

Corporate CommunicationBAJMC
Fourth Semester
UNIT 2

Ms. Priyanka Singh,
Assistant Professor
BAJMC

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Unit II: [Introduction to Corporate Communication] L: 12

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 Corporate Communication: Definition, Concept And Scope

The concept of corporate communication is based on the idea that communication is a fundamental aspect of any organization's success. **Effective communication** helps build and maintain relationships with stakeholders, and it plays a critical role in shaping the organization's reputation and brand image.

Paul A. Argenti: Argenti defines corporate communication as "the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point of view among stakeholders on which the company depends."

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 Corporate Communication: Definition

- **James E. Grunig and Todd Hunt:** Grunig and Hunt define corporate communication as "the management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholders upon which the organization is dependent."
- **Michael B. Goodman:** Goodman defines corporate communication as "the strategic management function that uses communication to influence the perceptions, attitudes, and behaviors of stakeholders in order to build and maintain relationships and achieve organizational goals."
- **Philip Kotler:** Kotler defines corporate communication as "a company's formal and informal communication and its promotion, public relations, and corporate advertising."


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 Scope of Corporate Communication

The scope of corporate communication is vast and includes various aspects of communication within and outside the organization. Some of the key areas of corporate communication include:

- **Create an identity:** The success of many companies in India like Reliance industries, Tata, various companies portray that all these companies have created their identity as an organization which is for their people. Therefore, a company gives preference to use the **tools of communications wisely and timely.**
- **Build a brand:** Corporates in their day to day affairs interacts with two kinds of an audiences, internal and external. The internal audience who may be in form of **shareholders, stakeholders or employee of the comp.** carry the pride of association with an org. wherein the external audience are crucial for the future growth of a brand. To balance both the audiences, corporate communication practitioner need to follow the simple approach in mind.

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 Scope of Corporate Communication

The scope of corporate communication is vast and includes various aspects of communication within and outside the organization. Some of the key areas of corporate communication include:

- **Manage the reputation:** Nowadays, the media intervention is very high. The rumor spreads and impacts on organization's reputation, therefore the corporate communicate **practitioner manage the task of building the organization** reputation and keep its prestige intact.
- **Develop a communication model:** No organization will make a progress in their isolation approach. It is **crucial to communicate with their people on a timely basis.** An effective communication model will help an organization to build a strategy which will be beneficial for them in a long run.

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 Corporate Communication: Definition, Concept And Scope

Scope of Corporate Communication:

The scope of corporate communication is vast and includes various aspects of communication within and outside the organization. Some of the key areas of corporate communication include:

Branding and identity - developing and **promoting the organization's brand image and identity** through various communication channels.

Employee communication - communicating with employees to keep them **informed, engaged, and motivated**.


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 Corporate Communication: Definition, Concept And Scope

Corporate communication encompasses a range of activities, including:

- **Internal communication** - communication within an organization, such as employee communication and communication between different departments.
- **External communication** - communication with stakeholders outside the organization, such as **customers, suppliers, media, investors, and the public**.
- **Crisis communication** - communication during a crisis or emergency, such as a product recall or a **natural disaster**.
- **Marketing communication** - communication related to **promoting and selling products or services**.
- **Public relations** - communication with the media and the general public to build and maintain a positive reputation for the organization.

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 Corporate Communication: Definition, Concept And Scope

Corporate communication encompasses a range of activities, including:

- **Internal communication** - Internal communication includes sharing of ideas, **knowledge, information, and beliefs** between the members of the company. It can either be **formal or informal** and is dependent upon the persons who are communicating.

Importance

- The easy attainment of goals.
- Increased productivity.
- Fast response.
- Fast-decision making.
- Reduction of day-to-day conflicts among employees.

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Corporate Communication: Definition, Concept And Scope

- **External Communication:** It usually occurs between an entity and another person exterior to the company and this exterior person may be a dealer, a client, customer, government official, and so on.
- Another example of **external communication is customer feedback.**


Importance

- Some of the importance of **external communications** are listed below-
- Reaction of **risks of mistakes.**
- Helps to **promote** the organization.
- A **favourable image** of the organization is presented.
- Helps in **advertising the organization.**
- Easy communication about the information of products and services.

