un

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producte nou, només amb la marca, és zero. Com a AMC ja ni tu plantejes, ho faràs millor com a Natura Bissé, però tampoc es segur que ho aconseguiràs, a no ser que el producte doni solució a un aspecte real. Ja no es pot manipular el mercat com abans. La teva palanca de marca, en un entorn en que el més important és: el que dirà la gent, la marca no val res per si sola. Si comença a haver-hi gent que diu que el producte és bó, funcionarà, si ho dius tu, i doncs ja es veurà.

**BF:** Sí, això està clar. Aquí entrariem en elements de comunicació que apunten a que es necessita prescripció –*endorsement*–: avals, que parlin de tu...

**AC:** L'aval és de la gent, sobretot. Aquest és el canvi substancial.

**BF:** La gent i potser altres entitats...

**AC:** Sí, però la gent fonamentalment. Si hagués de fer un resum de tot el que hem dit en els aspectes relacionats amb la teva tesi, el més important és la comprensió del mercat. O comprens el mercat, o no tens res. El patrimoni d'una marca és l'*engagement*.

**BF:** O sigui, del mercat no sortim.

**AC:** Bé sí, però el mercat entès com que es la gent la que mana; aquesta és la diferència. Tu ets Ford i tens uns atributs, però i què? Els atributs que tens com a Ford no et serviran de res si no treus un cotxe que la gent entengui que ve a resoldre les noves necessitats; un cotxe que no contamina, que no costi, fins i tot que no em costi diners, que jo compro el cotxe i el llogo a altres i me'l pago. La marca té els dies comptats si no és capaç de sintonitzar. És el *fine-tuning* de la marca en el mercat el que la fa que tingui valor. Apple és això. I Zara. Les marques que funcionen és perquè estan connectades amb el públic.

**BF:** Amb tot el que dius, un podria pensar en Apple, que comença en el sector informàtic i passa a la telefonia -un altre mercat- i després a la música, amb l'Ipod... i amb tot, el que acompanya tots aquests productes en sectors diferents és la identitat de la marca?

**AC:** No, és el disseny. La marca és una altra cosa...

**BF:** Bé, vull dir atributs que té la marca, entre ells el disseny?

**AC:** Sí però no, la marca no té a veure. La marca és la conseqüència. El que té Apple és que sintonitza amb un mercat que vol un objecte elegant que serveixi.

**BF:** Col·loca els mateixos atributs que té en diferents mercats?

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**AC:** Respon a una cultura. I si ho deixa de fer, i sembla que ja no ho fa, la companyia caurà.

**BF:** Podria doncs, canviar la marca, que no fos la mateixa?

**AC:** El problema és que si la marca no es sintonitza constantment amb el mercat, la companyia acaba caient. Nokia va caure i era una marca molt potent, però va deixar de connectar amb el mercat, oferint un gran producte quan la gent volia una plataforma que permetés descarregar-se aplicacions. Per què Samsung té èxit? Perquè Samsung entén que el disseny i la sensació de modernitat és important; tens el futur a les teves mans. Compres futur. I Nokia no ho va entendre i encara pensa que la gent el que vol és trucar per telèfon. Quant val la marca en aquest cas doncs? Zero. El més important, és aquesta sintonia amb el mercat i la capacitat per respondre ràpidament. Ser un termòmetre; tenir un sensor de la societat i respondre amb eficàcia. Si no tens això i només ets una marca, la teva marca i el teu negoci, s'evaporaran molt ràpidament.

**BF:** Com en l'exemple que has posat al principi: una marca de cotxes ha d'entendre que la gent no vol conduir, que vol viatjar...

**AC:** Exacte, entendre el seu públic. I és que no totes les marques són iguals. La clau es sintonitzar. És el més important. Per molta marca que tinguis, no servirà de res si no sintonitzes. Això és el que ha canviat. La supèrbia de marca de dir "jo sóc aquest" no serveix de res perquè ja no pots manipular els mitjans com abans: no hi ha un oligopoli de pocs mitjans, no pots passar-te el dia posant anuncis a la televisió, això ja no funciona.

**BF:** Al final de la meua tesi, en comptes de responsabilitat social corporativa de l'empresa, que és un concepte del que s'ha anat parlat força en els últims 20 anys, parlo de responsabilitat cultural corporativa: entenent que l'empresa ha de ser responsable de la seva cultura, donant per fet que aquesta, està configurada en base als seus públics. Què n'opines?

**AC:** No es pot projectar una cultura. S'ha de connectar amb una cultura de la gent, que existeixi previament. L'article de la Harvard Business Review que et comentava al principi, em sembla crucial... Com he dit, utilitza el terme *crowd culture* i des del primer paràgraf diu que tot això del *branded content*, s'ha vist que no funciona per res.

Va sorgir Internet i moltes marques van pensar: "farem *branded content*". Entès com a: som una empresa de sabates, farem pelis de l'Himalaya. Això és molt costós i no serveix per res. Resulta que és molt difícil fer un *push propi* perquè la gent va on vol. Surten cinc nanos d'una universitat de Texas per exemple, i

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tenen més seguidors a Youtube que Red Bull i en temes de *rendibilitat* aconseguen més que la marca que ha invertit milions de dòlars anuals de pressupost en publicitat i d'altres accions promocionals. La qüestió és que on està la cultura avui, no és en mans d'una elit, si no que està distribuïda en la multitud, i això fa més difícil l'acció com a marca. Compta com s'està d'atent al que passa i s'és capaç de reaccionar; aquest és el truc que ningú sap ben bé com gestionar.

**BF:** Al principi semblava que Red Bull ho havia mig entès, però potser no ha sabut com baixar-ho. El que sí està clar, és que no s'ha focalitzat en la beguda en si mateixa...

**AC:** Correcte. De fet, la pregunta seria si efectivament Red Bull ha aconseguit una correlació del que Red Bull significa...

**BC:** D'un *push* en base a poder i amb recursos financers per a un *pull* intel·ligent?

**AC:** Sí. Interpretar, entendre i reaccionar. Hi ha dos exemples molt bons a l'article. El de les campanyes d'Axe –amb un noi a qui li van totes al darrera- i les de Dove sobre el concepte de "real beauty".

**BF:** Els dos són marques d'Unilever...

**AC:** En els dos casos es va saber llegir que hi havia un moviment socio-cultural al darrera: d'una banda joves en un entorn d'igualtat de gènere que se sentien menys masculins i havien de reafirmar la seva masculinitat, i de l'altra, el naixement d'una rebel·lió contra la dona irreal. Són bons exemples perquè no van imposar un pensament concret, simplement van interpretar el que li passava a la gent i el públic va respondre.

**BF:** Sí, he viscut aquests casos de prop treballant des d'agències com Edelman, on s'ha entès molt bé el que vol dir l'*engagement*...

**AC:** Ens hem de quedar amb que el patrimoni de marca és la sintonia amb un mercat, com és el cas d'aquestes marques i també de Zara o d'IKEA,...

**BF:** Passant a preguntes més generals: L'estat de la qüestió de la innovació al món de les empreses avui en dia, com la veus? Estem per la labor? Del 0 al 10: a quins nivells d'innovació estem?

**AC:** És una pregunta que em fan sovint i sempre responc que no té sentit parlar en temes genèrics d'això, perquè hi ha molta diferència entre unes empreses i d'altres. És un camp en el que has de parlar amb propietat; amb

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noms i cognoms. Hi ha empreses que són molt innovadores i hi ha d'altres, que no ho són gens.

Tampoc es dins de cada empresa, una qüestió de zero a deu, si no de si tens una distribució més o menys complexa. No és qüestió de si "innovo o no innovo". Hi ha moltes maneres de fer-ho i molta intensitat, i hi ha empreses més intenses i menys intenses.

La meva impressió és que com a resultat de tot el que hem comentat abans, hi ha una voluntat creixent d'innovar per poder competir, però també hi ha molta confusió sobre les eines d'innovació; sobre com fer-ho. Si la pregunta és si hi ha més empreses que volen innovar? La resposta es: sí. Però quan anem a buscar certs noms i cognoms encara que ho volen fer i que ho estan fent, no tenen aquest camp tan desenvolupat o no tenen encara les eines ben definides i estandaritzades com perquè sigui fàcil portar a terme la innovació. Es com el màrqueting dels anys 50 o 60, que emergia i un no sabia molt bé de què s'estava parlant fins que amb el temps es va comprendre que hi havien de regir uns principis. Crec que d'innovació comença a haver-ne bastant, però per saber com fer-ne, hi ha encara gran dispersió en el enfocaments i en els models.

**BF:** Té alguna cosa a veure la nacionalitat d'origen de les companyies amb la innovació que d'elles en sorgeix?

**AC:** No tinc aquesta impressió, més que res perquè hi ha un fet important, hi ha una relació molt directa entre innovació i exportació i més concretament entre innovació i internacionalització. Si vols jugar als mercats mundials has de ser innovador, no pots no ser-ho, perquè la competència és global. Aquí a Catalunya es veu clarament: les empreses més innovadores són les que tenen un producte més internacional, si no, costa molt que subsisteixen. Si fas components elèctrics i ets Simon o innoves o no ets competitiu, perquè hi ha moltes companyies arreu del món que poden fer el que fas tu. Durant la crisi del 2008 van tenir bastants problemes per què fins llavors exportaven només el 20%. Ara el percentatge potser és del 80%. Moltes empreses, durant la crisi, les que tenien capacitat d'innovar, han canviat la seva equació i ara exporten molt més. I ho veus una darrera altra, les empreses que tenen futur són les que han exportat; que han innovat per aconseguir-ho.

Així que crec que no, el país d'origen no té gaire a veure. A tot el món trobes empreses molt innovadores. Una altra cosa molt diferent és que tinguis la I+D, es a dir, que tinguis darrera uns esquemes de ciència més o menys consolidades, com és per exemple el cas d'Israel, Suècia o USA... En d'altres països on hi ha una inversió important en I+D, hi ha un nivell més alt del potencial d'innovació. Però, no necessàriament s'acaba convertint en realitat.

**BF:** I+D és diferent a innovació?



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**AC:** Totalment. La innovació és bàsicament actuar canviant un model de negoci, com canvis o com t'aproximes al negoci, com canvis productes, mercats, canals...hi ha molts elements que pots manegar. En parlar d'I+D però, estem parlant directament de la conversió d'un fenomen natural que descobreixes en la natura, que és físic, en una tecnologia que puguis programar per donar una solució a la gent. La I+D té per tant un component científic molt més important, necessita tenir al darrera ciència pura.

**BF:** I què és la I+I+D?

**AC:** És un invent per a incorporar la innovació com a últim element. El problema és que jo crec que són dues coses molt diferents. Hi ha països que tenen I+D i poden tenir I i hi ha països que no tenen gaire I+D i tenen I. Un país com el nostre, que no té una base científica comparable a la d'altres països, és una economia de serveis: tenim turisme i banca i serveis sanitaris i podem ser molt innovadors, però no tenim gaire ciència. A Espanya es produeix molta innovació que no queda mesurada a les estadístiques d'I+D. Tenim un dels models de banca més innovadors del món i una gran capacitat d'innovació en aquest sector, però ho som des del model de negoci, no des de la ciència pura.

Al nivell que aquí comentem doncs, no crec que la innovació tingui a veure amb els països si no amb el sector i el grau d'internacionalització en què s'està. Si tens un bar a Barcelona per exemple, seràs tot lo innovador que et permeti el sector local, però si tens una empresa de material elèctric, que opera en un sector global, has de ser innovador o no pots ser-hi. Així que la innovació no depèn tant de la nacionalitat de l'empresa com del grau de globalització del sector en el que s'opera, i que obliga a ser més o menys innovador. Es tracta de si el mercat es més o menys obert.

**BF:** En aquest sentit podem dir que a Catalunya estem ben posicionats per a actuar en el món global?

**AC:** Sí, sobretot perquè és una economia diversificada, no de mono-mercat. No som les Balears, on la economia està dominada pel turisme i l'agricultura. A Catalunya tenim una economia molt diversificada i per això és vital el paper de la indústria. La indústria és un component fonamental i sense ella no fariem res. És molt important en el sentit en que és l'àmbit on es produeix una competència més fina amb el món. Pots ser un banc i pots ser més o menys innovador, però si fabriques un objecte físic, o ets competent a nivell internacional, o no pots existir. Per això el nivell de pressió en la indústria és superior i vol dir que l'hem de conservar sigui com sigui, perquè si no acabarem amb una economia de serveis poc competitiva. Perdre la indústria com en part l'hem perdut, és un greu problema de futur. No només per la ocupació, que tampoc en genera tanta, si no perquè crea un sistema de problemes sofisticats

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que requereix un tipus de resposta global, mentre que en l'economia de serveis només ha d'innovar pel seu mercat local.

**BF:** Per què en un altre sentit, d'alguna manera preservar la indústria vol dir que en un moment donat deixaran d'haver-hi fàbriques, en favor del desenvolupament de productes purament digitals?

**AC:** Totalment digitals no; no funcionaria...

**BF:** No?

**AC:** No. La fabricació de productes físics és molt important perquè la nostra realitat és física: "Mira't: estàs fent servir una taula, vas vestida..." És una entelèquia pensar que viurem en un món purament de serveis digitals i això és important entendre-ho bé. Una altra cosa és que tinguem factories que posin molt més èmfasi en la ideació, en el disseny, en la creativitat, en el prototip,... més que en la fabricació i que al final pot ser que s'acabin fent-se en un altre lloc del món, això és correcte. Però al final fas un producte físic. Pots deixar de fer la última etapa (la de fabricació), tot i que també això ho posaria en dubte, ja que cada vegada hi ha més experts que apunten a que la única manera de mantenir una classe mitjana és tenint una indústria manufacturera. Per això a la Xina li pot anar bé, perquè està creant una classe mitjana, no una elit rica, que simplement esdevindria en una bombolla financera. El creixement de la classe mitjana a Àsia està lligada al creixement de les factories: treballes en una fàbrica i vas progressant...però aquí ja entrariem també en d'altres debats...

**BF:** Per acabar, m'agradaria fer-te tres preguntes. En part ja me les has contestat i que són: com defineixes una marca? Entenc que la defineixes com una sintonia de comprensió d'un mercat... I en segon terme: Creus que una marca és un element estratègic? Dius que no necessàriament, que estaria en funció del sector en si...

**AC:** La marca és molt important i ha de ser dinàmica. O és dinàmica i es va sintonitzant, o desapareix. Respon a la idea de si ets un patrimoni dinàmic (utilitzant la teva terminologia) o si no ho ets.

Una marca no és un patrimoni petrificat (pe. Nokia). La marca ha de ser dinàmica i seguir la evolució del sector que vulgui servir o no durarà dos dies. El que ha passat a Kodak, i li va passar a IBM, li pot passar també a d'altres marques valuoses del món actual. O tens una gestió dinàmica de la sintonia de la teva marca amb el mercat al que vols servir, o estàs mort. En aquest sentit, la paraula patrimoni pot donar la idea d'alguna cosa massa estable i per tant ho posaria entre parèntesi perquè la marca, o és dinàmica, o no és.

