



EMERALD HANDBOOKS

THE EMERALD HANDBOOK OF MULTI-STAKEHOLDER COMMUNICATION

EMERGING ISSUES FOR CORPORATE
IDENTITY, BRANDING AND REPUTATION

EDITED BY
PANTEA **FOROUDI**
BANG **NGUYEN**
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The Emerald Handbook of Multi-Stakeholder Communication

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INVESTOR IN PEOPLE

*To my lovely brother, Dr Mohammad Mahdi Foroudi – My life started when you were born; since you have flown to heaven, we live with your memories; our love for you shall live forever till we meet again. Also, to my Father, Dr Mohammad Foroud Foroudi and my Mum, Flora Mahdavi.
Pantea Foroudi*

*I dedicate this book to my beloved Rob
TC Melewar*

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Table of Contents

About the Contributors	<i>xi</i>
Preface	<i>xix</i>
Acknowledgements	<i>xxi</i>

Part I Introduction

Chapter 1 Introduction: Multi-Stakeholder Communication: Emerging Issues for Corporate Identity, Branding and Reputation	3
<i>Pantea Foroudi, Bang Nguyen and T.C. Melewar</i>	

Part II Stakeholders' Communication: Branding

Chapter 2 Corporate Brand Communication in the Higher Education Sector	11
<i>Jane Hemsley-Brown and Izhar Oplatka</i>	
Chapter 3 Assessing the Psychological Impact of the Pandemic Narrative in the Media on Hospitality Consumption Mood	31
<i>Dongmei Zha, Pantea Foroudi, T. C. Melewar and Zhongqi Jin</i>	
Chapter 4 Out-Group Reaction Towards Religiously Endorsed Products (RLPs) and Response of Brand Managers	51
<i>Nazan Colmekcioglu</i>	
Chapter 5 Integrated Stakeholders' Communication Management in B2C Context	69
<i>Angela Beccanulli, Silvia Biraghi and Rossella C. Gambetti</i>	

Chapter 6 Islamic Branding: Examines the Concept of Religious Branding and How Beliefs Influence Brand Loyalty, Word-of-Mouth and Purchase Intention	89
<i>Waleed Yousef and Ahmed Alhabashi</i>	

Chapter 7 The Importance of Social Media Opinion Leadership in Corporate Branding and Influencing Consumers' Behavioral Intentions	101
<i>Farbod Fakhreddin</i>	

Chapter 8 Digital Transformation and Corporate Branding: Opportunities and Challenges for Identity and Reputation Management	129
<i>Maria Jesus Jerez-Jerez</i>	

Part III Stakeholders' Communication: Identity

Chapter 9 Examining the Influence of Corporate Identity on Corporate Reputation and Non-financial Brand Performance in the Context of Higher Education	147
<i>Amad Ali, Pantea Foroudi and Maria Palazzo</i>	

Chapter 10 Impact of Motivation, Technology and Social Interaction on Teaching Using Blended Learning	191
<i>Marwa Abdellateef and Pantea Foroudi</i>	

Chapter 11 Opportunism and Specific Investment in Buyer–Supplier Relationships: The Role of Communication, Branding and Identity	213
<i>Hashem Aghazadeh, Hossein Maleki and Sajedeh Sadat Majidi</i>	

Chapter 12 Corporate Brand Communication: Identity, Image and Reputation	245
<i>Abraham Joseph and Suraksha Gupta</i>	

Chapter 13 Augmented Reality and Corporate Brand Identity: An Opportunity for Pioneer Enterprises	263
<i>Maria Teresa Cuomo, Cinzia Genovino, Orsola Salmista and Rosa Maria Caprino</i>	

Chapter 14 From Digital Content Marketing Toward Brand Engagement	281
--	-----

*Rahime Zaman Fashami, Manijeh Haghghinasab,
Nader Seyyedamiri and Pari Ahadi*

Chapter 15 Can Research Methods Replace the Strategy? Designing and Implementing City Marketing Research in Two Greek Cities: Advantages and Disadvantages	307
---	-----