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Corporate Communication: Definition, Concept And Scope

Internal Communication/External Communication



Internal Comms

- Intranet
- Emails
- Meetings
- Training
- Newsletters
- Phone Calls

External Comms

- Advertising
- News Releases
- Conferences
- Speaking
- Engagements

Overlap:

- Websites
- Social Media
- Flyers
- Events
- Photography

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Concept of PR Agency

A Public Relations (PR) agency is a professional service firm that helps organizations build and maintain a positive public image. PR agencies work with clients to develop and execute strategic communication **plans to enhance their reputation, manage crises, and promote positive relationships with various stakeholders.** Here's an overview of the concept, structure, and functions of a PR agency:

Definition: A PR agency is an external organization hired by businesses, individuals, or other **entities to manage their communication** with the public, media, and other stakeholders.


Purpose: The primary goal is to create and maintain a favorable public perception **of the client, managing information dissemination, and building strong relationships with key audiences.**

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 **Functions of PR Agency:**

- Anticipating, analysing, and interpreting the public opinion and attitudes of the public towards the **brand and drafting strategies** which use free or earned media to influence them.
- Drafting strategies to support the **brand's every campaign and new move through editorial content**.
- Writing and distributing press releases.
- Speechwriting.
- Planning and executing special public outreach and media relations events.
- Writing content for the web (**internal and external websites**).
- Developing a **crisis public relations** strategy.

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 **2. Shift from PR to Corporate Communication**

Evolution of Corporate Communication: Large industrial corporations that emerged during the **Industrial Revolution** in 19th century in USA, UK, and later on in the Western World required professional communication officers to **handle publicity** and promotions.

Industrial Corp. hired publicists, press agents, promoters and propagandists for their communication campaigns. During that period many of their **campaigns, advts & press releases** were so exaggerated to the point that they were outright lies.

The age of unchecked industrial growth ended over a period of time. By the beginning of 20th century many organizations faced new challenges to their established ways of doing business. **Investigative journalists exposed scandals associated with power, capitalism and govt. Corruption**. These scandals raised public awareness of the unethical and harmful practices of business. **To counter this, industrial org. hired writers and former journalists** to disseminate **general info** to the **media** and the **general public** so as to gain public approval for their decisions.

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 **2. Shift from PR to Corporate Communication**

Evolution of Corporate Communication

- Until the 1970s practitioners had used the term **Public Relations** to describe **communication with stakeholders**. This **PR function** in most companies largely consisted of communication with the press. When other **stakeholders, internal and external to the company**, began to demand more information from the company, practitioners subsequently started to look at communication being more than just PR. This is when the roots of the new corporate communication function started to evolve.
- Corporate communication integrates **traditional Public Relations and marketing communication to build, maintain and protect a company's reputation with its stakeholders** as well as to consolidate and push sales. Presently, **corporate communication** is considered as an integrated framework **for managing public affairs, investor relations, media relations, advertising, direct marketing, sales promotions, internal communication, community relations, publicity, sponsorship etc.**

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**Structure and forms of Corporate Communication:
Management, Marketing, Organizational**

Corporate communication refers to the communication activities of an organization, which can be divided into different forms based on their purpose and target audience. The three most common forms of corporate communication are management communication, marketing communication, and organizational communication.

The communication structure in an organization refers to the formal and informal channels of communication that exist between different levels of employees and departments. It defines the flow of information, the people involved in the process, and the procedures that are used to communicate information throughout the organization.

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**Structure and forms of Corporate Communication:
Management, Marketing, Organizational**

Sample Structure for Corporate Communication

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**Structure and forms of Corporate Communication:
Management, Marketing, Organizational**

Chief Executive Officer (CEO): As the top manager, the CEO is typically responsible for the corporation's entire operations and reports directly to the chair and the board of directors. It is the CEO's responsibility to implement board decisions and initiatives, as well as to maintain the smooth operation of the firm with senior management's assistance. Often, the CEO will also be designated as the company's president and, therefore, be one of the inside directors on the board (if not the chair). However, it is highly suggested that a company's CEO should not also be the company's chair to ensure the chair's independence and clear lines of authority.

President: Often responsible for executing the strategic plans set by the CEO. Manages day-to-day operations and ensures that departments are aligned with the company's goals.