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Cal que incorporis a la teva definició la idea de dinamisme, potser a través d'un adjectiu. Pots heretar un valor independent del mercat (pe. Un castell) però una marca ha de connectar amb el mercat constantment o el seu valor s'evapora. El valor de la marca no està garantit.

**BF:** Volia amb el concepte de patrimoni apel·lar a l'emotivitat, al més intangible darrera un producte. Vull dir al llegat de una marca, que no és tangible...

**AC:** Sí, però alerta, les marques, cada cop més, de sentimentalismes zero. Què els ha passat als americans? Ara compren els cotxes als japonesos. Les marques americanes no han sabut connectar. Abans perquè no quedava més remei però ara un Toyota es més competitiu...

**BF:** Molta literatura del màrqueting apel·la als sentiments...*Pierdo mi iPhone y me pongo a llorar...*

**AC:** Sí però això cada vegada és menys veritat. Et sap greu perdre el telèfon perquè perds la informació que tens allà, però no per l'objecte en si.

**BF:** Totalment d'acord. Per això parlava del coneixement i de la eficiència, com a actius intangibles principals...

**AC:** En un exemple com per exemple el d'un rellotge que reps en herència, l'enfocament és una altra història, per què sovint són marques que treballen el sentit de la connexió emocional transcendent, però poques marques ho poden fer això. El luxe es un mercat molt concret. I no deixen de ser una capa del mercat molt petita.

**BF:** Com una Harley Davidson?

**AC:** Exacte. Però encara és un estament petit: la majoria de vehicles de dos rodes que comprem són scooters i en aquest segment, les marques o tenen sintonia amb el mercat en conjunt o no sobreviuen.

**BF:** Sí efectivament és molt important diferenciar les marques de luxe de les marques més convencionals...

**AC:** Tendim a pensar quan parlem de marca en aquestes marques més legendàries, però no són, en realitat, representatives. Tota empresa que presenta un producte té una marca. No m'estic referint doncs a L. Vuitton o a Ferrari, que van dirigides a una elit.

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**BF:** Quan preguntes obertament sobre marques reputades, sovint surten aquests noms, tothom cau en la trampa?

**AC:** És normal sí, però hem de començar a pensar que no qualsevol marca no pot aspirar a aquest estament. Si sóc Simon i vull tenir una marca així, probablement no la tindrè mai. Pel 99% de les empreses, la marca ha de ser una solució i només per al 1% restant quedaria reservat el component purament emocional. Molt poques marques poden aspirar a això últim per què tampoc no són productes imprescindibles. Si el missatge és que tota marca ha de ser aquest tipus de marca, és crea una gran frustració, perquè això no pot ser.

**BF:** Per acabar, que opines de la marca Barcelona?

**AC:** Diria que hi ha una dissonància. Les coses més interessants que passen aquí no tenen la marca associada. El sector mèdic per exemple, la qualitat sanitària local, és un gran atractiu. Cada any venen milers de persones a tractar-se en traumatologia, fertilitat... la ciutat és un referent mundial en temes mèdics però no hi ha cap marca concreta que sostingui aquest valor. En realitat, hem de creure més en els actius que tenim. La marca Barcelona té cert recorregut però també ha de poder fer més coses.

**BF:** Moltes gràcies, Alfons. **AC:** Gràcies a tú.//

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## INTERVIEWS Xosé-Carlos Fernández, CEO FNOB

Interviewer: Blanca Fullana

Transcripciones de Entrevistas en Profundidad a:

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**Fundació Navegació Oceànica de Barcelona**

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Entrevista 1: Jueves, 26 de Noviembre de 2015.

Entrevista 2: Jueves, 3 de Diciembre de 2015.

Entrevista 3: Martes, 15 de Diciembre de 2015.

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### Preámbulo:

Las entrevistas en profundidad transcritas a continuación, son el reflejo de tres jornadas de conversación con Xosé-Carlos Fernández, CEO de la Fundación de Navegación Oceánica de Barcelona, FNOB.

Su orientación y estructura están pensadas en torno al esquema inicial de investigación de la doctoranda, siguiendo los tres parámetros correspondientes a la parte final en relación a la argumentación de la gestión de la marca a nivel corporativo y que responden a conceptos en torno al liderazgo, la co-creación con múltiples *stakeholders* y la gestión del riesgo (vs. la gestión del caos prematuramente apuntada).

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## Entrevista 1.

### Liderazgo en la creación de marca

**BF:** Para empezar por algún sitio... ¿En qué consiste su función como líder de la FNOB?

**X-CF:** Actúo como ente pensante entorno a una organización y por ello mi principal labor es la de actuar frente a un contexto. Es decir no actúo en acción-reacción ante un objetivo que se llama *Barcelona World Race*, porque faltaría el contexto. Y son los contextos los que crean sostenibilidad y generan la capacidad de adaptarse a los diferentes cambios en función de los escenarios de futuro.

El concepto de rentabilidad en tu sumario me parece fundamental. El hecho de rentabilidad, consciente o inconscientemente, se busca siempre como elemento de retorno sobre la inversión. Pero además, desde esta contextualización filosófica y cultural también cabe trasladarlo al mundo de la gestión empresarial, no solamente como elemento financiero, sino entendiendo a su vez que una empresa no deja de ser una agente social que actúa sobre el ámbito cultural de una comunidad del entorno.

Utilidad social y retorno financiero es por tanto la ecuación que da la capacidad para la toma de decisiones.

**BF:** De acuerdo, pero me surge una pregunta, ¿En términos de evaluación, cómo se mide la utilidad social?

**X-CF:** La medición está en función del alcance que tiene el formato del producto que se pone a disposición. Por ej. En el caso de un programa educativo: a cuanta gente llega potencialmente el producto sin coste ninguno. Después la eficiencia de esa utilidad social, se medirá en función de cuantos realmente han accedido al programa. Utilidad es cuan accesible.

**BF:** ¿Es por tanto, un tema de acceso?

**X-CF:** Como utilidad social, todas las actividades que hacemos desde la FNOB, tienen que tener alcance social. Sea un protocolo, programa, servicio o acontecimiento, lo relevante es que lleguen a la sociedad. La actividad no puede registrarse en datos u aportaciones teóricas solamente, tienen que tener alcance.

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En el caso de la FNOB, además no dejamos de ser gestores de dinero público y por tanto el ámbito y la accesibilidad son muy importantes. La utilidad social tiene que ver con la capacidad de llegar al máximo público posible y que ese público pueda acceder sin barreras de entrada o salida, sin costes de inversión, ni de oportunidad... después la capacidad de interesar para que utilicen ese elemento, será el registro de eficiencia.

**BF:** ¿La relevancia del ámbito está entonces en eliminar las barreras de acceso?

**X-CF:** Sin duda. Cualquier actividad debe eliminar el obstáculo, lo que en estrategia se denomina: la barrera de entrada. Es decir, no consiste en hacer programas o actividades que queden bien en un calendario, sino en generar elementos de acción que tengan que ver con los valores de la organización. Porque nuestra marca, trasmite nuestra cultura y en este caso todos nuestros programas y actividades tienen que ser accesibles.

**BF:** El primer paso entonces, es “eliminar la barrera de entrada para dar el mayor alcance posible”?

**X-CF:** Sí, porque si no sería restrictivo, y si es restrictivo no genera valor.

**BF:** ¿El ámbito tiene que ser siempre la sociedad en general? ¿No sería demasiado genérico o ambiguo? ¿No es preferible hablar de ámbito entorno a una comunidad específica, sobre la que uno sea experto (en el caso de la FNOB, la navegación al más alto nivel)?

**X-CF:** Estoy parcialmente de acuerdo. Nos topamos en este aspecto, con el concepto de divulgación, que no puede limitarse sólo a una comunidad. Tú comunidad ya la tienes cercana. El concepto de divulgación pasa por llegar más allá de la propia comunidad porque si no, la organización se convierte en un *ghetto* y deja de ser un instrumento útil para la sociedad.

Creo en que las actividades tienen que responder unos valores que es necesario se incorporen como elementos de vertebración social; *vehiculadores* de conocimiento. Por ej. Nuestro programa *The Game*. Elimina barreras de entrada –entre otras cosas porque es lúdico- y es un vehículo de divulgación de los valores de la vela oceánica a la vez que de formación de otras asignaturas curriculares de una escuela, como por ejemplo la física, las matemáticas, las ciencias naturales, etc.

Estoy de acuerdo en que no todos los elementos deben ser de ámbito general –la comunidad científica debe poder hacer cosas en el ámbito de la comunidad científica; sin vulgarizar el conocimiento por querer alcanzar de repente al máximo público posible. Aquí es verdad que hay que ser riguroso. Pero sí debo

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poder con ello trasladar los valores a un ámbito más integrado socialmente. El concepto de adaptabilidad es esencial. Sin perder los valores, en la organización debe haber capacidad de adaptación del mensaje a cada público, en cada acción, (sin desvirtuar los distintos niveles de conocimiento, alcance y utilidad del mismo).

**BF:** La comunidad específica entonces, ¿tiene a la vez un valor primordial como público objetivo y como público cooperante/partner? ¿Genera, crea e innova sobre los valores junto con la organización? ¿Los públicos objetivos son a la vez co-creadores de la propia actividad, sustenta de los valores?

**X-CF:** Efectivamente. En este sentido, si detectara que un miembro de mi equipo no cree en nuestros principios, lo apartaría del trabajo. Sin involucración en los valores que defendemos, no es posible trabajar eficazmente. No es un juicio de valor, pero debe haber transmisión emocional de los elementos afectivos y efectivos de la vela oceánica. Para generar cultura hay que tener en primer lugar, la coherencia de quien la crea. La sostenibilidad parte de qué: quién crea, cree. Porque cuando crees, das lo mejor de ti mismo. Sin creencia sólo hay instrumentalización y no se traslada cultura y por supuesto tampoco se aporta valor.

**BF:** Lo opuesto a las creencias en la economía de los 80, *business is business...*

**X-CF:** También es verdad que hay una exigencia diferenciada según cada organización. Aunque hay rasgos comunes entre una organización al uso y una fundación al servicio de la sociedad, como es la nuestra. Nuestro servicio a la sociedad, en cualquier caso, es un objetivo primordial, a propósito del cual nos dedicamos a la vela oceánica, y no al revés. Estamos al servicio de la sociedad y por ello, nos dedicamos a la vela oceánica.

**BF:** La vela oceánica es el producto, es el medio a través del cual. ¿El medio se podría cambiar, el fin no?

**X-CF:** Exacto. Somos una herramienta que la sociedad se da para seguir evolucionando en el conocimiento cultural y social (de aspectos de interés común). Por ello las fundaciones no deben ser especializadas, si no que tienen que tener claro su objeto para saber desarrollarlo con el máximo nivel de acceso y por lo tanto de excelencia. Pero no deben ser egocéntricas, ajenas a la realidad. Deben tener visión transversal para llegar a dar servicio a todas las áreas culturales al alcance. Son entes ligadas a una cultura y por tanto a una sociedad. Deben aportar no solamente un producto, sino una visión que haga grande a la propia sociedad. Aumentar la visión que la sociedad tiene de si misma. Tener la función de otorgar un mayor nivel de telescopio. Mayor capacidad, para el mayor alcance posible. Como organización, nuestra tarea es



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la de crear esa lente telescópica para que la sociedad tenga el mayor alcance de conocimiento posible ( y que nosotros ponemos a su disposición).

**BF:** Sabiendo además que mediante ese alcance del conocimiento, quien lo recibe tiene capacidad a la vez de transformarlo en otra cosa...

**X-CF:** Eso es pensamiento lateral y eso es efectivamente, lo que hemos de ser capaces de trasladar. La sociedad no requiere que tengamos grandes navegantes, pero sí puede resultarle útil el conocimiento que un navegante tiene de aspectos relacionados con los océanos o la climatología, pero también con el conocimiento humanístico sobre nosotros mismos, sobre los límites y sobre nuestra relación frente a la naturaleza, aspectos psicológicos y físicos, entre otros. La sociedad debe poder utilizar ese esquema de capacidad de conocimiento para aquello que le resulte útil (colectiva o individualmente). La marca es por ello, un elemento cultural y si no, al menos para nosotros, la marca no tiene sentido.

**BF:** Me resulta pertinente esto último, en relación al nuevo concepto de Responsabilidad Cultural Corporativa que pretendo acuñaren mi tesis y que quiere decir exactamente esto: tener consciencia cultural en la acción social. Es decir, la pregunta sería ¿La FNOB es agente social o agente cultural, es ambas cosas a la vez?

**X-CF:** En el fondo conocimiento es cultura y es sociedad. Parecen contrapuestos, pero no lo son. Es ambas cosas a la vez. La acumulación de conocimiento, sea cual sea, crea sociedad y crea cultura, por eso estamos al servicio de la sociedad. No somos cultura y/o sociedad, somos conocimiento y ello engloba ambas cosas.

**BF:** De ahí el nuevo término RCC, porque la RSC es solo responsabilidad sobre el medioambiente y la actividad social, entendida en términos de solidaridad etc. y aquí cabe ahondar en otro aspecto diferenciado que es de la cultura social. Y del papel de las entidades en demostrarse vertebradores de cultura social, por el traslado de su propia cultura corporativa, inclusiva de la sociedad.

**X-CF:** Sí. Y ambas palabras deben ir efectivamente unidas: Cultura-Social. Si no el atributo pierde interés. Es el problema de la palabra *equity*, en español capital, y que se ciñe a un contexto básicamente financiero. Me gusta más en este sentido la utilización que haces del término patrimonio. Porque patrimonio implica que se acumula con el tiempo, mientras que el concepto capital, es puramente especulativo. El problema de la RSC es que en muchas organizaciones es un aspecto especulativo y en cambio la cultura se acumula. La cultura es patrimonial porque se acumula en el tiempo y forma parte de lo

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que la sociedad considera como propio. El conocimiento se convierte en propio de cada uno.

**BF:** Fomentar cultura-social por parte de una entidad u organización, (aunque sea incluso con ánimo de lucro), ¿sería entonces ético?

**X-CF:** Sí, pero sin confundir la ética de las personas con la ética de la organización. Las personas tienen una capacidad ética. Por ello, hemos a menudo creído que las organizaciones, por el mero hecho de que las forman personas, tienen una capacidad ética de comportamiento. Y además que la organización es una acumulación del comportamiento de cada una de las personas que la integran. Y eso no es verdad.

Las organizaciones deben declararse a si mismas, agentes éticos de comportamiento y crear sus propios valores para que las personas que trabajan en ellas puedan sentirse identificadas, o no. Pero no son las personas por si mismas las que conforman el comportamiento ético de la organización. Y eso tiene que ver con lo que hablamos entorno a la RSC. Porque si no se entiende así, la RSC no tiene sentido y se convierte en un elemento especulativo.