Kleanthis Sirakoulis and Alex Deffner

Chapter 16 The Role of Wayfinding in Healthcare: Making the Environment Healthier	325
--	-----

Ann Petermans and Luciana Mattiello

Part IV Stakeholders' Communication: Reputation

Chapter 17 Corporate Brand Reputation and COVID-19 Pandemic Management: Interpretive Approach from Aviation Sector in Malaysia	343
---	-----

Nor Aida Abdul Rahman and Mohamed Idrus Abdul Moin

Chapter 18 Corporate Brand Reputation and Ethic, Sustainability and Inclusion. The Shift in Post Pandemic Corporate Narrative: From Corporate Brand Reputation to Corporate Sustainability	365
---	-----

Nina Overton-de Klerk and Clarissa Muir

Chapter 19 Mapping Customer Engagement's Intellectual: A Multi-Method Bibliometric Approach and Future Directions	393
--	-----

Reza Marvi, Linda D Hollebeek and Pantea Foroudi

Chapter 20 Stakeholders' Communications in Online Setting: A Sub-Saharan African Perspective During COVID-19 Pandemic Lockdown	433
---	-----

Ogechi Adeola, Emeka Raphael Agu and Oserere Ibelegbu

Chapter 21 Examining the Influence of Eco Fashion Innovativeness Towards Fast Fashion Brand Image and Behavioral Intentions: A Study of Consumers' Perception Towards Eco-Innovation Practices in the United Kingdom	451
---	-----

Helnaz Ahmadi Lari, Pantea Foroudi and Charles Dennis

Chapter 22 Linking Customer-Integration and Co-Production to Service-Quality-Performance: The Importance of Quality-Control Initiatives	467
<i>Zyad M. Alzaydi, Chanaka Jayawardhena, Bang Nguyen, Pantea Foroudi and Maria Palazzo</i>	
Chapter 23 Proposing Self-Service Technology Model in a Service Ecosystem Playground	501
<i>Asieh Nazemi, Manijeh Haghghinasab and Pantea Foroudi</i>	
Chapter 24 Digitally Transformed Value Exchange of Company with Customers and Collaborators	521
<i>Hashem Aghazadeh, Nakisa Rezaie and Pedram Fazlinejad</i>	
Chapter 25 Brand Co-innovation in the Sharing Economy: A Conceptual Framework from Insight to Performance-Based Value Co-creation and Customer Engagement	541
<i>Alireza Nankali, Nader Seyyedamiri, Tahmoures Hassan Gholipour, Pantea Foroudi, Datis Khajeheian and Fatemeh Dekamini</i>	
Index	563

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Preface

There has been a growing interest in the subject of stakeholders and communication in recent years amongst academics and practitioners because there is a belief that a business operating in a competitive corporate market gains reputational value from a strong corporate brand reputation which in turn influences consumer patronage and consumer decision-making. The significant role of the corporate communications is to developing and maintaining relationships with the stakeholders of a contemporary organization. There is an extensive belief in today's society on how the company is viewed by key stakeholders such as investors, shareholders, consumers, customers, members of the community and employees in which the company resides. The challenge is to explore new and effective ways to harness the power of the communication opportunities it presents to engage with stakeholders in interactive, immediate and innovative ways. Any successful communication campaign will include them in its strategy. We view the study of the relationship between brands, identity, internal and external stakeholders and companies to be timely topics for further investigation.

Readers will be able to understand research studies on *The Emerald Handbook of Stakeholder Communication for Corporate Branding, Identity and Reputation* from different branding points of view. In this sense, they will be able to compare, contrast and comprehend whether the stakeholders' communication from difference lenses are delivered similarly or otherwise in different parts of the world. This enables readers to understand differences and subsequent application towards managing these stakeholders. In this context, readers will be able to acquire 'knowledge and understanding' of (1) the key issues in stakeholder and communication theories; (2) the need for a strategic approach to planning and campaign management and (3) new developments in stakeholder and communication theories. In addition, they will be able to (1) analyze the complex web of stakeholder audiences that brands must address; (2) develop and manage stakeholder strategy and campaigns and (3) adapt to the differing demands of stakeholders such as employees, the media and other stakeholder audiences.

