

THE INTERNATIONAL CORPORATE IDENTITY GROUP

ICIG

**FOURTH INTERNATIONAL CORPORATE
IDENTITY CONFERENCE**

Corporate Identity 'Transcending Boundaries'

Thursday, June 18th, 1998

**Queen Elizabeth the Second Conference Centre
Westminster, London**

Organiser: Dr John M T Balmer

Sponsored by Landor



Also sponsored by:

The International Centre for Corporate Identity Studies





BUCKINGHAM PALACE

*Dr J. M. T. Balmer
Chairman
The International Corporate Identity Group*

The Queen expresses her sincere thanks to you for your kind message of loyal greetings, sent on behalf of all those participating in the fourth International Corporate Identity Conference which is being held at the Queen Elizabeth II Conference Centre, Westminster.

Her Majesty received this message with much pleasure and sends her best wishes to you all for a most successful day.

Private Secretary

18th June, 1998.





10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

I have great pleasure in extending my warmest wishes to all attending the International Corporate Identity Group Conference today.

Such an event promotes British business abroad, as well as providing the opportunity for new industries to promote their creative products and designs alongside their bigger and well-established counterparts.

Best wishes for a successful event.

Tony Blair

June 1998

MORNING PROGRAMME

St. James's Suite

8.45 – 9.15 Registration and Coffee

Westminster Suite

9.15 Welcome and Introduction
Dr John M T Balmer, Conference Organiser and Chairman ICIG

SESSION ONE – ‘WHY REPUTATION MATTERS’

Chairman – Dr John M T Balmer, ICIG Chairman

9.20 Professor John Kay, Honorary Vice President, ICIG
Peter Moores Director, Said Business School, Oxford University
‘Corporate Reputation and Corporate Strategy’

9.50 Question and Answer Session

SESSION TWO – ‘RETHINKING BRITISH IDENTITY’

10.00 Chris Holt, British Airways
and
Simon Jones, Director, Interbrand Newell and Sorrell
‘The New British Airways for the New Millenium’

10.30 Question and Answer Session

St. James's Suite

10.45 Coffee

Westminster Suite

SESSION THREE – KEYNOTE ADDRESS

11.15 **PETER MANDELSON, MP**
MINISTER WITHOUT PORTFOLIO

11.30 Discussion

St. James's Suite

12.30 Luncheon
Launch of the International Centre for Corporate Identity Studies
University of Strathclyde

AFTERNOON PROGRAMME

Westminster Suite

SESSION FOUR – THE LORD GOOLD MEMORIAL LECTURE

Chairman – Professor Mary Jo Hatch, Cranfield University

- 2.00 **The Lord Goold Memorial Lecture**
Professor Stephen A. Greyser, Harvard Business School
'Advancing and Enhancing Corporate Reputation'
- 2.20 Question and Answer Session

SESSION FIVE – 'MERGER MANIA: IDENTITY AND COMMUNICATION MADNESS

- 2.30 Adrian Day, Landor Associates
**'The Role of Corporate Identity and Communications in
Mergers and Acquisitions'**
- 2.50 Dr Andy Lowe, University of Strathclyde
'Managing the post-merger aftermath'
- 3.10 Question and Answer Session

St. James's Suite

- 3.30 Tea

Westminster Suite

SESSION SIX – 'CORPORATE IDENTITY: TRANSCENDING BOUNDARIES'

Chairman – Professor Stephen A. Greyser, Harvard Business School

- 3.50 Dr John M T Balmer, University of Strathclyde
and
Dr Alan Wilson, University of Strathclyde
'Transcending Corporate Identity and Culture'
- 4.10 Professor Mary Jo Hatch, Cranfield School of Management
and
Professor Majken Schultz, Copenhagen Business School
**'Branding the Corporation: Relations Between Organizational
Culture, Identity, Vision and Image'**
- 4.40 Question and Answer Session
- 5.00 Chairman's concluding remarks

THE INTERNATIONAL CORPORATE IDENTITY GROUP

The International Corporate Identity Group (ICIG) is an informal group of executives, consultants, academics and students interested in furthering the understanding of the disciplines of corporate identity, image, reputation and communication.