*Sugiere abordar en mayor medida el concepto de cambio de paradigma –Referencia al libro: La economía del bienestar*

**BF:** ¿Quién consensua entonces los valores éticos sobre los que se sostiene la entidad? Quizás es un aspecto más técnico, pero se requiere ese guión y en mi investigación intento también dar luz en este sentido –poder aportar un sistema de gestión de la comunicación de marca. En este sentido, y volviendo al principio, ¿es el líder el que decide los valores? Aunque sea un grupo de personas, ¿Tiene que haber liderazgo, para la plasmación de la *autoritas* en la definición y preservación de los valores, pero también para canalizarlos hacia sus públicos y trasladar la emoción necesaria?

**X-CF:** Sí, el líder o liderazgo es el que debe canalizar, dar cohesión. Hay una cuestión en que las organizaciones no deben perderse: igualdad de las personas no quiere decir que deba haber un proceso asambleario participativo para cada cosa, menos para la toma de decisiones tan importantes como son la identidad y los valores de la organización.

El concepto asambleario es sin duda, vulgarizador. Porque el consenso siempre se alcanza por el lado de menor calidad. El punto de partida debe ser el de tirar de todos por lo mejor, no el de incluir a todos por lo peor. En modo asambleario, no todo el mundo tiene por igual, la capacidad de asunción de las

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informaciones pertinentes y se baja el nivel de conocimiento (y por lo tanto también de optimización, producción, resultados, calidad, servicio...). Es pura media aritmética: si quieres incluir a todos, bajas el nivel. Y eso es lo contrario de lo que se quiere para la organización, que es poder ofrecer la mayor excelencia posible en su ámbito de actividad.

Debes tener elementos que te hagan subir la media. Y por eso la idea de un líder; un líder democrático. Porque la decisión, al final la toma uno. Y yo creo que es bueno que sea así, porque si no diluimos un concepto que es todavía más importante, y que es el de la responsabilidad.

**BF:** Exacto, la responsabilidad y el compromiso son factores fundamentales de liderazgo...

**X-CF:** Tiene que haber alguien que obviamente asuma la responsabilidad después de haber ejecutado un liderazgo democrático e inclusivo. Viendo como está la organización y en base a donde esta debe ir, tiene que haber alguien que asuma la responsabilidad de tirar. No se abren bosques si uno no tiene claro por dónde hay que empezar a cortar (un árbol); no pueden cortar todos al mismo tiempo, no tendría sentido (ni el resultado sería óptimo). Es un concepto de liderazgo y responsabilidad pero con el propio objetivo de la organización.

**BF:** Es lo que decías antes de tener que hacer una declaración ética por parte de la organización...

**X-CF:** Sí y perdona el ejemplo concreto. Cuando llegué a la FNOB, todos daban por supuesto que la organización tenía ya unos valores. Quise entonces y primero, convocar unas reuniones para poner los conceptos de base sobre la mesa; analizando valores transversales y valores exclusivos y pudiendo llegar a ver cuáles eran los valores reales. Después los compartiríamos con la sociedad y determinamos así si tenían sentido y si la sociedad de nuestro entorno pudiera sentirse identificados con ellos. Y durante este proceso, alguien decía: "Eso ya está en los estatutos!" y dijimos sí, pero hay que (consultarlos internamente) consensuarlos. Porque debemos tener valores que resuman el mayor rango de inclusión posible porque ello es lo que crea el sentido de pertenencia. Y este es muy importante. Y crea algo más importante aún —que tiene que ver con la responsabilidad y el compromiso— y que es el de conocer la razón por la cual tomamos las decisiones que tomamos.

En una organización, y en una como la nuestra sin duda es así, tiene que haber un vademécum para poder saber porque tomamos unas decisiones y no otras. Nuestra decisión no tiene que ver con nuestra personalidad individual, sino con la de la organización que representamos. Tomamos las decisiones que tomamos en función de la organización que representamos. Yo como

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individuo puedo tomar unas decisiones pero como líder de la organización debo tomarlas en función de los valores que la organización se ha comprometido a trasladar a la sociedad. Si no personalizaríamos la organización y no creo en personalismos de ese tipo.

**BF:** En efecto esto es lo que molesta del concepto líder; el riesgo de caer en personalismos. ¿Debemos definir el liderazgo, como un comportamiento de un líder inclusivo?

**X-CF:** Sí. Y es que en el fondo, hablamos aquí del concepto de líder, como líder de una organización. No es la organización quién sigue al líder. Si eres el líder de la organización, debes asumir los valores de la organización. Tienes que tener muy claro el valor, la cultura, la identidad, el sentido de pertenencia, etc. de la organización para poder hacer bien las cosas. Por mucha capacidad que tenga un individuo, el verdadero líder es el que traslada la visión de la entidad, no la suya propia. La visión debe ser la de la organización, sin ninguna duda.

**BF:** La visión es la de la organización, no la del líder. ¿Correcto?

**X-CF:** La visión no puede ser del líder. El líder es el que lleva la visión y ejecuta los caminos necesarios para alcanzar esa visión. Pero la visión es la de la organización. Si la visión no tiene que ver con la cultura, la ética, los valores de la organización... en el fondo lo que estás es corrompiéndola y se pierde lo significativo del sentido de pertenencia, porque se convierte en la adhesión al líder y no en la adhesión a la organización.

El sentido de pertenencia, en todas las organizaciones, tiene dos factores clave: cohesión y coherencia. Cohesión en la acción y coherencia en la organización. Creo mucho en la coherencia en la creación de las organizaciones. Creo en la coherencia porque es lo que en los momentos de crisis te da la serenidad, la tranquilidad necesaria para afrontar las decisiones sobre la acción.

Es como un barco en alta mar, en medio de la tormenta: uno puede no ver a la tripulación, pero está completamente seguro de que cada uno, está en su sitio. Y eso se hace por coherencia, porque cada uno asume su propia responsabilidad y la asume en función de su propia eficiencia pero también en función de la responsabilidad que tiene con el otro. Y eso no lo haces con la cohesión porque la cohesión tiene que ver con el miedo.

**BF:** Esto tiene que ver también con la idea de co-responsabilidad por parte de todos. Es un aspecto que cuesta asumir, (sobre todo en nuestra cultura más latina). Además, el líder también tiene que haber confiado a cada uno la

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*autoritas* para que éste pueda ejecutar su responsabilidad. Y la comprensión de esto también supone una carencia en muchos líderes. ¿No es así?

**X-CF:** Porque hay un mal de identificación con los valores de la organización, y porque a menudo, las organizaciones no se piensan, sino que se acumulan. La organización debe tenerse clara a si misma. Cuesta mucho, estoy de acuerdo. Pero la organización debe saber qué es lo que se espera de cada uno de los puestos de trabajo en si mismos y en sentido lateral. Si se hace esto, cada persona sabrá cual es su responsabilidad, sus objetivos y también su compromiso con el de los de al lado. Es entonces cuando se crea coherencia y la cohesión viene por la coherencia.

Es (un universo) mucho más flexible, mucho más potente, mucho más capaz y es entonces además, cuando se crean organizaciones democráticas.

**BF:** ¿Equipos con más capacidad para hacer cosas?

**X-CF:** Sin duda, porque ocurre entonces lo que hablábamos en relación al concepto de adaptación. Te adaptas mucho mejor a aquello que debes asumir como organización. Porque creas el compromiso en individuos que no están esperando a qué el líder les diga en cada momento lo que deben hacer, sino que asumen su propia responsabilidad y actúan mucho más rápidamente. Asumen que lo que hagan, irá en sumatorio para el bien común. Y esto es un concepto vital. En algunos casos es más fácil, en otras más difícil, pero es fundamental lograr esto. Ser el líder quiere decir asumir la función de coordinar, pero en ningún caso, ser la única imagen al frente de la organización.

**BF:** En problemáticas cotidianas del día a día de una organización ¿La solución a cada problema debe aportarse desde cada sitio?

**X-CF:** Sí, en efecto. La solución la sabe el que trabaja con el problema. El liderazgo viene porque se ejecuta, no porque el líder está presente en todos sitios. El liderazgo se ejerce en tanto en cuanto se han puesto los mecanismos y herramientas necesarias para que aquello pueda resolverse, pero su función no es la de proveer de la solución.

**BF:** ¿Es la idea de patrón, más que de líder, patrón de un liderazgo?

**X-CF:** Hay que educar internamente al equipo para que en función de los valores que ya hemos decidido, la capacidad de descripción de los puestos de trabajo y en función de los compromisos que hemos adquirido, las personas no esperen supervisión sino una puesta en común periódica, que en base a

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unas pautas y ámbitos de actuación contribuyan al pensamiento lateral y adquieran por parte de todos el compromiso y el apoyo en la eficiencia.

**BF:** Sí porque si se supervisa de una forma acotada, se está limitando la capacidad...

**X-CF:** Sin duda alguna. Se ha de poder dar el margen de actuación para que se creen sinergias. La propia interacción con el pensamiento lateral es lo que hace que la gente tenga capacidad de ver posibles sinergias, capacidad de crecimiento etc. Me gustan mucho las organizaciones responsables y comprometidas, por una simple razón: porque son más adaptativas. El esfuerzo inicial que deba hacer (en crear esta cultura interna) será de gran utilidad en el momento en el que la organización esté en movimiento.

**BF:** Para acabar esta primera entrevista, me gustaría retomar esta idea: “las organizaciones hay que pensarlas. Pensar para resolver. Y estipulando hasta donde tiene que llegar cada uno en su capacidad de pensamiento y resolución.”

**X-CF:** Permíteme que lo resuma, ligándolo a tu interés central que es el de la marca.

**BF:** Sí, por favor.

**X-CF:** Si no se tiene una organización que funcione de esta manera, creando cultura empresarial, la marca no tiene sentido porque queda totalmente desligada. La marca transmite cultura. Y por lo tanto, lo primero que cabe tener es cultura empresarial. La marca es la forma de trasladar a la sociedad la cultura de la organización, formando parte de ella. Dicho así, se podría crear artificialmente. Pero la realidad del éxito es tener una organización que se traslada a sí misma a la sociedad a través de su marca. Si no tienes esta base: el sentido de la responsabilidad individual en el trabajo, el compromiso con el pensamiento lateral, un liderazgo democrático, adaptabilidad, etc., la marca no existe. Porque no trasladas cultura. Simplemente estarás trasladando unos atributos, que cuando el consumidor los detecte como falsos, te harán perder la credibilidad. O hay credibilidad en tanto en cuanto mi organización se traslada a la sociedad en base a los valores y compromisos adquiridos, o ... Una organización requiere que la sociedad crea en su producto/servicio, porque cree en su cultura. Si no todo se convierte en artificial y especulativo, y pierde todo sentido. (La marca es el elemento de cohesión de la coherencia de la organización.)//**final de la primera jornada.**

***Viene de la tercera jornada de entrevistas, aún sobre Liderazgo...***

**BF:** ¿Liderazgo, significa saber crear trabajo en equipo?

**X-CF:** Trabajar en equipo no es trabajar juntos. A menudo se confunde a un grupo de individuos que trabajan juntos como trabajo en equipo y eso no es así. Un grupo de individuos alrededor de una misma cosa, no es trabajar en equipo. El mero trabajar juntos, es entorpecer. Lo que verdaderamente consolida el trabajo en equipo es una suma sinérgica del valor de las individualidades de cada persona. El valor de la suma de las individuales crea un valor superior a la mera suma aritmética de los individuos. Esa es la mejor definición de liderazgo.

Lo que convierte un trabajo de un grupo de personas que trabajan juntas, en un trabajo en equipo, es el liderazgo. El trabajo del líder, desde el punto de vista empresarial, es que un grupo de personas que pueblan un mismo espacio, se orienten a objetivos comunes desde diferentes perspectivas sinérgicas de roles compensados, haciendo que la suma del valor de las individualidades de cada uno, sea de un valor exponencial superior al simple sumatorio del resultado individual de cada miembro.

El liderazgo permite que las distintas personas se alineen en pos de un objetivo claro y diáfano, con una asunción cada uno de roles y tareas y funciones, que a su vez están focalizadas para que sean sinérgicas para la consecución del trabajo en conjunto, creando un resultado al trabajo de incremento del valor añadido.

**BF:** En este sentido y para que nadie crea que el concepto de liderazgo es estratégicamente importante solamente desde el ámbito del *management*, y por tanto para poderlo considerar también como elemento clave en la gestión de marca, una de las tesis primordiales de esta investigación, sostiene que sin liderazgo; un liderazgo que fomenta el trabajo en equipo y por tanto que otorga *autoritas* y herramientas óptimas para la gestión, sin este liderazgo es difícil la consecución de una óptima reputación de marca, por lo tanto de valor de marca, dado que el liderazgo es lo único capaz de que el valor que aporta la marca pueda trasladarse a algo tangible.

**X-CF:** Sí, sin duda. (El líder) tiene algo a explicar en base a un contexto y tiene un lenguaje. Efectivamente puede haber diferentes necesidades de liderazgo en distintas organizaciones y dependiendo del momento, pero hablando en el plano de la creación de marca, en este escenario, el liderazgo se convierte en algo así como aquello que ocurre en las ecuaciones científicas, donde la simpleza, es lo bello. Porque resume en pocas palabras la grandiosidad del universo. Y que es a partir de esta formulación que se engarza con la comprensión sobre el resto de las demostraciones.

En el trabajo en equipo, el líder crea la narrativa; describe el contexto en el cual se va a desenvolver el plano estratégico sobre el que se quiere trabajar. En

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el fondo, el líder es quién crea una narrativa que hace creíble y da claridad a los objetivos.

**BF:** ¿Hay por tanto concreción en la función de liderazgo, en tanto en cuanto éste hace que el valor intangible de la narrativa de la marca se traduzca en un intercambio de valores tangibles?

**X-CF:** El líder es él que es capaz de trasladar un concepto abstracto, quién es capaz de que esa abstracción se traslade a aspectos concretos, resultando en que el trabajo de un grupo de personas sume, aportando valor. En definitiva, concreción sobre la abstracción, planteamiento estratégico y plan de acción.

Los líderes son los que son capaces de proponer un plan de acción totalmente claro y completamente ligado a un plan estratégico. Y un plan estratégico es un pensamiento abstracto, no es un plan de acción, algo que a menudo también se confunde. El plan de acción es la concreción de un plan estratégico. Un plan estratégico es un planteamiento abstracto de hacia dónde se quiere llevar el negocio –porque se detecta una tendencia, por lo que explica un análisis de mercado, ... – y la marca es lo que le da la narrativa a la empresa. La marca es el contexto de la empresa.

**BF:** Porque, ¿tiene que haber un lenguaje?

**X-CF:** Sí. Como hemos comentado ya anteriormente, la FNOB es el contexto de la *Barcelona World Race* y para que ese contexto se convierta en conocimiento, necesita de un lenguaje. El conocimiento es lo que hace que creamos un producto y ese producto necesita de un lenguaje propio para que el producto pueda ser explicado. Si no, como decía el viejo filósofo chino:

*“La mejor forma de pervertir una sociedad es el mal uso de las palabras”.* Es el lenguaje el que crea cohesión. Porque da un sentido de unidad de acción. Cuando uno escucha un lenguaje que entiende, automáticamente se adhiere aunque ya sólo sea psicológicamente. Por tanto la capacidad de trasladar un producto a una sociedad es la capacidad de crear un lenguaje que entienda tanto él que lo comunica como al que se le comunica.