The book provides researchers, scholars and postgraduate students in marketing and business with a comprehensive treatment of the nature of relationships between companies, brands and stakeholders in different areas and regions of the globe.

Pantea Foroudi is a Senior Lecturer in Branding with the Department of Marketing, Branding and Tourism at the Business School, Middlesex University London, UK.

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Acknowledgements

Having an impression and turning it into a book is as hard as it sounds; however, it was a very thought-provoking and enjoyable experience for us. We believe we have managed to bring a distinct collection of thoughts from academics and practitioners who pursue their enthusiasm for advancing contemporary branding issues globally. We hope the chapters compile in this book advance the readers' knowledge and deliver clarity in understanding contemporary issues on stakeholders' communication empirically, theoretically and globally. Also, we hope our book encourages readers to conduct more challenging studies in the future.

Readers will be able to understand research studies from different stakeholders' communication points of view and able to acquire 'knowledge and understanding' of (1) the key issues in stakeholder and communication theories; (2) the need for a strategic approach to planning and campaign management and (3) new developments in stakeholder and communication theories. In addition, they will be able to (1) analyze the complex web of stakeholder audiences that brands must address; (2) develop and manage stakeholder strategy and campaigns and (3) adapt to the differing demands of stakeholders such as employees, the media and other stakeholder audiences.

In this sense, they will compare, contrast and comprehend whether the branding from different lenses is delivered similarly or otherwise in different parts of the world. This enables readers to understand differences and subsequent applications towards managing these brands. It determines current practices and research in diverse areas, regions and commercial and non-commercial sectors worldwide. Comparing and contrasting the brand values covering different research methodologies and settings will be very interesting. It is stimulating to compare and contrast different markets covering essential aspects of companies' brands, identity, stakeholders and reputation.

We appreciate all our colleagues who contributed chapters to this book. We especially want to thank Nick Wolterman, Virginia Chapman, Brindha Thirunavukkarasu, Kousalya Thangarasu and David Mulvaney at Emerald, whose inspirations have assisted us in creating this book.

Pantea Foroudi, Bang Nguyen and T. C. Melewar

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Part I

Introduction

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Chapter 1

Introduction: Multi-Stakeholder Communication: Emerging Issues for Corporate Identity, Branding and Reputation

Pantea Foroudi, Bang Nguyen and T.C. Melewar

There has been a growing interest in the subject of stakeholders and communication in recent years amongst academics and practitioners because there is a belief that a business operating in a competitive corporate market gains reputational value from a strong corporate brand reputation which in turn influence consumer patronage and consumer decision-making. The significant role of corporate communications is to develop and maintain relationships with the stakeholders of a contemporary organization. There is an extensive belief in today's society on how the company is viewed by key stakeholders such as investors, shareholders, consumers, customers, members of the community and employees in which the company resides. The challenge is to explore new and effective ways to harness the power of the communication opportunities it presents to engage with stakeholders in interactive, immediate and innovative ways. Any successful communication campaign will include them in its strategy. We view the study of the relationship between brands, identity, internal and external stakeholders, and companies as timely topics for further investigation.

Multi-stakeholder communication: emerging issues for corporate identity, branding and reputation book could be seen as a critical guide to communication and brand researchers, managers, practitioners and students. It delivers a comprehensive treatment of the nature of relationships between stakeholders, companies and brands in different areas and regions of the world. This book serves as an essential resource for the marketing, identity and brand practitioners requiring more than anecdotal evidence on the structure and operation of stakeholders' communication in different geographical areas. Also, the readers will be exposed to different methods and approaches applied to stakeholders and communication research design. The methods could range from qualitative, quantitative, case studies, interpretivistic, social narrative, etc. Stakeholder

communication through the lens of branding, identity and reputation aims to address the following objectives:

