

A scientometric analysis of the building process in organizations

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Abstract

Brand building has been suggested as an important process in the success of any business. To find out brand-building framework for SMEs, a literature review was conducted, the problem identified from the literature is that there is a lack of structured brand-building framework for SMEs as compared to big Corporations and MNCs. The brand-building conceptual model emerging from this review can allow SMEs to establish a distinguished brand identity that help them to survive and enhances business performance. It can change how people perceive the brand, drive new business, and increase brand value. Furthermore, a new moderating variable, employee-brand knowledge, has been incorporated into the proposed framework. This research also adds to the existing body of literature and provides a basis for future research studies.

1 Introduction

It is implicit that brand building has been an essential marketing strategy for decades, which is the same as marketing orientation that will lead organizations to have a competitive edge in such a fierce world. This brand building process will only be possible by being a differentiator in its strategy (Kim, 2019). All the activities and leadership behavior towards customers must be worked on strategically in activating a brand to create a brand image, not an identity. But all this is achieved once the company's brand identity is well-built and activated. The brand establishes an emotional connection with its audience, makes them participate in its growth and achievements, and makes them feel its values and shared philosophy. All this is only possible with a series of tools that must be applied strategically at each step of the brand building process (O'Rourke et al., 2022).

Brand identity is what instantly makes a brand recognizable to consumers. It is the element that, in the eyes of the public, establishes the connection between the brand and its goods or services, fostering a strong relationship between the business and its customers, promoting loyalty, and shaping how customers perceive the brand (Ma et al., 2022).

In today's society, where customers are flooded with knowledge and information, every organization that aspires to remain in the market must make a clear differentiation strategy. Captivating a space in the minds of the customers is a fundamental step, but it is only the beginning of a race to lead. It is no longer enough to position a brand as a purely visual image; it has now become critically important to position different intangibles in the minds and hearts of the public. CSR is one of the aspects that contribute to raising this trust and good reputation (Pina & Dias, 2021). According to the neoclassical economic model, the goal of many companies may remain maximizing profits, CSR fully represents a social strategy capable of generating competitive advantages, it will be necessary for it to be integrated into the company's global strategy, complement it and, therefore, it is collected internally (Okazaki et al., 2020). According to Nave and Ferreira (2019), companies must understand that CSR accompanied by a communication strategy generates great benefits: it helps improve productivity; loyalty of customers, employees (Fiaz & Fahim, 2023) and suppliers; improves relations with the government, increases customer lifetime value and this translates into a positive corporate image that contributes to business development". Integrated Marketing Communication (IMC) makes use of different means to carry out the task, such as advertising, digital marketing, sales promotion, public relations, free press or publicity, internal communication, direct marketing, etc. For this reason, the concept of "integrated" arises, since it is about coordinating the different activities under a strategic backbone that allows the key messages to be transmitted through the different channels, to impact its audience (Foroudi et al., 2017). Prior research on brand orientation has been focused on elucidating the financial implications of the strategy for the company; most of these studies have found a favorable relationship between financial success and brand orientation., this research will investigate the relation between brand orientation and brand identity. Secondly, Employee-Brand knowledge is a less explored variable within the context of brand identity; however, it has been used and focused towards other dimensions of branding in previous research (Rehman et al., 2021). None of

the research has investigated the moderating effect of employee-brand knowledge between BO, CSR and IMC on Brand Identity within the context of SMEs.

Since brand identity is the foundation of any company, it is both a powerful strategic instrument and a crucial source of long-term competitive advantages. Even though big businesses and multinational corporations have given brand management an extensive amount of contemplation and it has helped them create significant value, it is important to remember that small and medium-sized enterprises (SMEs) make up 95% of all businesses. Unfortunately, small and medium business owners frequently overlook the value of brand management and its related advantages. Frequently, companies don't have a formalized framework in place to create a unique brand identity. Recognizing SMEs' important position in the business sector, this study attempts to provide a thorough grasp of brand management in SMEs with the help of a systematic review of the literature on the evidence-based corporate practice guidelines for the brand building process among SMEs. To carry out a systematic review of the literature on the evidence-based corporate practice guidelines for the brand building process among SMEs.