Por tanto hablamos de: Contexto – Producto - Lenguaje - Adaptación al consumidor – Y eso es lo que crea una marca.

La marca es el producto de todo esto, no al revés. No existe la marca. Es decir, la marca es una creación, no existe. Existe en la medida en la que tiene una capacidad de tener un contexto, de crear un lenguaje alrededor de ese contexto, de crear un producto que tiene un lenguaje y un contexto propio que es capaz de adaptarse. Y por tanto que crea una marca, porque crea un



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reconocimiento. Una marca no es nada más que una identidad. Y lo que da identidad a las empresas, es la marca.

Las empresas no son unas máquinas de crear marca. La marca es lo que da sentido a una empresa y puede ser marca entendida desde diferentes perspectivas, marca comercial etc. Pero es marca en el sentido de identidad.

**BF:** Es decir cómo te llamas, quien eres...

**X-CF:** Exactamente. En aquello sobre lo que hablábamos mediante un lenguaje, que es un concepto muy importante. Es así porque el lenguaje es lo que crea confianza. Cuando el lenguaje rompe la barrera de la incomprensión, es cuando se gana la simpatía.

Hay dos conceptos en lo que se refiere a la capacidad de traslación de los valores de una compañía. Porque la sostenibilidad de la marca, son los valores. Y es el juego entre simpatía y empatía.

La empatía es la capacidad que una empresa tiene de trasladar de la mejor posible, a través de un lenguaje propio, que haga entendible al consumidor la capacidad de los valores que puedas estar ofreciendo: los beneficios, las ventajas...en definitiva: los valores. La empatía es la capacidad de ponerse en función del otro, creando confianza. Y cuando hay confianza, hay simpatía y ésta genera a su vez la confianza de que el otro pueda ponerse en acción y crear; abarcando por tanto el concepto de co-creación, que es propio del concepto de marca.

Es un diálogo entre empatía y simpatía. La empatía la provoca la empresa, la simpatía la provoca la adaptación que el lenguaje crea a partir de haberse puesto en el lugar del otro. Y es por tanto el lenguaje lo que crea la simpatía. Y es la simpatía la que en este binomio (empatía-simpatía), es aquí donde se encuentra la capacidad de crear confianza y por tanto de co-crear. Porque con ello no es estás trabajando para un tercero sino para el mayor beneficio mutuo en el uso, de lo que sea.

**BF:** En el diagrama básico de la comunicación: emisor-mensaje-receptor, diríamos entonces ¿Que el emisor genera la empatía, mientras que el receptor genera la simpatía? Y en esta relación, ¿el lenguaje es la herramienta?

**X-CF:** La simpatía es el fundamento de la confianza. Simpatía entendida en el contexto del término griego. Así como empatía es el concepto de sinergia. La simpatía es el concepto de que tenemos una corriente mutua beneficiosa que hace que ambos estemos en la misma onda, permitiendo que juntos podamos

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crear lo que sea que tenemos en común –es la verdadera situación de poder-. Y eso, es la marca y es muy importante.

La marca no es un concepto abstracto, es un concepto concreto que proviene de un contexto tangible. Está ligada a la identidad, está ligada a los valores y por tanto está ligada a la credibilidad. Si no está ligada a estas tres cosas no es un pensamiento abstracto, es un planteamiento táctico y por tanto no es marca.

Si la marca no está ligada a valores –y me refiero expresamente a valores (no éticos), sino valores de cualquier tipo (de tecnología, de medio ambiente, etc.), valores- no es una marca, es otra cosa, es táctica. La marca está ligada a la identidad de las compañías y eso es lo que marca la diferencia. (\*lo entendió muy bien Nestlé con Danone, los coches Renault..)

La marca se convierte en un valor identitario. Es el contenido de la marca el que traslada a todos los productos todo lo que conlleva la identidad corporativa, la identidad como compañía haciéndolo creíble y por lo tanto sostenible todo aquello que ofrece el negocio en términos de intercambio de valor.

**BF:** Así volviendo al tema principal de esta entrevista, el liderazgo es fundamental en la traslación de la marca, entendiendo liderazgo como aquel que hace comprensibles los valores identitarios de la empresa u organización, y no los propios o personales...

**X-CF:** Un líder de empresa es un líder de equipos. No existe un líder de empresa. La empresa es un conjunto de individuos que trabajan bajo un mismo sombrero. No existe un líder de la empresa. Existe un líder de las personas, para que estas se alineen con la cultura de la empresa, no con un líder específico. Si no las empresas no tendrían un valor estable y dependerían demasiado de las personas que trabajan en ellas, y esto no puede ser.

**BF:** Sería aquello a lo que en mi investigación, me refiero como la responsabilidad frente a la cultura corporativa RCC<sup>i</sup> (que no la responsabilidad social corporativa –RSC)

**X-CF:** Si los valores son mudables, no se tiene responsabilidad con lo acontecido anteriormente (durante o en relación al futuro) y eso no hace al negocio sostenible. Tiene que haber una identidad corporativa muy potente para crear marca a través de los valores, y en el tiempo.

**BF:** Encontramos por lo tanto tres factores, tres Cs que configuran la construcción/generación de marca: Confianza, Credibilidad, Continuidad...

**X-CF:** Se convertiría sino en un negocio especulativo. La continuidad es lo que da sostenibilidad y ello es lo que crea confianza, porque esperas que esté. Es un círculo virtuoso perfecto, que se retroalimenta y es móvil (está vivo), como todo organismo.

En este sentido, me gusta referirme a la empresa como organismo. Porque es como un organismo que se retroalimenta del valor de la adaptación al medio sin perder la esencia. No adaptas los valores intrínsecos que conforman tu identidad, sino la actuación de cómo trasladas esa identidad al mercado. Porque si no sería pura especulación: adaptar los valores constantemente a lo que el mercado espera que le digas, es populismo, nihilismo absoluto...

La identidad que se consolida es aquella que traslada al mercado el lenguaje que mejor puedan hacer comprender los valores de la identidad corporativa de la marca, pero no que cambian los valores. El valor de solidaridad por ejemplo no cambia con el tiempo, cambia la forma, el modo de utilizarlo, y de ponerlo en relieve. Si no, no se está creando un concepto corporativo estable y sostenible en el tiempo.

**BF:** Por ello la profesión defiende el papel del Dircom, de un ejecutivo de alto nivel y cercanía con la gestión estratégica del negocio vs el rol de un mero relaciones públicas...

**X-CF:** Sí, pero atención. Quisiera aquí hacer una observación al respecto de las relaciones públicas. Las RP tienden a pervertir la naturalidad de la marca cuando se convierten en un instrumento posibilista; es decir, cuando se convierten en dígame Ud. lo que quiere, que yo lo convertiré en un argumento que lo haga creíble. Aquí es donde se crea un contexto negativo en torno a las relaciones públicas y este el problema de las relaciones públicas, según se (mal)entienden, a menudo. Me preocupa siempre cuando la marca se sostiene en las relaciones públicas porque es un mecanismo dónde los propios profesionales de las relaciones públicas se convierten en sofistas del marketing. *Qué es lo que Ud. quiere conseguir que le haré el retro-planning para atrás y da igual lo que Ud. sea: petrolera, contaminante... hagamos 4 donaciones y su imagen quedará limpia...y eso es una problemática de las relaciones públicas que hay que evitar.*

La creación de marca es un elemento muy importante de las relaciones públicas pero siempre y cuando se sostenga sobre la verdad de donde partimos, y por lo tanto siendo consecuente con la actuación que tenemos.

**BF:** Entre identidad e imagen, ¿no hay bi-direccionalidad?

**X-CF:** No. Imagen es una proyección. Cuando se utiliza la palabra imagen, ya en si mismo lo que se desprende es que nos estamos viendo a través de los

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ojos de los demás. Lo que uno tiene que tener claro es cuál es la identidad que se quiere hacer prevalecer. Si se construye la imagen a través de lo que opinan los demás, y se construye la identidad en base a ello, lo que se está haciendo es un discurso especulativo.

**BF:** Estás siendo superficial... lo mismo sería cierto aplicado a una persona...

**X-CF:** Sí exacto. Sería una persona de una superficialidad absoluta. Es el famoso mito de la caverna de Platón. Si haces esto, sólo estás mirando la proyección de un objeto y no el objeto en si mismo. Tiene que ver con el concepto del lenguaje, las identidades y los elementos de categoría.(...Pero este sería ya un terreno de análisis puramente filosófico).

### **-end Interviews part I-**

#### **Entrevista 2.**

**Co-creación, relación con múltiples stakeholders y procesos de innovación en comunicación. Pasar de presentar a explicar. Generar contenido y expansión del conocimiento intrínseco; sobre el que generamos y sobre el que obtenemos en sinergia con otros.**

**BF:** Ocurre cuando hablamos de marca en este sentido más abstracto, que cuesta medir los resultados que de su construcción y desarrollo, se desprenden. ¿Cómo respondemos a la exigencia de una medición y evaluación de los resultados de la gestión de marca?

**X-CF:** La cuantificación del impacto: el ámbito de cálculo no puede ser estrictamente en base al producto -lo que sería lo directamente relacionado con el patrocinio de un barco en nuestro caso por ejemplo-, sino que tiene que resultar de un ámbito más amplio en el que se genera marca, se crea cultura y además se acumula peso -conocimiento- en el mercado; derivados de los hitos e inputs de diferentes contextos disponibles, y que cuando llegan al público objetivo, consolidan el mensaje creando una imagen de marca poliédrica.

Desde el punto de vista estratégico y conceptual -es decir, abstracto- no tiene ninguna duda; pero el problema es el pensamiento concreto. Desde el punto de vista de la toma de decisión de la empresa, a menudo se tiene la duda (en relación a las inversiones), de porque unas cosas sí y otras no.

En definitiva hay que responder, mediante dos miradas sobre la marca:

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- Abstracta o Conceptual –no hay duda de que tiene valor
- Concreta en la toma de decisiones –engloba la problemática de cómo evaluar para saber en qué invertir en cada momento.

**BF:** ¿Sería el ejemplo, un intercambio en patrocinio?

**X-CF:** El contexto es el elemento que concreta el espacio sobre el que se puede calcular; aunque sea un espacio meramente conceptual. Por ej. El espacio BWR es muy limitado –sería el impacto mediático, a través de la publicidad, de un barco y unos regatistas, en el momento de una competición. ¿Pero qué proporciona la FNOB?: El contexto. La FNOB lo que hace en relación a la sponsorización, es dotar al patrocinio de diferentes ámbitos dentro de la vela oceánica, coherentes a la propia elección sobre la sponsorización, dotándola de inputs más allá de los propios de la regata.

El problema está como he dicho, en la toma de decisión. A un ejecutivo de una empresa patrocinadora, se le debe poder concretar un escenario sobre el que más tarde, pueda evaluar. La FNOB complementa a la BWR en ámbitos, que coherentemente con la regata en sí; como pueden ser la ciencia, el I+D+I, la divulgación, la educación, etc., le permitirán (al patrocinador) tener un contexto de sponsorización que se pueda concretar y por tanto evaluar. Líneas convergentes entre el contexto y el espacio, en coherencia con los valores a trasladar. Unos valores siempre positivos y proactivos son una buena inversión en sponsorización, pero el problema está en concretar el valor de retorno que esta ofrece. Y esa diferencia la da el contexto. Mayor interrelación con distintos *stakeholders*, en diferentes ámbitos. Que en su narrativa de sponsorización pueda adaptar a sus intereses particulares.

**BF:** ¿Legítima la narrativa de su marca?

**X-CF:** Exactamente. No es un simple *claim* publicitario, es un desarrollo de pensamiento. La FNOB crea un desarrollo de pensamiento. Desde conceptos más concretos a un concepto más abstracto (y vc.).

**BF:** ¿El valor del retorno no lo da el producto BWR, lo da la entidad FNOB?

**X-CF:** Sí. La entidad le crea contexto al producto. Una sponsorización de una vela en el horizonte, es un poema visual. Es bello, onírico, excepcional... pero está demasiado focalizado en una cosa: en sí mismo, y desde el punto de vista de la toma de la decisión, tiene un gran riesgo sobre la inversión. Resulta tan (puntual y) extraordinario que si le ocurre algo a ese momento de esa imagen, se pierde toda la apuesta sobre la inversión. Como un juego, a decidir entre sí o no. En cambio, si lo pongo en contexto con otros barcos, ya le estoy sumando una frase a la sponsorización. Y si le añado más aspectos, como

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decíamos antes, de formación, de tecnología, de educación, etc., con todo la FNOB otorga una narrativa completa a la esponsorización.

Acaba por ofrecer un pensamiento completo que va desde lo más abstracto a lo más concreto, permitiéndole al patrocinador destinar esa oportunidad narrativa a todo aquello que le es pertinente, según su propia actividad. Le construye un Abecedario para que este escriba sus historias, siempre con coherencia con los valores compartidos. La esponsorización, no regala una letra, da un abecedario completo. Es un tema muy importante. El contexto de la esponsorización es el único elemento que permite trascender de lo más abstracto a lo más concreto, y permite al inversor cuantificar muchos elementos que a priori no podía evaluar.

**BF:** Cuales son los beneficios de aportarle esa narrativa al partner entonces, ¿le permite desarrollar su propia narrativa cultural corporativa? ¿Justificarse?

**X-CF:** Sí, pero es un paso previo. El contexto es un ABC para que él componga la narrativa que mejor le convenga y eso, le damos margen de libertad. (No le damos nuestra narrativa, sino que nuestra narrativa se convierte en su abecedario para que pueda construir elementos de credibilidad propios). Nosotros proponemos un contexto coherente y el patrocinador lo articula como le convenga.

**BF:** O sea ¿das autonomía sobre el uso de tu aportación sobre el contexto?

**X-CF:** Exactamente. Por eso es más concreto y personalizado. No es un modelo único para todos sino que cada uno, dentro del contexto, se creará el modelo de esponsorización óptimo para su empresa y lo valorará en función de eso. Uno valorará más el programa educativo, otro el científico. Esto es lo bueno de crear contexto. Permite dar herramientas para construirse un discurso propio. No obliga a que resumas toda tu cultura en una única frase (o slogan). Se trata de valorar la capacidad que tengas como empresa de exprimir al máximo el contexto que se te proporciona (con la inversión).

**BF:** En cualquier caso, se convierte ya en su propia responsabilidad. Le damos la posibilidad de vehicular su marca. No una narrativa, sino un contexto narrativo para su adaptabilidad. ¿Es así?