- This book will explore the multiple stakeholder audiences that brands of all types must address. Stakeholder management and communication encompass many facets, which will be covered throughout the book. Such facets of stakeholder management and communication include strategic planning and campaign management, research and measurement, media relations, employee communication, leadership and change communication, and crisis communication. Examples from a wide range of industries and firms will be provided to illustrate the many dimensions of stakeholder management and theories.
- Readers will be able to understand research studies on ‘stakeholder communication through the lens of branding, identity and reputation’ from a different branding point of view from different geographical areas. In this sense, they will be able to compare, contrast and comprehend whether the ‘stakeholders’ communication from different lenses are delivered similarly or otherwise in different parts of the world. This enables readers to understand differences and subsequent application towards managing these stakeholders.
- In this context, readers will be able to acquire ‘knowledge and understanding’ of (1) the key issues in stakeholder and communication theories; (2) the need for a strategic approach to planning and campaign management; and (3) new developments in stakeholder and communication theories. In addition, they will be able to (1) analyse the complex web of stakeholder audiences that brands must address; (2) develop and manage stakeholder strategy and campaigns; and (3) adapt to the differing demands of stakeholders such as employees, the media and other stakeholder audiences.

Target Market – ‘Stakeholder communication through the lens of branding, identity and reputation’ provides doctoral, postgraduate, graduate and final year undergraduate students in business and marketing with a comprehensive treatment of the nature of relationships between companies, brands and stakeholders in different areas and regions of the world. The text will serve as an essential resource for the marketing, identity and brand practitioners requiring more than anecdotal evidence on the structure and operation of stakeholders communication in different geographical areas. It determines current practices and research in diverse areas, regions, and commercial and non-commercial sectors worldwide. Readers will find it stimulating to compare and contrast different markets covering essential aspects of companies’ brands, identity, stakeholders and reputation. Comparing and contrasting the corporate brand values covering different research methodologies and settings will be very interesting. The text will be well written and include an interesting mix of theory, primary research findings and practice that will engender confidence in the students, academics and practitioners of international branding, identity, marketing alike.

Product category – ‘Stakeholder communication through the lens of branding, identity and reputation’ is not a textbook aimed at core postgraduate and

undergraduate courses, nor is it a research monograph. It is an edited book that will serve as a supplementary text for advanced undergraduates and post-graduates and an essential resource for practitioners.

Organization of Stakeholder communication through the lens of branding, identity and reputation – There are three main parts of the book *stakeholders' communication*: (1) branding, (2) identity and (3) reputation. The first part highlights stakeholders' communication: branding. This part considers interrelationships between corporate brand stakeholders' communication, internal stakeholders, Islamic branding, corporate branding.

Our opinion chapter contributed to Jane Hemsley-Brown, and Izhar Oplatka focuses on higher education stakeholders and how stakeholders are categorized. The chapter covers definitions of brand identity and aspects of the promotional mix in higher education. The arguments focus on how marketing communication has become increasingly digitalized, which has implications for integrated marketing communications and brand identity.

Chapter 3, provided by Dongmei Zha, Pantea Foroudi, TC Melewar and Zhongqi Jin, assesses the pandemic narrative's psychological impact in the media on hospitality consumption mood. A theoretical model is proposed for the ontogenesis of consumption mood and discusses the role of four affects – scarcity, empathy, trauma and inconvenience – in reshaping the types of hospitality experiences consumers desire and argue that significant rethinking is necessary to meet these challenges.

Chapter 4, provided by Nazan Colmekcioglu, focuses on the negative attitudes by facing and responding to the reactions through effective communication and cooperation with stakeholders.

In Chapter 5, Angela Beccanulli, Silvia Biraghi and Rossella Gambetti focus on Integrated stakeholders' communication management in the business to consumer (B2C) context. They explore the triggers of this evolution, how it is supported by IMC, its main challenges and possible future evolution. Based on a case study in the context of the luxury fashion industry, they illustrate how Etro has undergone an omnichannel conversion process to critically reflect on the challenges involved in this process. They suggest an optichannel approach as the way forward to integrate communication, interactions and relations with stakeholders in the B2C context.