The broad objectives of the Group are:

- to raise the profile of corporate identity
- to promote corporate identity as a strategically-led discipline
- to act as a forum for dialogue between academics, practitioners and managers
- to act as an information exchange on the subject of corporate identity
- to host an annual international conference on corporate identity
- to support a journal devoted to corporate identity and related issues

The ICIG was established after the Second International Corporate Identity Conference following an initiative by Dr Balmer, and was formally launched in January 1996 at the House of Lords, Palace of Westminster at a luncheon hosted by the ICIG's first Honorary President, Lord Goold. In the same year, the ICIG secured a publisher for a new journal, *Corporate Reputation Review*, which is devoted to corporate identity, corporate reputation and corporate communication issues. The ICIG is supported by an advisory board which comprises many of the foremost exponents of corporate identity consultancy and scholarship worldwide.

Individuals and organisations may, on payment of a subscription, become a member of the ICIG, which entitles them to preferential rates for ICIG events as well as receipt of a journal devoted to the area.

The ICIG's Statement on Corporate Identity

The Strathclyde Statement

Every organisation has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organisation within its competitive environment.

When well managed, corporate identity can be a powerful means of integrating the many disciplines and activities essential to an organisation's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organisation's defining ethos and character.

By effectively managing its corporate identity an organisation can build understanding and commitment amongst its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporate identity is a strategic issue.

Corporate identity differs from traditional brand marketing since it is concerned with all of an organisation's stakeholders and the multifaceted way in which an organisation communicates.

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SPEAKERS' BIOGRAPHIES

Dr John M T Balmer, BA (Hons), MBA (Dunelm), PhD, Dip M.
Chairman, International Corporate Identity Group (ICIG)
Director, International Centre for Corporate Identity Studies (ICCIS)

Dr Balmer has been a lecturer at the Strathclyde Business School since 1990 and is the founder-director of the International Centre for Corporate Identity Studies in the Department of Marketing.

After reading music at the University of Reading he became assistant administrator to Lord Menhuin's concert agency "Live Music Now" and was subsequently appointed a senior manager within the Directorate of Arts and Leisure at Brighton. Following an MBA from Durham Business School he undertook a doctorate at Strathclyde Business School, which examined the question of corporate identity/corporate personality formation. Identity studies remain his main area of research activity. Dr Balmer introduced Corporate Identity Studies as part of the MBA programme in the early 1990s and this popular elective is now offered as part of three different business degree programmes.

In 1994 Dr Balmer organised his first international corporate identity conference, and through his initiative the International Corporate Identity Group was created in 1995. He has acted as a special adviser on corporate identity to the British Broadcasting Corporation and has undertaken major research studies for the Enterprise Identity Group and Landor Associates. Recently, he has served as a co-editor for special editions on corporate identity for the *European Journal of Marketing*, and the *International Journal of Bank Marketing*. Dr Balmer is on the editorial board of the *Journal of Marketing Management*, the *European Journal of Marketing*, and *Corporate Reputation Review*. He is a member of the editorial team for the special edition on identity studies of the *Academy of Management Review*. He has written articles for the *European Journal of Marketing*, *Corporate Reputation Review*, *Long Range Planning*, the *Journal of General Management*, *Corporate Reputation Review*, *Design Management Journal*, and *International Studies of Management and Organizations*.

Mr Adrian Day, BA (Hons), MBA, DipM
Senior Executive Director, Landor Associates

Adrian Day is Senior Executive Director at Landor's London office, and leader of the European corporate branding practice. His work includes the development of corporate identity and communications strategies for clients, and the direction of identity programmes.

Mr Day has a background in business-to-business marketing and brand identity consultancy and has consulted on brand identity and new product development projects for clients such as Thorn-EMI, Bass, Asda, Beecham, Trebor and L'Oreal.

He has successfully developed and directed international strategic identity programmes for Reuters, Royal Mail, BP, TNT, Telecom Australia, Scholl, Gestetner, BICC Group, London & Edinburgh Insurance and the Imperial Cancer Research Fund.