**X-CF:** La valoración (de la esponsorización) es sobre un todo. No podemos hacer que todos se alcen con el medioambiente. Lo importante es que sea coherente para cada uno. No es una cuestión de aluvión (de propuestas), es una cuestión de compartir un eje central sobre el cual (el patrocinador) pueda construir poliédricamente los espacios que tienen coherencia con su

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organización; aportarle partes diferenciadas que le permitan construir la realidad desde donde quiera, siendo coherentes a su organización.

Creamos las partes; los elementos que en si mismos construyen (constituyen) la vela oceánica. La ecología, el medioambiente, la ciencia... son elementos coherentes porque te hacen responsable con el medio sobre el cual actúas, el I+D porque soluciona los problemas de la vela oceánica, la divulgación porque representa las bases desde donde se construye el futuro, etc. Lo que haces es crear recursos más óptimos y más rentables para el patrocinador.

Y la BWR es, si se quiere, el vehículo final de concreción, pero no es el elemento fundamental. Es la FNOB la que crea el contexto que te permite visualizar el potencial de oportunidades narrativas coherentes a tu organización. (Nuestra marca es la FNOB).

**BF:** De acuerdo. Hablemos entonces de la función del gestor de la comunicación. ¿Cuál es su papel?

**X-CF:** De entrada, no se debe permitir que la estrategia de esponsorización se convierta para el patrocinador en un simple activo financiero; de beneficio fiscal. Hay que saber dotar a la propuesta, los mecanismos de desarrollo de la comunicación del otro. El responsable de la narrativa multiplural de contexto, como hemos dicho, es la entidad –en nuestro caso la FNOB, no la BWR-. Y ese debe ser en primera instancia, el sujeto del intercambio en la esponsorización. Hay que ofrecer un contexto, que sea una cadena de valor de elementos transversales y poliédricos.

**BF:** Sería entonces, ¿ofrecer valor en *open source*?

**X-CF:** Sí. Ofrecer valor desde el contexto, no desde el contenido. “El producto” a esponsorizar no es un paquete de contraprestaciones de visibilidad de imagen o de cuantificación de impactos. Es un lenguaje sin limitaciones, que aporta flexibilidad y que permite adaptarse al socio patrocinador para que este se sienta, desde su organización, identificado, comprometido con la inversión. Hay que demostrar que el valor ofertado, es el de la capacidad para una creatividad propia. (Es así como el esponsor acabará por hacerse co-responsable de los beneficios y oportunidades al alcance, ante su propia inversión.)

**BF:** Los beneficios de la esponsorización ¿son más de uno?

**X-CF:** El contexto ofrece un doble éxito. Por una parte porque se crea efectivamente un contexto, por el otro porque éste, permite actuar como agente de divulgación.

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**BF:** ¿Cómo se visualiza el contexto que se está aportando?

**X-CF:** Por el lenguaje y la preparación (ante riesgos de reputación). Son las herramientas que se te ofrecen. Y que te permiten generar confianza. Atiendo, mediante el contexto y de forma concreta, a lo que tu construyes en tu propia narrativa. Cualquier cosa que tengas por interesante, te aportamos herramientas para hacerla expansiva; extenderla y generar con ello mayor credibilidad y por lo tanto, confianza. Provocamos exposición y te ayudamos a generar empatía con tus públicos objetivos. Dejas de convencer, para exponer. Eso te hace ser coherente y te identifica con una corriente de simpatía. No te damos guiones, ni guías discursivas, si no que dejamos que te enriquezcas tú con las piezas que ponemos a tu alcance. Es el éxito de LEGO.

*(viene de la tercera entrevista)*

**BF:** Tras establecer que la narrativa que se aporta en primera instancia desde el liderazgo y se concreta en trabajo en equipo, ¿el siguiente paso es entonces adentrarse al plano más ejecutivo, al plan de acción? ¿La comunicación ha dejado de ser lineal?

**X-CF:** El plan de acción es una acumulación de elementos tácticos. La parte tras saber quién soy, de hacia dónde voy y a quién quiero llegar, no es estrategia, es plan de acción. Un plan de acción es como el ajedrez. Hay dos tácticas: movimientos que me permiten llegar al objetivo estratégico deseado y movimientos que son defensivos, contraatacantes en función del escenario competitivo en el que me encuentro. Eso es la táctica.

Pero hay que recordar que hablamos a la vez de algo más abstracto. La imagen (de marca) es una acumulación de momentos. No es un momento. Volviendo al término utilizado en tu investigación, el concepto clave a retomar es el de sostenibilidad. La sostenibilidad sólo se da en la acumulación de momentos que tengan que ver sinérgicamente el uno con otro, que creen empatía, para que la suma de ambos resulten en un mayor valor añadido.

Es en la acumulación donde está la estrategia, no en la táctica. La táctica en sí misma no tiene valor, sino que tiene que estar referida a un contexto para repercutir, mediante el mecanismo táctico, en el alcance del objetivo estratégico que se quiere alcanzar. Por lo tanto tiene que estar ligado a un proceso temporal, que significa acumulación de acciones.

No creo en la individualidad de algo sino en el contexto de una serie de acciones que haces antes, después y durante.

**-end Interviews part II-**



### Entrevista 3.

#### **Gestión del riesgo vs. Gestión del caos**

**BF:** Decías el último día: “No creo en la individualidad de las acciones sino en el contexto de una serie de acciones que haces antes, después y durante.” Lo ligabas a la vez al concepto (nuevamente financiero) de *long-tail*, ligándolo también al concepto de sostenibilidad...

**X-CF:** Sí, en efecto. Y además voy a ligarlo también a la idea entorno a la gestión del “caos”, presente también en tu esquema de investigación. Si tienes que gestionar tiempos de caos, aplicaría el símil marinero:

Cuando estás en plena tormenta no hay que fijarse en cuanta agua entra por la proa, sino en donde está la proa en relación a la ola. Pero además, cuando navegas lo importante no es lo que te viene por detrás, sino lo que tienes por delante. Por lo tanto, siempre hay que tener el sentido de aquello que dicen los viejos marineros: *Mano firme en el timón y mirada fija en el horizonte*. Un sentido perfecto entre mano firme, que quiere decir estar dispuesto tácticamente a realizar los movimientos necesarios para abordar la situación y poder corregir cualquier imprevisto, y mirada fija en el horizonte, es decir sabiendo siempre hacia dónde me dirijo... Independientemente del caos en el que me encuentre.

Si no se sabe hacia dónde se va y no se está dispuesto a hacer un despliegue táctico en base a un contexto (también temporizado), no se puede generar acumulación (de valor) de marca. ¿Y quién maniobra el timón para compensar los distintos escenarios –la situación inmediata y también hacia dónde se va? ... A menudo los ejecutivos no cumplimos una de esas dos premisas del viejo marinero, o bien estamos demasiado pendientes de tener mano firme (hands-on-things) y olvidamos la orientación de la proa, o bien al revés. Es la combinación de ambos ejercicios lo que sustenta la gestión (efectiva) del caos. En realidad, cabe recordar que no importa el escenario. Importa cómo se actúa en el escenario concreto: sea de éxito, de caos, de incertidumbre o de riesgo.

El nivel de identidad asumida de la compañía, el contexto disponible bien perfilado, la capacidad de creación de una narrativa, que se convierte en lenguaje, la adaptación de ese lenguaje y la empatía que genera frente al receptor, y que crea simpatías.... En todo ello, da igual el escenario, lo único importante es la adaptación.

No es el escenario el que hace cambiar las cosas. No cambia la sistemática del quehacer—Porque si la cambias, estás perdido. Fallarían entonces muchas otras

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cosas, el saber que sale mal y porqué. Es por tanto, la acumulación de unas acciones lo que lleva al éxito o a una sedimentación de una sostenibilidad. Hay que disponer de elementos flexibles para maniobrar (golpe de timón), siempre sabiendo la dirección, pero sin cambiar la metodología o el conocimiento de las acciones, sino el cómo éstas se ejecutan en función del escenario. El escenario no cambia la estrategia. Porque el escenario es importante, pero no es trascendente. Hay que gestionar el cómo, no el qué.

**BF:** Generando a la vez confianza, en los demás y en uno mismo...

**X-CF:** Frente a cualquier escenario, hablamos entonces de la adaptabilidad del lenguaje para una mayor comunicación o con el mercado (producto) o con la sociedad (binomio empatía-simpatía).

**BF:** En este punto, me interesa mucho entonces hablar del concepto tiempo en la gestión de la comunicación. Y la confianza que ello requiere para dejar que las acciones se ejecuten... aún no viendo aún la acumulación que representa. Es habitual la desconfianza en las organizaciones, incluso en el peor de los momentos, en situaciones de caos...

**X-CF:** Es normal. No somos un animal preparado para gestionar el caos.

**BF:** Pero el organismo sí debe serlo...

**X-CF:** No tampoco. Somos animales preparados para automatizar probabilidades. Hemos de estar preparados para gestionar probabilidades. Gestionamos el riesgo, no el caos. Debemos cambiar la idea de gestión del caos por la de gestión de probabilidades, que quiere decir gestión del riesgo. En *management financiero*, la gestión siempre es por escenarios. Prevedemos una serie de afectaciones según el escenario previsto, para las cuales automatizamos una serie de mecanismos que nos permiten corregir nuestras acciones. Es decir, gestión de la probabilidad de los riesgos en los que incurrimos, en un escenario concreto.

Hablar de caos es hablar de un abstracto; un cúmulo de circunstancias que no sabes dimensionar ni jerarquizar. En cambio, el riesgo es una jerarquización de las probabilidades; de aquello que más nos afecta, a lo que menos. Y eso es la gestión.

El caos es in-gestionable y también no todo el riesgo puede gestionarse. El riesgo tiene dos componentes: riesgo sistemático y riesgo no-sistemático.

El riesgo sistemático no lo podemos gestionar. Por ejemplo: la economía mundial se hunde, es sistemático, no lo puedo gestionar. El riesgo sistemático

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nunca lo puedo eliminar o minimizar, pero sí puedo trasladárselo a otro. Por ejemplo: un seguro de incendios de una fábrica.

El riesgo no-sistemático, sí. Qué hacen mis clientes, qué ocurre en el entorno... puedo gestionar mecanismos correctivos, dentro de mis protocolos de actuación. Y eso es la gestión del riesgo no-sistemático.

Los humanos manejamos concreción y predictibilidad, no solamente intuición. Por eso somos seres racionales. La intuición es un elemento básico de la capacidad de la valoración de escenarios que es lo que hace que surja el elemento de inteligencia. Nuestro nivel de inteligencia combina lo intuitivo y lo racional. Y ahí es donde aparece nuestra capacidad de gestión. Pero el caos, es in-gestionable; ni siquiera. El caos, es caos y punto.

**BF:** Recuerda a lo qué en comunicación reconocemos bien, como la diferencia entre crisis management y issues management. Issues management es escenario management, riesgo sistematizado; crisis management es riesgo no-sistemático...

**X-CF:** (Incluir gráfico dibujado por X-CF). El riesgo no-sistematizado incluye elementos de prevención y de compensación, no de gestión. Y riesgo es la incertidumbre probabilizada; la gestión es de escenarios.

**BF:** ¿Sólo se gestiona riesgo a través de escenarios?

**X-CF:** Lo que llamamos gestión del caos, en el fondo es la gestión de escenarios. La única capacidad real que tiene una organización, es la creación de estrategia. Para crear concreción, para establecer un plan de acción y poder llegar a donde se quiere llegar. Porque si no, no hay capacidad de movimiento. Es decir, tiene que haber concreción. Una dirección.

**BF:** Podríamos decir entonces que en cada una de las acciones, en la acumulación...

**X-CF:** Acumulación no por aluvión, sino por superposición y por sinergia. Es la misma diferenciación que hemos hecho entre grupo y equipo. Grupo conlleva acción en un mismo momento, equipo son acciones que crean sinergias donde el acumulado aumenta el valor añadido. Las acciones deben ser pensadas de manera concreta pero entendiendo que la acumulación de todas ellas provoca un resultado mayor que la acción individual de cada una de ellas. Y eso, es lo difícil en un plan de acción; evitar arrancar de 0 cada vez.

Adaptación al medio mediante acciones, no simplemente hacer cosas. Una vez más, la sostenibilidad solo existe en la acumulación.

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**BF:** Además ¿cada una de las acciones debe incluir el sentido del todo? ¿Qué componentes tiene que tener cada acción, para saberse adecuada?

**X-CF:** Las acciones tienen que hablar siempre de lo mismo, pero con elementos diferenciados que en su acumulación creen sinergia. Si hago publicidad solamente, no estoy creando ámbito. Necesito una acumulación de impactos en distintos formatos: publicidad, relaciones públicas, etc. Para gestionar el escenario identificado, no debo realizar una consecución de acciones sino un sumatorio de acciones que vayan directamente a reforzar el objetivo estratégico propuesto. Hay que pensar en el contenido de las acciones de forma correlativa, no secuencial.

El plan de comunicación es una respuesta al riesgo.

**BF:** En el caso de la gestión de la comunicación entonces, hablaríamos de estar gestionando el riesgo sobre la reputación de la marca?

**X-CF:** Depende. El plan de comunicación responde a muchas cosas. Suena mal pero es un instrumento táctico de respuesta a una estrategia, pero es la estrategia la que debemos abordar.

**BF:** Pero, ¿la gestión de la comunicación debe estar al nivel más alto de la organización?

**X-CF:** Lo que decíamos antes, comunicación es una de las acciones que sumada al resto de acciones de la compañía, consigue aportar mayor valor al conjunto. Por eso a veces los planes de comunicación resultan inútiles, porque están pensados solamente desde si mismos, desligados del resto de planes de la organización. Debe estar directamente relacionado con un plan financiero y un plan de seguridad, etc. Tiene que estar hilvanado al resto de planes.

**BF:** Por lo que tiene que haber tanto un departamento de comunicación, como de marketing...

**X-CF:** No necesariamente. La organización es flexible. Y se debe adaptar a cualquier situación que vive la empresa. No creo en organigramas estándar. No todas las empresas necesitan las mismas funciones. Para unos, unas serán matriciales, otras estructurales. Cada organización definirá las suyas. El plan de comunicación siempre estará pensado para el conjunto de la organización, pero no hay que confundir el instrumento con quien lo crea. Crear el departamento específico no es estrictamente necesario.

Es la discusión eterna, entre el departamento de marketing y el de comercial, ¿quién manda sobre quién? Pues, depende. Si eres una empresa distribuidora,

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el marketing debe estar directamente ligado con la comercialización, pero si eres un generador de producto, quien manda es marketing porque responde a una adaptación al mercado. Cada organización es diferente. Me organizo en función de a qué me dedico. Esto es la eficiencia. Las organizaciones no existen per se, si no en adaptación a lo que se quiere conseguir.

**BF:** En una fundación, como la FNOB...

**X-CF:** Somos una fundación de divulgación, ciencia y deporte. La comunicación para nosotros es esencial. Tenemos que hacer saber lo que hacemos; transmitir conocimiento. Debemos trasladar los beneficios que ofrecemos a la sociedad y por tanto debemos tener una política de comunicación que esté constantemente adaptando el lenguaje, para que cada receptor sepa qué oportunidades se están creando en cada momento. Por lo tanto para la FNOB, la comunicación es estratégica.