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Vice President Marketing: Develops and implements marketing strategies to promote the company's products or services. Oversees market research, **advertising, branding, and promotional activities.**

Vice President Finance: Manages financial planning, budgeting, and accounting functions. Oversees **financial reporting, risk management, and investment activities.**

Vice President Operations: Responsible for overseeing the production, manufacturing, or service delivery processes of the company. Focuses on **efficiency, quality control, and process improvement.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Vice President HR: Manages human resources functions such as **recruitment, training, performance management, employee relations, and benefits administration.**

General Counsel: Provides legal advice and guidance to the company on **various legal matters, including contracts, regulatory compliance, litigation, and intellectual property.**

Vice President Corporate Communication: Develops and implements communication strategies to maintain positive relationships with **stakeholders, including investors, customers, employees, and the public.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational


Vice President Corporate Communication

Under Vice President Corporate Communication:
Director Media Relation: Handles relationships with media outlets, including **press releases, media inquiries, and managing public relations campaigns.**

Marketing Communication: Coordinates marketing efforts across various channels such as advertising, public relations, digital marketing, and events to ensure a **cohesive brand message.**

Director Investor Relations: Communicates with investors and financial analysts, manages shareholder communications, and ensures compliance with regulatory requirements.

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational


Management Communication:
Management communication involves the exchange of information between managers and employees. It aims to ensure that everyone in the organization is on the same page regarding the company's goals, objectives, and policies. Management communication can take various forms, such as memos, emails, newsletters, meetings, and presentations.

What is the importance of management communication in the workplace

Clarity and direction: It provides clear directions, expectations, and goals to employees. When everyone understands management roles and what is expected of them, they can work **more efficiently and effectively**.

Transparency: It fosters transparency by keeping employees informed about organizational changes, strategies, and decisions. **This transparency builds trust and reduces uncertainty.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

What is the importance of management communication in the workplace

Employee engagement: Effective communication makes employees feel valued and engaged. They are more likely to contribute **ideas, ask questions, and participate actively** when they know their voices are heard.

Conflict resolution: It serves as a platform for resolving conflicts, exchange information, and addressing issues. Open communication channels allow problems to be **identified and resolved quickly**, preventing them from escalating.

Enhanced productivity: When there is clarity in communication, employees waste less time deciphering vague **messages or seeking clarification**. This boosts overall productivity.

Team cohesion: Management communication brings teams together by providing a shared understanding of **their roles and responsibilities, encouraging collaboration and unity.**

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What is the importance of management communication in the workplace


Innovation: It promotes innovation and creativity. When employees feel comfortable sharing their ideas, it can lead to **new, innovative solutions and improvements** within the organization.

Adaptability: In a fast-changing world, effective management communication helps organizations **adapt more easily to new challenges**, market shifts, and opportunities.

Motivation: Well-communicated goals and achievements can motivate employees. Recognizing and celebrating successes can **boost morale and motivation.**

Risk management: It helps in risk management by conveying important information related to compliance, safety, and ethical conduct. **This reduces the likelihood of legal and reputational issues.**


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Marketing Communication:

Marketing communication is the process of creating, executing, and evaluating marketing programs that communicate with customers to enhance the sales of products or services. Marketing communication can take various forms, such as advertising, sales promotion, public relations, direct marketing, and personal selling. Its primary objective is to create and maintain a favorable image of the company and its products or services in the eyes of the customers.

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Types of Marketing Communication

Digital marketing: In this type, brands use the internet to market and promote products, connect with customers and encourage them to purchase. You can approach prospects and customers through email, messengers, social media, web push notifications, etc. Create desktop and mobile versions of your website to enable users to feel comfortable when using your service.

Public relations: This approach is considered one of the **most effective and credible ones.** Business owners don't control the content parties disseminate about their companies. PR works best for brands that offer **an excellent product, consistent user experience,** and smooth customer support. These factors positively influence **brand reputation.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Types of Marketing Communication

Advertising: **Entrepreneurs spend millions of dollars to promote their products on TV, radio, social media, YouTube,** and other channels. They seek help from advertising agencies or develop ads by themselves to hook a wide audience and encourage prospects to purchase. The method is expensive yet effective. By running ads on various platforms, companies can receive a high ROI that exceeds expenses.

Social media: According to Asset Digital Communications, 71% of small and mid-sized startups consider social media platforms to **promote their goods.** Since 4.48 billion people worldwide use social media, it's the most popular channel for promotion. **At a low cost, brands can reach the international public.** Various channels you can use to market your product like **Facebook, Instagram, YouTube, place ads on sites and blogs, and ask influencers for promotion.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Types of Marketing Communication

Customer recommendations. Customers can become brand promoters for free. **Word-of-mouth marketing** is an **effective tool** since most people trust the recommendations of close people. Happy customers who like a product can promote it better than any quality ads. **You can encourage more satisfied clients to promote your brand.** For example, you can develop referral programs, provide consumers with discounts and special offers, and invite them to join a **loyalty program**. As a result, you'll gain **trust, credibility, and awareness**.