2 Methodology

Retrospective research techniques like systematic reviews are becoming more and more popular. The SLR technique has applications in a variety of domains, including engineering and the social sciences, despite its origins in medicine (Vanhala et al., 2022). However, given that different fields of knowledge may have different review goals, it is imperative that the approach be tailored to meet the unique objectives in the field of management. This document provides a useful overview of the underlying information and steps involved in performing a social media review in the field of management. For the purpose of selecting papers for the systematic literature review, strict selection criteria were defined based on the PRISMA Protocol (Moher et al., 2016) please see Figure 1. By using Harzing Publish or Perish data was obtained and in the search engine *Google* to expand the number of results. As keywords for the *Brand Identity* search, a combination of terms was used as follows: “*Branding practice*” OR “*IMC and Brand Identity*” OR “*CSR and Brand Identity*” OR *Brand Identity and SMEs* AND “*Brand Image*”.

2.1 Data extraction and guide selection

The data related to the type of article, the methodology and recommendations for the invasive management of brand identity were abstracted by a researcher, according to the established criteria:

2.2 Inclusion criteria

Evidence-Based Branding Guidelines for establishing brand identity. Publications from 2010 to 2020 (in case of more than one version available, only the most recent was included). Guides published by a professional or governmental group. Publications written in English or available in this language only.

2.3 Exclusion criteria:

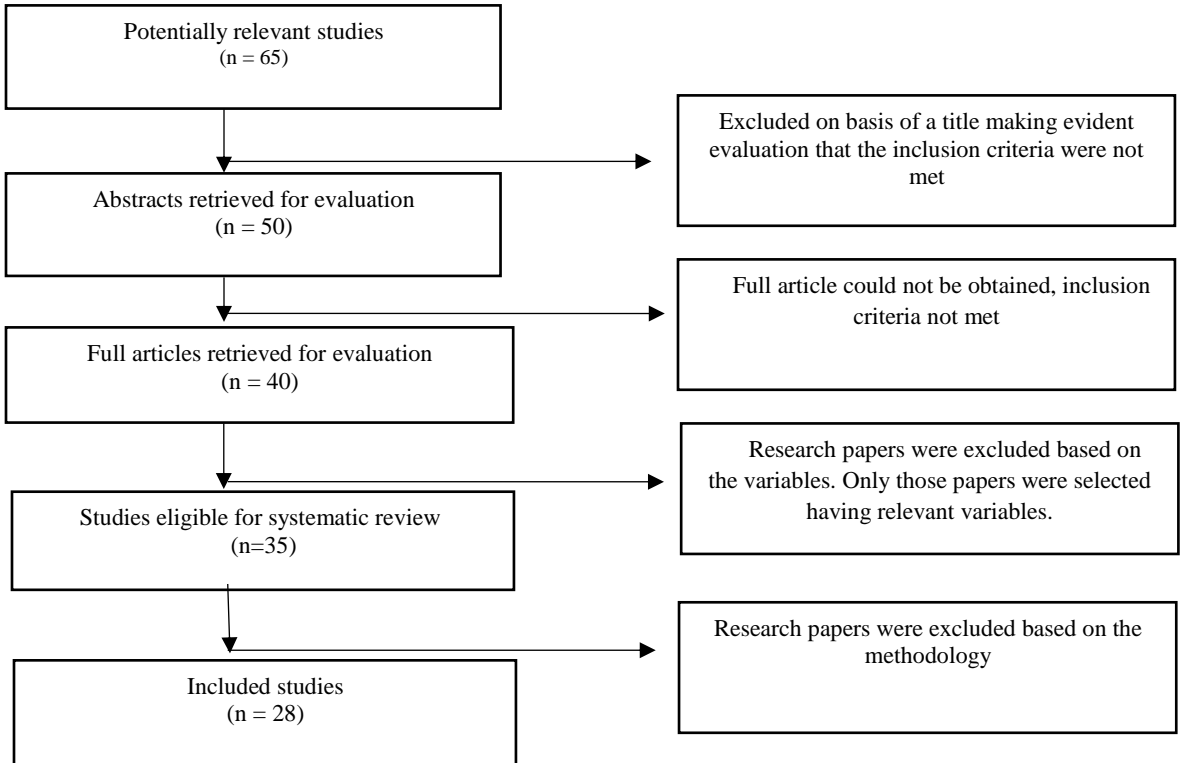
Guidelines with few or no recommendations regarding the brand management process. Copy or summary of a previous guide. Reviews without evidence-based recommendations.