Y además como institución, un elemento clave es la reputación. Si no hay credibilidad, no hay aportación de valor. Valores, contexto, identidad, trasladada permanentemente. Para una empresa industrial, se valorará más su capacidad técnica, su proceso industrial que no necesita tanto la comunicación. En este caso el marketing es esencial y la comunicación es importante dentro del marketing, pero lo importante es el marketing; la eficiencia está orientada a lo comercial, el círculo de eficiencia que se crea es la distribución. En definitiva, cada organización es diferente. Las funciones están, pero deben jerarquizarse de forma diferente según cada organismo. No se debe confundir el instrumento, con la organización de las funciones.

**BF:** De hecho, muchas organizaciones se equivocan y muchos profesionales también, porque no adaptan el perfil a la función, ni la estructura a la organización...

**X-CF:** Sí. Esta es la habitual confusión entre funciones y departamentos. La acumulación de las acciones de valor dentro de una función es lo que crea departamentos, no a la inversa. Siempre existe comunicación pero no necesariamente debe constituir un departamento; aunque la comunicación en sí, sea sin duda, estratégica.

**BF:** La comunicación en la FNOB ¿es por tanto, estratégica?

**X-CF:** Sí. Aunque tampoco todas las fundaciones son iguales. Desde la FNOB, está claro que debemos comunicar la utilidad de lo que somos. Somos un generador de oportunidades sociales. Nuestra comunicación debe ser efectiva por lo que somos y para que se use lo que somos. Comunicación efectiva por reputación y por la actividad que ejercemos.

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En este sentido, la comunicación es transversal a todo lo que somos y hacemos. Y esa tarea en comunicación no debe obviarse, sea cuál sea en cada momento la organización departamental del propio organismo, que será mutable según el avance sobre la continuidad de la entidad y según se perpetúe el valor que ésta conlleva.

**-end Interviews part III-**

### Summary Re-cap Interview

Interviewer: Blanca Fullana

Transcripciones de Entrevistas en Profundidad a:

**Xosé-Carlos Fernández**

[xfernandez@fnob.org](mailto:xfernandez@fnob.org)

**Director General - C.E.O.**

**Fundació Navegació Oceànica de Barcelona**

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Entrevista 4: Miércoles, 27 de Enero, 2016.

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### Preámbulo:

La transcripción de la conversación mantenida que sigue, responde a un análisis final basado en la recapitulación de las temáticas tratadas en las tres entrevistas en profundidad completadas a finales de 2015.

En carácter de entrevistado, Xosé-Carlos Fernández, valida las afirmaciones, consensuándolas y aclarando conceptos que completan la argumentación entorno a la función y gestión de la marca en las organizaciones.

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**BF: Antes que nada... ¿Te sientes cómodo con el resultado de las transcripciones de las entrevistas mantenidas hasta ahora?**

**X-CF:** Sí, gracias. Me siento y me leo en las transcripciones. Lo he visto correcto y te agradezco el esfuerzo en la materialización. El resultado me satisface y se me advierte útil también en mi labor de director general (de la Fundació de Navegació Oceànica de Barcelona).

**BF: Gracias a ti, entonces. Para recapitular, me han surgido algunas preguntas adicionales a propósito de tus respuestas y comentarios de las sesiones transcritas. ¿Te parece si empezamos con ellas?**

**X-CF:** Adelante, por favor.

**BF: En primer lugar ¿Crees que una marca se crea, se construye o por el contrario se genera, es intrínseca a la organización, está ahí y simplemente la identificamos, para gestionarla...?**

**Dicho de otro modo, habíamos apuntado a lo siguiente:**

Primero ha de existir un liderazgo que permita construir una narrativa y que haga que el equipo la asuma, poniéndola en contexto frente a socios externos (múltiples partners y stakeholders) que a vez co-crean y participan en parte de la narrativa -reuniendo sus aportaciones-. Con todo ello, se debe reconocer muy bien el contexto y midiendo el riesgo (no gestionando el caos como inicialmente se podía había propuesto) aseverar que se tiene las herramientas preparadas para navegar en el día a día...

**Por tanto, me gustaría re-preguntarte: ¿qué cabe hacer desde la organización en relación a la marca?**

**X-CF:** Siempre habrá que hacer algo. Porque incluso no hacer nada también sería una decisión. Porque siempre que haya un escenario que genere consecuencias, hay una decisión. Y la no-acción también en una opción en si misma, que genera consecuencias.

La marca es un activo, por lo tanto necesita de una gestión. Es decir, respondiendo a tu pregunta inicial: ¿La marca se crea, aparece, surge...? Yo diría que todo eso, pero que sin duda lo importante es que la marca necesita ser gestionada. No hacer nada, no es una buena decisión. No hay marcas que perduren en el tiempo voluntariamente, por puro tránsito.

**BF: Gestionar la marca por tanto ¿no es una opción?**

**X-CF:** Lo importante no es crear una marca, sino la sostenibilidad de una marca. Crear una marca es un concepto que tiene que ver con la publicidad pero no con la identidad.

La gestión de la marca, refleja una cultura; es una acumulación de acciones que llevan desarrollándose al cabo del tiempo en diferentes escenarios y diferentes ámbitos. Y deben ser varios ámbitos porque para que la comunidad la asuma, tiene que responder a distintos atributos y tener sentido bajo escenarios diversos, porque ahí radica la confianza. Entender esto es muy importante.

La marca debe ser gestionada desde un marco poliédrico y debe representar atributos poliédricos en cada uno de los ámbitos en los que se encuentra. Una marca, desde el momento en que es poliédrica, debe ser alimentada desde los distintos contextos para que al final acabes viendo y entendiendo una cosa sola, por ejemplo: Zara. La marca tiene que ser alimentada.

Zara: desde la producción a la distribución incluye atributos como la flexibilidad en toda la cadena de valor de la empresa. En las prendas aporta una flexibilidad de usabilidad a bajo precio, cercano a la moda de tendencias, en el diseño aporta accesibilidad, las tallas...etc. Todo eso, son ámbitos diferenciados de trabajo pero que en el fondo responden a un mismo valor: flexibilidad.

En conclusión responde a aquello que habíamos dicho con anterioridad: la empresa crea con el conjunto de sus actividades, no una suma aritmética, sino geométrica. Valor de sinergia, eso es la marca. La marca es el sumatorio de todas las acciones que una organización hace, no siendo una suma aritmética, sino geométrica, debido a la aportación de las sinergias. Y ese es el valor de marca; un valor de marca que está en la gestión.

Y aquí cabría preguntarse ¿Cuál es el elemento de gestión, entonces? ¿Qué gestionamos: la marca o los elementos que hacen que la marca exista? Sin duda, los elementos que hacen que la marca exista y no la marca en si. Si no es así, las organizaciones entran en incongruencias y contradicciones, como ha ocurrido ocasionalmente mediante relaciones públicas mal entendidas; cuando las organizaciones expresan conceptos que no se ven reflejados en la realidad, y que no existen; especulación sólo para “vender”. Y esto no es lo que buscamos.

**BF:** La marca por lo tanto, no existe. Existen los elementos de gestión de la marca...

**X-CF:** Sí, hablamos del sumatorio. Cuando la marca es especulativa está para vender en un mercado en un momento concreto, pero entonces la marca no



perdura y no refleja la realidad de una empresa. Es un *nick-name*. *Mi empresa es la Fundación, mi nick-name es Barcelona World Race.*

La marca de la que aquí hablamos, es un elemento de la cultura empresarial. Para gestionar sostenibilidad las organizaciones necesitan que el *nick-name* (apodo) se refleje sobre la cultura empresarial y vc. Gestionamos los elementos constitutivos que crean la narrativa que pueda trasladarse a la marca producto. Desarrollamos una narrativa cimentada que da profundidad a los atributos que queremos queden asociados a la marca. No gestiono la BWR, gestiono los atributos que forman parte de esa marca y que residen en la FNOB. De esa forma podemos desarrollar “productos” nuevos que responden todos al mismo sustrato; a los mismos valores. Y eso consolida a las marcas, porque se crea identidad.

Un nombre no es una marca; es un identificativo. Sí es marca, responderá a una realidad más allá de una mera identificación con el producto. Es el vehículo sobre el cual se congregan de forma sinérgica todos los elementos que conforman la cultura de la organización, y que se traducen en la marca.

**BF: ¿Los elementos son cada uno de los atributos que cada marca tiene y que para cada marca son los suyos propios?**

**X-CF:** Sí. La marca como aquí la estamos entendiendo, refleja la cultura de una organización. Y aquí hay que tener cuidado. No digo que una marca no pueda gestionar su reputación en un mercado, hacerla más visible, más reconocible...para eso existe el marketing y las relaciones públicas, pero para que sea sostenible, tiene que haber una verdad para que los elementos y atributos de reputación puedan ser contrastados. Si no, se convierte en una marca especulativa.

**BF: ¿Es la verdad sobre la que se sostiene la marca, la que hay que trabajar? Porque trabajar sobre atributos es un poco confuso, ¿no crees? No me gusta mucho el concepto atributo, prefiero del inglés *asset* y no *attribute* (Es la ventaja de que mi tesis esté escrita en inglés, marcar esta diferenciación).**

**X-CF:** Sí tienes razón, la clave está en el resultado del valor patrimonial de la marca. No es un simple atributo: ecología, calidad, etc. Es un residuo transversal a la organización. La marca es patrimonio de la organización. El ejemplo sería: Tienes una casa y quieres venderla. Su valor no reside en decir que la casa es bonita. Su valor es el reten de los años de cuidados en fontanería, pintura, etc. que le has dedicado para mantenerla en buenas condiciones.

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**BF: No gestionamos un discurso de comunicación, sino unos elementos de valor que validan ese discurso...**

La gestión se realiza en tanto a esa labor, en efecto. Lo otro es simplemente un elemento de comunicación cuidadosamente empaquetada para que sea más visible, accesible (incluso creíble). Pero el patrimonio de la marca responde a lo que se ha hecho.

La comunicación no crea marca; transporta lo que se quiere contar, pero no necesariamente evita que pueda resultar incoherente. Comunicarlo mejor o peor es una manipulación de la imagen sobre la propia realidad, pero ésta no se crea, es. Se puede crear percepción, pero no verdad. La comunicación es un elemento de percepción. La idea existe, pero el objeto está en realidad en algún otro sitio. (Ref. Caverna de Platón).

La comunicación es un elemento de transmisión, no de creación. No creo en las marcas especulativas, sino en las marcas sostenibles.

**BF: Te parecía entonces correcta, la siguiente apreciación: La gestión de marca es un hipertexto del conocimiento transversal que reúne la organización y la comunicación, es en realidad meta-comunicación de los distintos elementos atribuibles a la cultura corporativa, y por ende, a la marca.**

**X-CF:** Sí, me parece una buena definición. Y porque cabe aclarar: La comunicación, no creo que sea una herramienta estratégica. Es un elemento táctico extraordinariamente importante, pero no es estrategia.

**BF: Pero hay entonces una gestión de la comunicación previa a la comunicación; a la acción de comunicar... La conceptualización es estratégica, pero no lo es el ejercicio de comunicar ¿es así?**

**X-CF:** Sí, en efecto. Y ese el riesgo de los tiempos que corren, donde a menudo la pérdida de la esencia sobre lo que se quiere relatar proviene justamente del mecanismo (“veloz” y “masivo”) de las propias herramientas de comunicación. Y eso es perversión, porque puede pasar que a fuerza de querer divulgar, se pierda una esencia por el camino y se cree una imagen que no se corresponde con la realidad, y que a su vez no responde por tanto al valor de continuidad. Gran alcance pero con poca sustancia: eso no ayuda a la sostenibilidad de las marcas.

Hay una estrategia en mayúsculas y estrategias en minúscula. La comunicación puede tener estrategia (minúscula) pero no estrategia (mayúscula), que reside en otros ámbitos de gestión de la organización.

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**BF: Son aspectos confusos los que aquí estamos tocando, muchos profesionales de la comunicación sí dirían que lo que hacen es estratégico...**

**X-CF:** Ya... Y es que pueden llegar a tener razón. Pero hablamos entonces de marcas especulativas, orientadas a un mercado en un momento concreto. Si la comunicación es estratégica en mayúsculas, querrá decir que en parte se está falseando la realidad de la empresa, haciéndola más de *algo*, que no es. Luego, tienes un problema. Porque como organización, si no tienes capacidad de cambiar y cumplir con lo que estás diciendo, eres insostenible.

Lo que no puede hacer la comunicación es ser un cúmulo de palabras que falsifica el mensaje.

**BF: Me surge entonces la duda, ¿quizás esta tesis debería surgir de la disciplina del *business management* y no tanto desde la comunicación?**

**X-CF:** Cuando hablas de marca, hablas de patrimonio empresarial. Cuando hablas de comunicación, hablas de un elemento funcional, como la contabilidad, etc. El marketing no es patrimonial. La marca es el patrimonio y todos los elementos funcionales de la organización lo que hacen es co-crear mayor valor de marca en base a la suma de sinergias.

Así como en el caso del marketing, sí creo que es un elemento estratégico; porque conceptúa, entiende realidades, permite a la empresa adaptarse mejor para crear el producto que tiene en consonancia con el consumidor que tiene, etc., la comunicación la entiendo como una función dentro del marketing, en el sentido en que es facilitadora de una estrategia, pero no co-creadora (de un producto). Es importante, pero no estratégica. Porque ¿cuál sería sino el objeto de la organización?...

En comunicación es cuestión de tener al mejor especialista. Pero ¿es un puesto estratégico? No! Es operativo. Importante, pero funcional.

¿Puede haber un departamento propio de comunicación? Sin duda alguna, pero eso no lo eleva a la categoría de estrategia porque no es co-creador. No es una categoría.

**BF: El problema es cómo encajar la importancia de la gestión de marca en la tarea de comunicación. En este sentido, entiendo que debo concretar el enfoque de la tesis para que nazca del plano empresarial, y no del de comunicación...**

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**X-CF:** En efecto. Que nadie lea que la marca se crea o se sostiene a través de la comunicación. Porque se crea, pero no a través de la comunicación. La comunicación la expande, pero no la crea. La comunicación, si crea, es perversión.

A diferencia, el marketing no crea producto, pero ayudar a crearlo. Hace una investigación que ayuda al diseño propio del producto y en ese sentido es evidentemente estratégico.

**BF: Es un tema que preocupa mucho en el ámbito de la comunicación...**

**XC-F:** Sí, lo entiendo. Pero es que de lo que hablamos al final, es de un concepto moral. Si la comunicación es la que crea en una organización, porque co-crea el mensaje, entonces es de algún modo una falsedad.