Direct marketing. This form of communication **implies companies preparing content and tailoring messages for pre-selected customers.** A brand already knows its consumers and the offers they need at a certain period. Companies send coupons, items on discount, special offers, etc.

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Types of Marketing Communication

Sales promotion. The majority of people opt-in to receive updates on the **brand's news, especially sales, discounts, coupons, giveaways, loyalty programs, referral programs, and free delivery.** With this approach, companies that just start can hook attention and increase product sales. More people will discover a new brand and get involved. **Sales promotion** is also a good idea for well-established companies. It helps sell old collections and make room for **new products**.


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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Organizational Communication:

Organizational communication refers to the **exchange of information and ideas between the different departments, teams, and individuals within an organization.** Its primary objective is to facilitate effective coordination and collaboration among employees and departments. Organizational communication can take various **forms, such as emails, meetings, reports, presentations, and feedback mechanisms.**

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

Organizational Communication:
Broadly, the term **organizational communication** describes how a firm's information is shared internally and externally.


Examples of internal organizational communication include:

- Newsletters
- All-staff or team-specific meetings
- Messaging platforms
- One-on-one meetings
- Casual in-office interactions, such as a watercooler chat

Examples of external organizational communication include:

- Press releases
- Social media posts
- Check-in calls with clients
- Meetings with stakeholders

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 Structure and forms of Corporate Communication:
Management, Marketing, Organizational

6 C's of Communication

- **Compassion:** Do you show your audience you care about their perspectives?
- **Clarity:** Do you communicate clearly to someone unfamiliar with the message?
- **Conciseness:** Is the message short enough to be internalized?
- **Connection:** Do you make an emotional connection with your audience?
- **Conviction:** Do you demonstrate your commitment to the good of the organization?
- **Courage:** Do you demonstrate confidence in your ability to lead through uncertainty?

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 **Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**

Corporate Communication as Branding strategy: Monolithic, Endorsed, Branded

Corporate communication plays a critical role in branding strategy as it helps companies establish and maintain a consistent brand image and message across various communication channels. There are three common approaches to corporate branding: monolithic, endorsed, and branded.

Monolithic branding:
In a monolithic branding approach, a company uses a **single brand name across all of its products and services**. This approach creates a strong association between the company and its products, and it can be an effective way to **build brand recognition and loyalty**. Examples of companies that use this approach include Coca-Cola and Apple.

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**Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**

HEINZ Monolithic

This type of Brand Architecture uses the company name to "Master-brand" all of its products or services offerings e.g. **Heinz, GE, Mercedes** and **BMW** favor such systems and are "**Monolithic Brands**".

At the opposite side of the spectrum from independent branding is monolithic branding. In this approach, the parent company's identity is dominant and the product or service is often described in generic terms. At the extreme, "generic" becomes numeric or alpha designations such as with BMW car models. Units in different geographic areas or market segments will be described by a simple geographic or segment identifier attached to the brand name.



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**Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**

Monolithic

Monolithic approaches can be an outcome of corporate egotism, or fueled by a desire to influence stock market investors. But monolithic branding can also be an **effective technique to extend the reputation of one strong unit into similar markets or into even quite different markets**. The trust and reputation developed in one area was used to leverage entrance into another market area.

Overall, monolithic approaches generally have a very corporate, structured format that is conducive to handling **complexity, sometimes with less marketing** effort than other approaches may require. They generally are the strongest approach for establishing a **single brand identity among consumers**. Of course, the advice of many marketing consultants aside, branding isn't everything, and a single identity might not be necessary or desirable for every organization.



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**Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**


Advantages of monolithic branding are as:

- Faster brand building of new products
- Lower brand building costs
- Strong barrier for new entrant
- Greater profits involve
- Greater freedom in marketing strategies

Disadvantage of monolithic branding are as:

- Bad experience or decline in popularity of one brand can affect the entire organization
- Greater risk involve

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 **Corporate Communication as Branding strategy:
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Endorsed branding:
In an endorsed branding approach, a company uses its corporate brand to endorse its individual products and services. This approach allows companies to leverage their brand equity to promote their products and services, and it can be an effective way to build credibility and trust with customers. Examples of companies that use this approach include Procter & Gamble, which uses its corporate brand to endorse products such as Tide, Crest, and Pampers.

Another example of endorsed branding is the partnership between **Procter & Gamble's Tide brand and the National Football League (NFL)**. Tide endorses the NFL by creating and marketing a line of laundry detergent and other cleaning products that are co-branded with both the Tide and NFL logos. The products are marketed to football fans and are **designed to help them keep their clothing and gear clean and fresh**. This type of endorsed branding is beneficial for both **Tide and the NFL**. Tide is able to leverage the popularity of the NFL to sell more products, while the NFL benefits from the exposure and marketing power of a major consumer brand. The endorsement also helps to establish Tide's identity as a brand that is trusted by football fans and athletes.