Waleed Yousef and Ahmed Alhabashi contribute to Chapter 6 and examine religious beliefs as an antecedent to branding and explore the construct of Islamic branding. In addition, this chapter investigates some psychological antecedents to brandings such as cultural identity, religiosity or strongly held values. This chapter aims to address the following objectives: (1) To explore the relationship between religious beliefs and branding; (2) To offer a better understanding of Muslim consumer behaviour towards branding; (3) To explore how Sharia sources affect Muslim consumers regarding branding; (4) To propose Islamic branding as a new construct; (5) To offer a new scale for branding based on religious beliefs.

Chapter 7, provided by Farbod Fakhreddin, focuses on social media opinion leadership as an influential stakeholder communication instrument. An empirical approach is utilized by developing and testing a theoretical model indicating

mediating effects of social media opinion leadership on the associations among Instagram accounts' characteristics and consumers' behavioural intentions.

In Chapter 8, Maria Jerez-Jerez develops a comprehensive understanding of corporate brand stakeholders' communication, its aspects (core values; management vision; no vision-driven desire; ownership and loyalty) and interactions with internal stakeholders. Researchers and practitioners have observed the significance of internal stakeholders' communication and noticed its connections to intergroup relations, mental health, and academic and occupational achievement.

Part III considers interrelationships between stakeholders' communication and identity, including seven chapters.

Amad Ali, Pantea Foroudi and Maria Palazzo provided the opening of this part (Chapter 9) and focused on corporate identity as one of the main assets of an organization. The concept of corporate identity has become renowned due to its significance as a strategy for the organization's reputation. This chapter not only develops theoretical and practical knowledge of the strategic use of corporate identity, but it also presents a distinctive framework – discussing four fundamental types of corporate identity perspectives along with antecedent and outcomes of the corporate identity construct – that help employees, faculty and top management to develop their university's unique identity to achieve reputation and image among its internal and external stakeholders. It illustrates the essential characters of an organization.

Chapter 10 is contributed by Marwa Abdellateef and Pantea Foroudi. They investigated the impact of motivation, technology and social interaction on teaching using blended learning for identifying challenges and developing solutions for boosting educational businesses. Consequently, the objectives of the current chapter are represented in three main points. The first objective of the current study is to investigate the impact of learners' motivation on teaching using blended learning and learners' performance. Another objective is to study the impact of technology used in blended learning on learners' performance. The third objective is to investigate the impact of social interaction in blended learning on learners' performance.

In Chapter 11, Hashem Aghazadeh, Hossein Maleki and Sajedah Sadat Majidi focus on specific investment and opportunism; eight types of buyer-supplier relationships were identified. According to the five main concepts of research, two types of relationships were introduced in a continuum. The study results show that in a stable buyer-supplier relationship, specific investment is made reciprocal and in a large volume, and opportunism is low in the relationship. In addition, the level of communication between the two parties is high, the brand of buyer and supplier is strengthened, and both parties to the relationship have high mutual identification.

Chapter 12 was contributed by Abraham Joseph and Suraksha Gupta. This chapter focuses its attention on corporate brand communication with an emphasis on its nuances in the higher education sector. The chapter begins with a brief background to developments in corporate branding and corporate communication research within which corporate brand communication fits into. This is followed by an in-depth examination of current and extant literature on corporate

brand communication to develop a theoretical understanding of the concept and its functions in higher education institutions. In the end, the reader will be able to apply their learning through the case study of a higher education institution that recently underwent corporate rebranding.

Maria Teresa Cuomo, Cinzia Genovino, Orsola Salmista and Rosa Maria Caprino contributed to Chapter 13 and analyzed Augmented Reality as a tool to improve the customer experience and the corporate brand identity. In addition, it offers a new communicative experience between brands and consumers. It can be used through proactive strategies based on the phygital model, where physical and digital coexist, supporting the corporate brand identity with a view to multi-stakeholder communication. In particular, this chapter identifies the main challenges and recommendations linked with this tool.

Chapter 14 is provided by Rahime Zaman Fashami, Manijeh Haghhighinasab, Nader Seyyedamiri and Pari Ahadi. This chapter purposes to detail content marketing in theory and practice. A multidisciplinary approach is utilized by reviewing relevant literature from marketing, sociology, psychology and management. In particular, the concept of content marketing and its effects on brand engagement are discussed.