Mr Day holds an MBA from Middlesex Business School, and a BA Honours degree from the University of London. He has also been awarded the Institute of Marketing's Diploma and is a member of AMBA, the Strategic Planning Society, and The Marketing Society. His commentary on identity and communications has appeared in *The Times*, *Financial Times*, *Marketing*, *Acquisitions Monthly*, and *Internal Communications Focus*. He has addressed seminars on branding, identity and communications.

Adrian Day is a founder member of the International Corporate Identity Group.

Professor Stephen A. Greyser, MBA, DBA
Richard P. Chapman Professor of Business Administration,
Harvard Business School

Professor Greyser is a graduate of Harvard College, and received his MBA and DBA degrees from Harvard Business School. He is Editorial Board Chairman of the *Harvard Business Review* and for five years was its editor and research director. His particular interests are corporate communications, corporate reputation, marketing, advertising and public policy, and advertising decision-making. He has written twelve books and is a frequent contributor to journals on marketing and advertising.

Active within many organizations in the marketing field, Professor Greyser has served as a National Director of the American Marketing Association, is on the Advisory Board of the Association for Consumer Research, and is Past President and Chairman of the American Academy of Advertising. He has been a member of the Editorial Board of the *Journal of Marketing*, of *Marketing and Public Policy*, of the AMA journals *Marketing Management* and *Marketing Research*. He is a visiting Professor at the University of Strathclyde

He is a frequent speaker, television panellist and commentator on advertising, consumer marketing, sports management, crisis communications, and consumer issues around the world.

Professor Mary Jo Hatch, BA, MBA, PhD
Professor of Organization Theory
Cranfield School of Management

Professor Mary Jo Hatch received her PhD at Stanford University, after which she taught at San Diego State University, UCLA, Copenhagen Business School, and is now Professor of Organization Theory at the Cranfield School of Management.

Her most recent empirical research in organizations has focused on understanding organizational culture in relation to organizational identity, image and reputation. She is also working on theoretical papers concerned with how members construct their organizations through interpretation and discourse (including via narrative and metaphor).

Professor Hatch has recently published *Organization Theory: Modern, Symbolic and Postmodern Perspectives*, OUP (1997). Her other publications appear in academic journals including *Administrative Science Quarterly*, *Academy of Management Review*, *Organization Studies*, *Organization Science*, *Journal of Management Inquiry*, *European Journal of Marketing*, *Advances in Strategic Management*, and *Studies in Cultures, Organizations and Societies*.

Professor Hatch is European Editor for the *Journal of Management Inquiry*, and has served as special guest editor for *Studies in Cultures, Organizations and Societies*, as well as *Organization Science*.

Mr Chris Holt
Head of Design Management, British Airways

Chris Holt was born and educated in Lancashire and started work as a designer with FHK Henion. He then joined British European Airways as Senior Designer before becoming Design Manager for the P&O Group, where he implemented the then new identity created by Wolff Olins. In 1980 he joined the Sea Containers Group as Design and Publicity Manager, and worked on the launch of the Venice-Simplon Orient Express, as well as producing publicity and PR material for a wide range of other travel-related activities.

He joined British Airways at the end of 1988, and is now responsible for managing the design management department, the company's corporate identity and all its below-the-line activity.

Mr Simon Jones

Director, Interbrand Newell and Sorrell

Simon Jones is managing director of Interbrand Newell and Sorrell. He started his career in advertising and for some 17 years worked at agencies such as Doyle Dane Bernback, Saatchi & Saatchi and Lowe Howard Spink, before moving into identity consultancy in 1986 when he joined Siegel and Gale to set up the London office.

There, he was responsible for identity and communications assignments for BP, La Societe Generale de Belgique, the Scottish Office and the Imperial Cancer Research Fund.

At Interbrand Newell and Sorrell, Mr Jones is closely associated with identity programmes for British Airways and Barclays Bank.

He is a regular speaker on identity issues and related topics and was a speaker at the Duke of Edinburgh's Commonwealth Conference in 1994. He is visiting lecturer at the London Business School and at the Chartered Institute of Marketing.