La comunicación tiene que trasladar de la mejor forma posible el mensaje para que alcance de la mejor forma posible a la audiencia, pero insisto, no crea el mensaje. Porque si no, es un sofismo: *dígame Ud. lo que quiere escuchar, que yo se lo sirvo...*

**BF: Es gestión de marca y no gestión de la comunicación de marca...**

**X-CF:** Sí. Si me permites, es gestión integral de marca. Porque la gestión de marca es como si hubiera una gestión directa entre la marca y la gestión. En cambio, la gestión integral de marca permite justificar que la marca es la consecuencia de una gestión de todos los elementos que la crean.

**BF: La diferenciación me queda clara, entonces. La comunicación tiene que validar la gestión integral de la marca...**

**X-CF:** Sí. Es la misma diferencia que existe entre conocimiento y reconocimiento. No me preocupa que no me conozcan, ya me conocerán... Lo que me preocupa es que no me reconozcan. Sé que eres alguien y sé que haces algo –niveles de reconocimiento-. Conocimiento es que me describan detalladamente quién soy (y eso no es para todos necesario).

La comunicación tiene que promover que haya un reconocimiento sostenido y un conocimiento que vaya ampliándose. Estos son los dos objetivos de la comunicación. El objetivo de la comunicación no es crear la marca, si no comunicarla. Y que conste que no le quito ni un ápice de valor a la comunicación. Pero tampoco quiero corromper el concepto de estrategia; que es el de co-creación.

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**BF: ¿Quién tiene entonces la responsabilidad de gestionar la marca? Y ¿quién tiene la responsabilidad de comunicar?**

**X-CF:** La gestión de la marca es del líder porque es el que unifica todos los elementos que crean la marca.

**BF: Es el que tiene el encargo...**

**X-CF:** No, no. El encargo lo tienen todos pero es el líder quien lo promueve. Y es el líder el que está ocupado generando valor para la marca.

**BF: El director de comunicación solo puede hacer bien su trabajo si el líder de la organización le da el encargo adecuado. Quién debe darle importancia a la gestión de la marca es el líder y lamentablemente esta es la carencia de muchos de nuestros líderes actuales...**

**X-CF:** Los líderes de las organizaciones efectivamente deben asumir que una de sus funciones es la gestión de la marca. Entender que la marca es el reflejo de la compañía, que es una proyección de la organización.

El comunicador es quién contribuye a que llegue, a cada público...pero no es el gestor. El responsable de la marca es el líder.

Porque ¿Quién es el responsable de la marca Zara? ¿El departamento de marketing, el de comunicación? No lo creo. El responsable es su gestor, en este caso, Pablo Isla. Porque marca en definitiva está asociado a valor añadido y esto lo otorga el líder. No hay que confundir la marca Zara, con el jersey Zara. Cabe entender la marca más allá de la marca comercial; que es una mera etiqueta.

Otro ejemplo: iPhone vive de los valores que le aporta la marca Apple y el responsable es el máximo responsable de la compañía. No confundir marca y producto. iPhone es un producto de Apple, pero no es la marca.

**BF: iPhone: ¿no es una marca?**

**X-CF:** No. La marca es Apple. Por lo tanto cuándo hablamos de que es el líder el que gestiona la marca, es porque hablamos de Apple. iPhone puede tener un brand manager que supervise el nicho de mercado y el marketing del producto, pero los atributos paraguas que sostienen el valor final del producto, los aporta la marca. Y ese valor lo aporta Apple. Nombrar a un responsable de la marca Apple o de la marca Zara, sería nombrar a un nuevo director general porque es este el que articula todos los elementos de valor de la marca.

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No hay un brand manager de la marca Apple o de la marca Zara. La marca es el patrimonio de la organización (valor integral total).

**BF: En cualquier caso, un buen Dircom puede guiar, sugerir por donde pueden ir las cosas...**

**X-CF:** Sí, sin duda, pero tú misma lo dices. Detecta táctica, no estrategia. Refuerza el mensaje, dicta que puede ser más conveniente a la hora de transmitirlo para hacerlo más comprensible, pero no crea nada nuevo, no dice cómo ha de ser el nuevo producto...en todo caso advierte sobre los atributos que podría incorporar... La comunicación es la avanzadilla que orienta a la organización, puede decir por dónde meterse y por dónde mejor no, pero eso no lo hace hacedor...

**BF: Al final a la pregunta, ¿se construye una marca? La respuesta es que no. Una marca se gestiona pero no se construye.**

**X-CF:** En efecto. ¿Apple se crea? No. La marca es una consecuencia de una forma de hacer las cosas. iPhone sí se crea, porque se sostiene sobre la verdad de la marca Apple. Pero por eso decimos que no hay que confundir la marca comercial con la MARCA.

**BF: Queda muy claro, gracias. Hay otro aspecto que también querría abarcar: el de la ética de las marcas...**

Las organizaciones no tienen una ética. Se les dota de una ética. La ética surge de la suma de comportamientos de los individuos que la conforman.

**BF: Igual a lo que comentabas al principio sobre las marcas...**

**X-CF:** Sí. ¿Tienen las empresas un comportamiento ético? No. Tienen un comportamiento ético –o no- las personas que conforman la organización. Por eso hay empresas que han sido contradictorias en algunos aspectos (a medida que han cambiado las generaciones que las gestionan). Cuando se lleva un largo tiempo se pueden entrar en contradicciones, por ejemplo, en lo relativo a aspectos sociales, como su posición por ejemplo frente a la igualdad entre hombres y mujeres...

La ética no es un comportamiento de la organización porque implicaría que la organización es un ente racional y vivo (humano). Afirmar eso es una forma de esconder la responsabilidad individual de las personas que toman las decisiones en la empresa. Comentarios del tipo: *...bueno ya sabes cómo es mi empresa...* son equivocadas. Las empresas no tienen ni moralidad ni ética, las tienen los individuos.

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**BF:** ¿La ética de la organización es una manera de hacer de sus individuos?

**X-CF:** Lo que hace que una empresa sea ética es la suma de las voluntades de los individuos que la conforman. Pueden haber códigos éticos pero son consensos que los miembros de la organización toman para sentirse identificados.

**BF:** ¿Los códigos éticos serían en parte los elementos que configuran la marca? *Assets (vs. Attributes)*, que hablábamos antes...

**X-CF:** Sí porque en el fondo con ello se está creando sustrato sobre el que se fundamentan los atributos de la marca. Pero también aquí cabe andarse con cuidado, porque a veces la marca esconde muchas de esas responsabilidades individuales.

**BF:** El concepto de responsabilidad individual, ¿es clave?

**X-CF:** En efecto. Y en este sentido, sobre la comunicación...la función es ya en si misma muy importante y no hay que sumarle responsabilidades añadidas que no le per tocan. Las decisiones sobre las propias acciones de comunicación ya conllevan una gran responsabilidad y capacidad y *expertise*..

El líder por su lado tampoco crea compañía, crea a los equipos que sostienen a la compañía. Y si un líder es responsable lo primero que piensa (o que debería pensar) es en coger las riendas de una organización para poder dejarla en mejor situación (de lo que estaba). Trabajar para poder cogerla y también para poder dejarla, porque si el líder intenta hacerla a su imagen y semejanza, lo que se está, es incumpliendo con el primer mandato del buen liderazgo, y que es el siguiente:

Las organizaciones están por encima de las personas y deben ser evolutivas en el tiempo. El líder debe trasladar elementos de mejora que permitan que el que venga tras de si, dispondrá de un sustrato sobre el que posicionarse y construir, sin que se sienta atado de manos.

¿Esto podría entenderse como una merma del valor o capacidad de un líder? Ni mucho menos, simplemente le estamos otorgando importancia a lo que tiene verdadera importancia: a la organización y no al líder.

**BF:** Es una visión muy necesaria la tuya...

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**X-CF:** Hay un término que se ha pervertido en las organizaciones, y es el de área funcional. Las empresas están estructuradas en áreas funcionales, es verdad. Pero no todas las áreas funcionales son estratégicas.

El área Comercial: ¿es funcional? Sí. ¿Es estratégica? No. Es importante en la medida en que dota de información a Marketing para que pueda reflexionar y de nuevo re-paquetizar el producto que se está vendiendo, pero Comercial no co-crea producto, Marketing, sí.

Pienso sinceramente que solamente existen 3 áreas/departamentos estratégicos en una organización...

**BF: A ver, suéltalo... (risas)**

**X-CF:** Marketing: que entiende el mercado, Producción: que investiga y crea el producto/servicio y Finanzas: que lo posibilita. No es una cuestión de jerarquías. Es llamar a las cosas por su nombre. Comunicación, Comercial etc. son importantes y no son menos que nadie, pero no co-crean.

¿La comunicación crea el mensaje?! No. Esa expresión tiene una falta de ética total. Si alguien me dice esto en una reunión, pienso: *¿En serio, articulará Ud. un mensaje para crear una verdad?* Eso es manipulación, falta de ética y de responsabilidad.

**BF: Estoy de acuerdo con lo que dices, y aún así me surge una duda más. A propósito de lo que decía Chomsky sobre las definiciones de las palabras en el diccionario...una definición es una interpretación de quien la lee, en base a lo que ya conoce y que tiene como referencia...**

**X-CF:** Sí pero eso es lenguaje. El lenguaje es otra cosa. Sin lenguaje no existe modulación del pensamiento. Es más, si los comunicadores asumen que son los dueños del lenguaje, entonces (y disculpa la expresión) *nos vamos todos al tacho!*

**BF: Lenguaje y mensaje: no son sinónimos.**

**X-CF:** Exacto. ¿El lenguaje crea el mensaje? Sí. La comunicación no; la comunicación lo traslada, lo difunde... pero no lo crea.

*No existe aquello que no se publicite:* es un slogan, un argumento comercial, para un ejecutivo de la comunicación perfecto. Pero como elemento intelectual, no es así. Eso es manipulación.



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Volviendo a máximas de filosofía, cabe recordar: la mejor forma de hacer corrupta a una sociedad es pervirtiendo el significado de las palabras. El descrédito de las sociedades empieza cuando nos olvidamos del verdadero significado de las palabras.

La palabra es la marca. La marca es como una compañía se expresa. El lenguaje es la marca.

**BF: De igual forma, las responsabilidades, las libertades...se toman, no se dan.**

**X-CF:** La responsabilidad es un elemento unitario, que asume el líder. No se puede compartimentar. Cada uno tiene la suya, y es el sumatorio de las responsabilidades lo que configura la responsabilidad del conjunto.

No hay reparto de responsabilidades, sino de funciones. Cómo líder se pueden compartir funciones, pero la responsabilidad es única. El que piense que puede delegar responsabilidades, se equivoca.

**BF: Hay líderes delegando responsabilidades cada día o peor aún quitándose la responsabilidad de encima...**

**X-CF:** Lamentablemente puede ser que sea así. Hay un principio esencial: hay estar en la ética de las palabras y no en la estética. Vivimos en un entorno social donde parece ser más importante la estética de la palabra...todo es comunicación, televisión,... parece que todo el mundo tenga algo que decir... Pero la capacidad de explicación, el valor de la palabra para trasladar un pensamiento y configurar un mensaje... es lo que tiene que ver con la ética. Y la ética es fundamental.

**BF: Es un gran placer escucharte y recoger tus aportaciones, que son muy significativas para mi campo de investigación. Con todo lo recogido en las entrevistas, un último tema que querría tratar. He observado que el factor tiempo en comunicación es muy importante resaltarlo. La ecuación espacio-tiempo de la comunicación es relevante en relación a la credibilidad que después genera...**

**X-CF:** La estética de la palabra es un tiempo de corto-plazo; consumible. La ética en cambio, es lo que construye y requiere un tiempo más largo. El sustrato, la verdad...está aquí. Lo otro es consumo; un producto estético que corrompe también a la organización.

Pero sin duda, es necesario un equilibrio entre ética y estética. Lo importante es hablar con contenido y tampoco el contenido justifica el engorroso uso del

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lenguaje. No se trata de adormecer a la audiencia. Simplemente se trata de equilibrar -justa medida-. Y sobre todo, se trata de utilizar palabras que permitan que después se asuman las responsabilidades que de ellas se desprenden.

**BF: Pues esto me parece, como resumen, un gran final. Mil gracias Xosé.**

**X-CF: Gracias a ti, Blanca. /**

# PHD THESIS

## Annex II:

### Academic:

#### a. Preliminaries:

- Thesis justification
- Thesis statement
- Hypotheses and Thesis Questions
- Thesis concept structure

#### b. Research Summaries

(English, Catalan, Spanish)

#### c. Key words

#### d. Abstract

#### e. Bibliography

## Preliminaries

### **Thesis justification**

This research justification is amid the societal spheres and context paradigms that have changed forever by becoming un-windingly technological (rather than mechanic). A context now facing still-to-come un-thought-of not only business but also humanistic and philosophical challenges in awe of the future developments brought on board by the possibilities of knowledge-management, the capabilities wrapped in big data, the connectivity albeit the internet of things –IOT-, furthermore, by the *fearsome* nature's deviations coming-up in regards to the internet of people –IOP-, ...

In thus, audiences' questions and concerns have become unchangeably global, expecting coherent answerability in relation to interrelated issues that threaten our societies, such as: climate change and environmental issues, human rights or women and racial equality treatment, etcetera. Furthermore, in relation to the entire conception of the term sustainability –meaning balance- in all areas attaining the chain of value traversed by the brand. That is: accountability over one's own branded corporate culture and identity and thus through-out all corporate performance behavior and activity.

## **Thesis statement**

The brand is thus set to be considered thoroughly as a consequent effective and strategic management resource that executed through a holistic hypertext and approach of the communications activity of organizations, acts as an intrinsic element of business management and as a generator and facilitator of qualifying tangible and intangible added-value projects, meaning knowledgeable expertise; a contribution not just to a particular market, but to society as a whole.

The thesis to prove is that the brand is patrimony to the organization and its audiences –beyond *equity*-, as it has a direct circle-cycled affectation over the overall system of operations of an organization, in addition to the manufacturing and commercialization of goods itself, and farther along the innovation it shares in and for society.

In such, identity -much as image- must be aligned with the corporate strategy, the business models and the activity performance that the brand portrays.

Furthermore, corporate culture is to be set responsible for the reliability, credibility and reputation that the business organization seeks, in the pursuit of its social-stance, pertinent to its future endurance and sustainability.

## Hypotheses and Thesis Questions

### 1- Hypothesis:

*Businesses are affected by the “liquidity” of context shifting values and technology structures of today. The permeability of its operations has eliminated the barriers between internal and external communications processes and between public relations and marketing functions.*

**Thesis question:** What’s the call on duty coming out of the societal context expectations of brands and business and organizations as a whole? Is quality product and service the sole achievement to be in offer?

### 2- Hypothesis:

*The brand is the intangible all-across an organization asset, that sustains the patrimonial value of any given branded-organization. Brand patrimony is an organizational asset that conveys but exceeds branded-product value, brand image and even brand equity.*

**Thesis question:** What are the other unaccounted –out of the marketing reach- intangible attributes embedded in brand value?

- 3- **Hypothesis:** *Being reasonable to assert on such a reaffirmation of the brand's total value, the marketing discipline proves not enough and by no means, not to be the sole barer of brand's representation.*

**Thesis question:** Who? –which function within an organization- is to withhold the responsibility of brand management overall?