Kleanthis Sirakoulis and Alex Deffner contribute Chapter 15. Through the experience of two cases in Greece, this chapter examines how, and to what, the extent this lack may be tackled using mixed methods research designs and the Goal Oriented Project Planning procedure.

Ann and Luciana discuss about the role of wayfinding in healthcare in chapter 16. This chapter investigates the experience and well-being of people in a healthcare context before elaborating on wayfinding. As wayfinding is a crucial asset, it can impact a hospital's identity and branding as well as the well-being of the various actors who work, visit, and are admitted to hospital.

Part IV considers interrelationships between stakeholders' communication and reputation. This section considers eight chapters.

Nor Aida Abdul Rahman and Mohamed Idrus Abdul Moin explore stakeholder perspectives in Chapter 17. They focus on the key recovery strategy from the aviation sector in Malaysia in preserving their corporate brand reputation. Due to the current COVID-19 pandemic creating unprecedented impact and has pulled down many industries tremendously. Since the beginning of the outbreak, the aviation sector consisting of the airliner, airline caterer, airport and cargo operator remained one of the hardest-hit industries that face substantial operational and financial challenges.

Chapter 18, contributed by Nina Overton-de Klerk and Clarissa Muir, explores how corporate sustainability has overtaken corporate reputation building. As a complex business and strategic communication issue, corporate sustainability is discussed while showing how corporate brand reputation forms part of the organizations' larger value-led sustainability strategy.

Reza Marwi, Linda D Hollebeek and Pantea Foroudi explore customer engagement in Chapter 19. It has been subject to substantive growth in the last decade; limited understanding exists regarding the intellectual structure and evolution of this growing research area to date. Drawing on a sample of 286

articles published until late-2020, we explore and map CE's knowledge structure, including by identifying its key sub-themes.

Chapter 20, contributed by Ogechi Adeola, Emeka Raphael Agu and Oserere Ibelegbu, examines stakeholders' communications in an online setting during the COVID-19 pandemic lockdown from the perspective of sub-Saharan Africa. The role of the digital media in stakeholders' communication is also examined in addition to the unique challenges. A case study is presented to illustrate stakeholders' communications in Nigeria, focusing on the Nigerian Government and the private sector Coalition Against COVID-19 (CACOVID).

Chapter 21, contributed by Helnaz Ahmadi Lari, Pantea Foroudi and Charles Dennis, describes the impact of perceived Fashion Innovativeness on fashion brand image towards behavioural intentions with the moderating role of social media marketing and lovemark.

Chapter 22 is provided by Ziyad M. Alzaydi, Chanaka Jayawardhena, Bang Nguyen, Pantea Foroudi and Maria Palazzo. Based on the control theory and facilities-transformation-usage framework of service delivery, this chapter examines the impact of quality-control initiatives (QCIs) on service-quality-performance by explicitly considering formal and informal-control mechanisms and selected elements of the organisations' internal environment as antecedents of QCIs. This study uses the positivism approach, and the survey carried out between marketing and employees at the marketing department at the hotel industry.

The concept of self-service technology was explored by Asieh Nazemi, Manijeh Haghghinasab and Pantea Foroudi in Chapter 23. This chapter elaborates on a self-service technology model based on a service ecosystem viewpoint. The concept of the ecosystem, including the service ecosystem, has grown significantly to provide a proper context for implementing self-service technologies. From an organizational perspective, self-service technologies enable organizations to know about all information and tools needed to manage their customer relationships.

Chapter 24 is provided by Hashem Aghazadeh, Nakisa Rezaie and Pedram Fazlinejad. They examine the consequences of digital transformation in creating and capturing value.

Finally, in Chapter 25, Alireza Nankali, Nader Seyyedamiri, Tahmoures Hassan Gholipour, Pantea Foroudi, Datis Khajeheian and Fatemeh Dekamini break through the detail of brand co-innovation in theory and practice; notably, the concept of brand co-innovation and its effects on brand identification have been discussed.