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 **Corporate Communication as Branding strategy:
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Endorsed branding:
Definition: An **Endorsed Branding Strategy** is a type of multi **brand portfolio strategy** making the corporate brand to authenticate another brand and providing reassurance of its credibility, quality, reliability and other important **brand association's** to reduce the buyer's risk. In this context, the corporate brand will perform as a subordinate brand and would let the other brand take centre stage.

An Endorsed brand's visual brand identity is known as its **endorsed brand identity**.

- Without restricting any of the visual identity aspects, the brand identity style and look are often noticeably unique from those of its parent brand and include:
 - Identity / Brand Mark
 - Typography
 - The color scheme of the image
 - Iconography
 - Illustrations

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 **Corporate Communication as Branding strategy:
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Branded branding:
In a branded branding approach, a company uses individual brand names for each of its products and services. This approach allows companies to **create distinct brand identities for each of their offerings**, which can help differentiate them from competitors. Examples of companies that use this approach include Nestle, which uses individual brand names for products such as **KitKat, Nescafe, and Maggi**.

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**Corporate Communication as Branding strategy:
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One example of **branded branding is Coca-Cola**. Coca-Cola has been successful in creating a strong brand identity that is recognized and valued worldwide. The company's red and white logo, distinctive bottle design, and classic advertising campaigns have helped to establish **Coca-Cola as one of the most recognizable brands in the world**.

Coca-Cola's branding strategy focuses on building an emotional connection with its customers. The company's advertising campaigns often feature heartwarming stories or uplifting messages, which help to create a positive association with the brand. Coca-Cola's slogan "**Taste the Feeling**" emphasizes this emotional connection, encouraging customers to enjoy not only the product but also the experience and emotions associated with drinking it.

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**Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**

Identity Structure	Rationale	Strengths	Weaknesses
Monolithic	Identity built around a clearly defined idea.	High visibility. Economies of communication.	Every business under threat in the case of adverse event. May curb innovation due to risk to whole identity.
Endorsed	Visible parent company but subsidiary companies are strong brands that keep their own style.	Goodwill associated with brands the company has acquired is maintained.	Difficult to give sense of purpose to multi-faceted organization. Difficult balancing act.
Branded	Wide diversity of businesses within corporate portfolio.	Brands are free to develop identities of their own. Suitable for fast moving consumer goods and conglomerates.	Difficult to communicate strength to financial audiences. Corporate reputation may suffer due to fragmented identity.

Source: Derived from Ind (1997).

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**Corporate Communication as Branding strategy:
Monolithic, Endorsed, Branded**

Leveraging Brand Equity: Utilizing the reputation, recognition, and trust built around an established brand can significantly reduce the time and resources needed to establish **credibility for a new product or service**.

Risk Reduction: Launching a new product or service under an existing brand reduces the risk associated with introducing a completely new brand. Consumers are more **likely to try products associated with brands they already know and trust**.

Cost Efficiency: Developing and promoting a new brand from scratch requires substantial **investment in marketing, advertising, and brand building**. Branded branding can be a more cost-effective strategy as it leverages existing brand assets.

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**Corporate Communication as Branding strategy:
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Customer Loyalty: Existing customers of the parent brand are more likely to try and continue using new products or services launched under the same brand umbrella. This helps in **maintaining and strengthening customer loyalty**.

Streamlined Marketing: Branded branding allows companies to streamline marketing efforts by incorporating the new product or service into existing **marketing channels and campaigns** associated with the parent brand.

Enhanced Market Positioning: Introducing new offerings under an established brand allows companies to **reinforce their market positioning** and strengthen their presence in specific niches or segments.

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**Corporate Communication as Branding strategy:
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Competitive Advantage: A well-executed branded branding strategy can give companies a **competitive edge** by capitalizing on the **goodwill, recognition, and market share of the parent brand**. Branded branding enables companies to expand their product or service offerings while maximizing the value of their existing brand assets, leading to increased **market share, revenue, and long-term success**.

Characteristics of Branded Branding

- Leverages existing brand equity
- Consistency
- Targets Audience
- Cross-promotion
- Risks Mitigation
- Brand Extensions
- Reduces marketing costs
- Strengthens customer loyalty
- Streamlines marketing efforts

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