Professor John Kay, FBA

Vice President, International Corporate Identity Group (ICIG)

Peter Moores Director, Said Business School, Oxford University

Professor John Kay's appointment as Peter Moores Director of Oxford University's Said Business School coincides with the establishment of an MBA programme, and a decision by the University to undertake a massive expansion of graduate and undergraduate management education. He is a Director of London Economics, Britain's leading independent consultancy, which he established with Nick Morris ten years ago and which now has an annual turnover of £6 million, with offices in London, Melbourne and Boston.

Professor Kay began his teaching career in economics at Oxford University, where he became a Fellow of St John's College at the age of 21. He then became Research Director and Director of the Institute for Fiscal Studies, developing it into one of the most respected think tanks. From 1986-96 he was Professor of Economics at the London Business School.

Among many other activities, he is a Director of Halifax plc, Chairman of the Undervalued Assets Trust plc, and director of three other investment companies. He is a Fellow of the British Academy. His past activities include a period as a Director of the Investors' Compensation Scheme, and membership of the Task Force which began the process of reforming the Lloyd's insurance market.

Professor Kay writes a fortnightly column on economic and business issues in the *Financial Times*. His most recent book is *The Business of Economics*, OUP 1996. He is the author of many other books and articles, including *Foundations of Corporate Success*, and the standard work on the economics of taxation in Britain, *The British Tax System*, which is now into its sixth edition.

Dr Andy Lowe, MBA, PhD
University of Strathclyde

Dr Andy Lowe is a lecturer in the Department of Marketing, and director of studies for PhD research methods at Strathclyde University Business School. He specialises in international marketing research, teaching on the Strathclyde Business School MSc in International Marketing as well as conducting seminars in SE Asia on Global Marketing and International Joint Ventures and Strategic Alliances for the Open Learning MSc IM course.

In 1996 Dr Lowe was awarded the European Union Post-Doctoral Research Fellowship based at the Swedish School of Economics, Helsinki.

He is an external examiner to the Open University Business School and co-author of the best-selling research methodology book *Management Research*. As a 'grounded theory' researcher, he is on the editorial board of the *Grounded Theory Review*, and The European Institute for Advanced Management Studies invited him to co-ordinate the first international doctoral seminar on grounded theory, in Brussels, 1997.

Dr Lowe is also involved with research into corporate identity. He is on the advisory board of the International Corporate Identity Group and is Head of Research for the International Centre for Corporate Identity Studies, located at Strathclyde University. His current research interests include the marketing of professional services via the Internet.

Prior to his academic career he was an executive with international service organisations based in New York and London.

Professor Majken Schultz, PhD
Associate Professor of Organization Theory
Copenhagen Business School

Professor Schultz is Professor of the Department of Intercultural Communication and Management at Copenhagen Business School, Denmark. She received her PhD from Copenhagen Business School and was awarded the Tietgen Award Gold Medal.

Professor Schultz has worked both in theory and practice with issues of organizational culture, identity and image; concepts of value-based management; and organizational change. She is currently heading a four-year research project studying the interrelationship between organizational culture, identity and image, including empirical studies of the consultancy industry and international corporate change processes. Professor Schultz is the author of several books and articles on management, analysis and changes in organizational culture, and she has had papers published in many journals, including *The Academy of Management Review*, *Organization Studies*, *European Journal of Marketing* and *International Studies of Management and Organization*.

Dr Alan Wilson, BSc, MBA, PhD, DipM, MCIM
University of Strathclyde

Dr Alan Wilson is a senior lecturer in the Department of Marketing at Strathclyde University. Prior to joining the University in 1988 he held the positions of senior consultant within a London-based marketing consultancy practice and Associate Director of a leading London-based marketing research agency.

Dr Wilson specialises in Services Marketing and his PhD research focused on the areas of corporate culture and service delivery. He is currently involved in a major collaborative research project looking at integrated performance measures for service delivery.

He has written two books for the Chartered Institute of Bankers in Scotland on the subject of Marketing Financial Services. He is also the Chief Examiner in Marketing of Financial Services for the Institute.

Dr Wilson is a full member of the Market Research Society and currently acts as a marketing and marketing research advisor to a number of Scottish- and UK-based organisations.