- 4- **Hypothesis:** *Becoming an organizational asset, the brand –herein brand identity- is to be considered at the highest C-suite level within an organization, constituting a major management leadership's function and concern.*

**Thesis question:** Are organizations' leaders and managers willing to take upon this added responsibility? Do they have a choice?

- 5- **Hypothesis:** *Hence, corporate communications ought to give re-birth and recoding to their functions and step in to aid organizations meet current societal and cultural expectations, portrayed by their brands.*

**Thesis question:** How and in which ways can corporate communications practices support brand management? Are there any specific and pertinent functions to adequately undertake in these fields and under such demand? Which ones and why are they relevant? Clearly, how do these differ from the marketing brand responsibilities that in other instances –also through social media- are to be maintained?

### Thesis concept structure

- 1- In considering in practice, to assert on the management of brand patrimony, the first question at hand, is that of establishing accurate definitions of the terminology used in the argumentative research. *Brand, patrimony, identity, culture, society...* are all terms that require further consensus and clarification. An important aspect of this dissertation is therefore meant to determine the LANGUAGE parameters to be considered in such terminology.
  
- 2- Sitting, as it is the case of this investigation, in the discipline of communications as a whole, and hence in the putting in common of an intended (by the sender) and perceived (by the receiver) agreeable signification (or message), the text involves interpreting DISCOURSE schemas of the societal culture in which such communications are occurring. Thus, a second consideration within this thesis claims *enterprises* re-genesis and recaps on what is to be understood by an organization's brand reputation, ethics and trust.
  
- 3- Pertinently in today's context, within a society that is permeable, accessibility capabilities of the public opinion are reshaping the societal values and beliefs that need to restore corporate NARRATIVE in regards to adscription, ownership and responsibility of a brand's proposition; running in a two-way or more directions and giving way to non-spare share and co-creation. That is, operating in and out of an organization.



- 4- Sitting in such an open-source global society, an organization's brand identity cannot be dissolute from the corporate culture under which it operates, all across its sphere of managerial activity. In other words, a brand is an identification of that which is responsible for representing, proposing and meeting a given expectation/s, true. However, no longer this definition is merely attaining the product-based functionality and usability, but rather the holistic vision of the product's full chain of ideation, production, distribution and social benefitting for the purpose of qualitative future standing. That is: the entire organization. To that matter, corporate and social culture must be in DIALOGUE and thus enable and engage through specific relevant content-based COMMUNICATIONS flows.
  
- 5- From the marketing of a brand to the being, acting and sustaining of a brand, much needs to be accounted for in both academic research and professional practice. And thus, beyond product brand marketing strategy (otherwise essential in an organization and to this respect prominently researched), this thesis asserts on the leadership bundles that are required to underpin brand value as a key organizational asset that aims to bear the right to be sustained long-term; acknowledging brand patrimonial export beyond financial equity income. That is: HYPERTEXTING brand's identity.

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- 6- In result, and as a core contribution to the corporate communications field, the research eludes to the competences that reveal brand identity within an organization, based on:
  - a. corporate language and brand identity identification – organizational messaging (hypertext content and full-length rhetoric)-
  - b. interconnectivity with external stakeholders –co-creation projects and collaborations-
  - c. reputational risk management anticipation –corporate brand issues communications-.
  
- 7- Finally, assuming brand's all-inheritance signification, this study builds and accounts for what is described as corporate culture responsibility –CCR- ; a new concept practice area within, exceeding pre-existing CSR assumptions; suggested by the researcher.

### Research Summary

The present investigation is an approach to brand value from a top-management perspective, asserting that a brand is not merely a commercial value portrayed by a product placed in a market; even less so, a public relations rhetoric avowing a *political correctness*, but rather a full-length ascribed patrimonial asset that conveys an organization's cultural response to the societal issues within its activity-bound. In such, considering the brand as an intangible in-management attribute that is portrayed across the entire chain of productivity whilst influencing current and future innovation processes, in return.

Operating under a new context paradigm, the brand becomes patrimony (overall value), beyond –and not excluding- (financial) equity. In all, a hypertext practical vision on the attributions of the brand to signify knowledge-based corporate culture responsibility, amidst identity acknowledgement, multi-stakeholders engagement and reputation's risk management and anticipation.

Focus of this research, sets forth to upgrade the brand as a significant element of business management, and not just of marketing, and shares guided contribution to the key tasks and tools currently at stake in the development of well-grounded corporate communications.

**Research Summary in Catalan language**

La present investigació és un acostament al valor de la marca des de la perspectiva de la direcció general, afirmant que una marca no és un simple valor comercial; el d'un producte adreçat a un mercat -menys encara, una retòrica pública de correcció política- sinó més aviat un actiu patrimonial transversal que dona resposta, a través d'una identitat pròpia i d'una cultura d'organització -i per tant dins del seu àmbit d'actuació-, als debats i reptes de la societat local, però també global. En aquest sentit, considerant la marca com un intangible en la gestió, que es troba al llarg de tota la cadena de valor i productivitat i que té influència sobre els processos d'innovació actuals i de futur, que alhora en redundaran.

Operant sota un nou paradigma de context, la marca es converteix en patrimoni (valor total), més enllà -i sense excloure- el *brand equity*<sup>1</sup> (valor financer); ampliant les atribucions de la marca per significar-la sota una responsabilitat cultural corporativa (RCC)<sup>1</sup> basada en el coneixement, en el reconeixement de la pròpia identitat corporativa, i involucrant i fent participants a múltiples agents externs que permeten anticipar-se i gestionar els riscos que actuen sobre la reputació.

L'aportació principal, fruit de la investigació, i basat en l'experiència empírica, situa a la marca com un element clau de la gestió empresarial, i no només del màrqueting, alhora que contribueix a donar pautes sobre les funcions pràctiques essencials que cal assolir des de la disciplina de la comunicació corporativa.

**Research Summary in Spanish language**

La presente investigación es una aproximación al valor de la marca desde la perspectiva de la dirección general, afirmando que una marca no es un simple valor comercial: el de un producto dirigido a un mercado; menos aún, el de una retórica pública, sino más bien, un activo patrimonial transversal que da respuesta, a través de una identidad propia y una cultura de organización (y por lo tanto dentro de un ámbito concreto de actuación), a los debates y retos pertinentes de la sociedad local, pero también global. En este sentido, considerando a la marca como un activo intangible en la gestión, que se encuentra a lo largo de toda la cadena de productividad y que tiene influencia sobre los procesos de innovación actuales y de futuro, que a su vez le redundarán.

Operando bajo un nuevo paradigma de contexto, la marca se convierte en patrimonio (valor total), más allá -y sin exclusión del *brand equity*<sup>1</sup> (valor financiero), ampliando las atribuciones de la marca para significarse bajo una responsabilidad cultural corporativa (RCC)<sup>1</sup> basada en el conocimiento, en el reconocimiento de la propia identidad corporativa e involucrando y haciendo partícipes a múltiples agentes externos que permiten anticiparse y gestionar los riesgos que actúan sobre la reputación.

La aportación principal, fruto de la investigación y basado en la experiencia empírica, sitúa a la marca como un elemento clave de la gestión empresarial, y no sólo del marketing, al tiempo que contribuye a dar pautas sobre las funciones prácticas esenciales que cabe desarrollar desde la disciplina de la comunicación corporativa.

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**Key words**

Brand Management

Brand Patrimony

Brand Equity

Intangibles of brand value, trust and reputation

Corporate Communications

Corporate Brand Identity

Corporate Culture Responsibility

**Thesis Abstract**

The thesis herein and at stake, examines the approach to brand value from a top-management perspective, asserting that a brand is not merely a commercial value portrayed by a product placed in a market; even less so, a public relations rhetoric avowing a *political correctness*, but rather a full-length ascribed patrimonial asset that conveys an organization's cultural response to the societal issues within its activity-bound. Subsequently, as this research will unveil, signaling to corporate culture responsibility as the uttermost conceivable attribute –*germini* of all the rest- of any business or organization aspiring to be sustained long-term.

In so, this research will analyze and challengingly deconstruct -all-through-out a cross-fields grounded dissertation-, *new* definitions or new attributions to *old* definitions of relevant terms such as corporate identity, corporate culture, social responsibility ..., to start and finish with the first question of all: What is a brand *today*? And, of how much value is it, to any organization, to any one at all?

The justification for such an investigation is amidst a holistic change in perspective -in all interrelated given ways-, of an organization's positioning and standing in society. The hypothetical approach, sets forth that in today's global context, where technology has widened the outreach of brands beyond their publics, the question of sustainability for any given organization –profit or non-profit- pleads to withhold brand reputation in the eyes of communities, and not merely markets; acting as a *true* societal value, responding to a specific corporate culture and understanding that the outcome of the organization's presence in society must redound in support of it, and not despite it. And in thus, considering the new challenges opening up in economic business administration and sociology correlative disciplines, of this *one* world.

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Serving the above as an introduction of the context-sphere, and centering in the affectations for the communications professional activity contributions at stake, the present study will continue in all-due respect, to argue that that which has been to-date the main targeted public of any brand, urges now to be considered, recognized and supported as a citizen, rather than as a simple consumer. Thus, and for which, other relevant stakeholders' perceptions and relationships become as important and necessary as customer brand awareness, engagement and service. That is acting upon other relevant attributions of value portrayed in the brand and made by the re-born social actor which is now, the consumer. More so by any other of the key stakeholders: the employee, the supplier, the distributor... *ultimately* by the investor and the shareholder too.

It is precisely to this matter that a change in perspective of the corporate communications practice needs also to be accounted for, attaining, as this research will assert on, to be involved in an overall brand vision. And whereas marketing continues to be a –if not, the- key strategic element of any successful business -fostering assertive (product) brand attributes-, it becomes imperative also that such perceptive image operates in correspondence to overall corporate culture and identity; reassured necessarily by organization's managerial leadership. In all, urging to treat the brand as a central area of top-management. And that is not to claim the participation of communications managers in executive boards –which as-well is to become more visible-, but to actually consider the brand as an intangible in-management attribute that is portrayed across the entire organization's chain of production and activity.

In other words, maintaining that day-to-day business operates in consideration that the factual short-term brand proposition of the product is supported through a wider long-term vision of brand expectation fulfillment, carried through and across the organization. And therefore, suggesting that the offered ability of the brand in a given moment, is *opportunity* (and not



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opportunistic) and a response to the capability of determining current and future innovative and corporate responsible *possibilities*.

As a final concluding contribution of this thesis, affirming, that under such dimensional *panorama*, the brand asset translates into patrimony (overall value), beyond –and not excluding- (financial) equity. Meaning, the resulting defined concept expands the attributions of the brand, to signify and acknowledge **corporate culture responsibility™**. And in such, upgrade the brand to become a significant element of business management, and not just of marketing and most importantly, a referential agent within society and not within a market.

In all, a final-cut allegation and alert: that brand patrimony is to be understood as a dynamic future knowledge and experimental (ethics-values) capability and endowment and not as a static past heritage (morale-values) transmission.//

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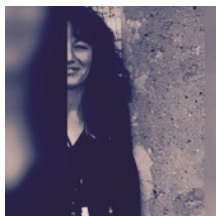
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**Executive-consultant, professor and open-discloser**, Blanca Fullana is a specialist in corporate brand management (Brand Equity Management). Her expertise is set to support overall strategic business objectives, whilst commanding mind-set shifts in integral communications activity; focusing on the expansion and orchestrated performance of the overall brand asset, bringing forth its relevance and opportunities amid a wide spectrum of stakeholders and into society.

Most recently acting as Communications Manager of **EINA, University College of Art and Design** in Barcelona [www.eina.cat](http://www.eina.cat), she has between 2013-2016 contributed to build a communications culture, aimed at both establishing networking relationships with multiple museums, foundations and festivals in relevant cultural spheres, as well as marketing EINA studies and programs in the educational trade arena. Blanca's two decades of professional career is highlighted by her ten years at **Edelman** [www.edelman.com](http://www.edelman.com) (2000-2010), where between 2006 and 2010 she became Spain's General Manager. Her reliable leadership proved successful in team building and PNL management and strategically dutiful in global accounts such as: **Burger King, Nivea, British Airways, Ausonia, HP, Gilead Sciences, Footlocker and Microsoft**, among others, managing a team of over 50 professionals out of both Madrid and Barcelona PR offices. Her previous professional experience includes **Weber Shandwick** (1996-2000), **Project Multimedia** –London- (1996), **Anònima de Comunicació** (1993-1994) and **Olimpiada Cultural (Barcelona '92 Olympic Games)**. Among the brands she has worked for are: **Danone, Derbi, IBM, Port Aventura, Smint –Chupa Chups, DuPont, Clariant, eDreams, University of Chicago, National Geographic, Boeringher-Ingelheim, Starbucks, Club Med, Pfizer and Nike**.

Blanca is at the same time, **Associate Professor, Investigator and Researcher at the Advertising and Public Relations Faculty of the Pompeu Fabra University in Barcelona** [www.upf.edu](http://www.upf.edu), where she has been continuously lecturing since 2008, both in local and English language. Other teaching highlights include being a regular professor of the **Hispanic and European Studies Program (HESP)** integral to the UPF Education and **Study Abroad Program** (since 2010) as well as longtime professor of the **Master in Corporate Communications** at the Barcelona School of Management IDEC –UPF (since 2002), which has included 10 years of annual teaching

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in the **International Communications Master** at the University Diego Portales in Santiago de Chile (2004 -2013). She is an **active member** of Dircom [www.dircom.org](http://www.dircom.org) professional association of communications executives and a **semi-regular key note speaker** in PR associative and professional assemblies, bringing discursive contribution to corporate brand equity management build-up, in responsible account of businesses' sustainability, future-standing, trust, reputation and social performance.

Blanca holds both a degree in **Public Relations** (1990-1993) and in **English Philology** from the University of Barcelona (1990-1996). A scholarship in 1995 took her to La Trobe University of Melbourne, Australia, where she completed studies in Aboriginal oral tradition and Australian 20<sup>th</sup>C literature. Returning to a communications career in her hometown, she simultaneously attained a postgraduate degree in **Cultural Management** (2004) and earned a master's degree in **Comparative Studies in Literature, Art and Thought** (2010-2012) from the Pompeu Fabra University where she has completed her **PhD doctorate in Communications** (2012-2016) with a Thesis entitled: ***Brand Patrimony, on the hypertext of the brand asset and its corporate identity principles and accountability***, focusing on a higher performance of the brand asset through multi-stakeholder engagement and enactment of relevant and unique knowledge and innovation.

Blanca has native language fluency in **Catalan, Spanish and English** (all primary and secondary education in American and International Schools in Barcelona and abroad) and is semi-fluent in self-learnt **French**. She has good understanding of both **Portuguese** and **Italian** and beholds working knowledge of **German** (6yrs at Goethe Institute +2yrs of native teacher's assessment). Among her passions and hobbies are the Mediterranean, yoga, the Arts and travelling 'light'. //

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