The main reason for selecting Google Scholar for search was due to the fact that all major databases like “Emerald, JSTSOR, Science Direct, Taylor & Francis, Web of Science” etc. merge into “Google Scholar resulting in comprehensive search results. Moreover, apart from searching from Google Scholar we separately searched the websites of the journals of “Academy of Marketing Sciences” and “AMA journal”, “American Marketing Association” “Journal of Marketing” because of the highest impact factor.

In the first step of PRISMA selection criteria, a total of 60 articles from Google Scholar and the websites of “Academy of Marketing Sciences” and “Journal of Marketing” were identified. All the identified articles were relevant, recent, had H-Index citations and belonged to the impact factor journals. In the second step, we used citation criteria for screening articles and out of 65 articles, 15 were excluded as the full article was not available. The remaining articles in the second stage were 50. In the third step of eligibility criteria, we went through the abstract and a further 10 articles were excluded the remaining articles were 40. Then, we further drill down and 5 articles were excluded based on the

variables used. Only those papers were selected at this stage having relevant variables, at the end of this stage total number of papers was 35. In the fifth stage, we further excluded 11 articles based upon the methodology hence 27 articles were selected for systematic literature review.

Figure 1 Prisma Flow Diagram



3 Analysis of Literature

This study includes papers from many research journals over the course of the literature analysis, demonstrating the increasing importance of brand management in research in recent years. The Academy of Management Journal, Journal of Brand Management, Journal of Business Research, Journal of Marketing, Journal of Consumer Research, and

Journal of Strategic Management were among the many research publications from which a total of twenty-eight papers were carefully selected. These research articles are analyzed in detail using the predetermined criteria in the next section. The primary focus of the literature study is on the investigation of organizational brand development frameworks, with the final objective being the proposal of an appropriate conceptual model that Small and Medium-sized Enterprises (SMEs) may utilize to create their brand identity. Numerous elements have been uncovered through this analysis, including variables, research frameworks, procedures, the relationship between factors, and potential topics for more study.

3.1 Research Gaps

In this section, research gaps have been identified related to brand building framework for SMEs. It is evident from the literature analysis that most of the research work in the field of branding has been done for big corporations and there was no brand building framework available for SMEs. Furthermore, brand orientation was considered the key component that helps organizations to establish distinguished brand identity, but from the literature, it can be seen that there is limited empirical knowledge about the makeup of brand orientation, particularly regarding its operationalization which is crucial for the success of companies.

Besides brand orientation, the effect of CSR on consumer attitudes and behaviors is not consistent and the role of brand identification has not been incorporated in studies. Recently, a shift was observed in the branding literature, the research argues that IMC strategy is essential to the firm's strategic brand management and that it strengthens the interface between the firm's brand identity strategy and its customer-based brand equity, but due to the lack of consistent IMC strategy firm's performance declines and perception of the brand in the mind of the customers weakens.

Table 1 Determinants of Brand Identity

Determinants of Brand Identity	Components
Brand Orientation ^{1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20}	Brand orientation is a critical strategic resource factor for developing strong brand identity, at least as far as the internal branding process is concerned.
Integrated Marketing Communication ^{1,2,3,4,5,6,7,8,10,11,12,15,16,17,18,19,20,21,22}	Integrated marketing communication tools are regarded as an option for improving the sales of an enterprise and helps in building brand identity.
Corporate Social Responsibility ^{1,2,4,7,9,10,11,19,20,21,22,23,24,28}	Integration of strategic CSR with corporate branding and other constructs like corporate identity, corporate image, stakeholder attitude and firm-level performance.
Culture ^{5,10,17,20}	Brand identity and culture is a fundamental aspect of a company's prestige. The identity and culture of an organization constitutes one of the most powerful instruments for the positioning of the company.
Innovation ^{4,9,12,13,15,18}	Brand strategy helps companies bring innovation to the market. Innovation returns the favor by enhancing brand reputation.
Market Orientation ^{1,3,5,10,12,14,18,20}	Market orientated firms add a strong dose of branding to their very strong customer centric approach
Market Intelligence ^{14,18,22}	Market Intelligence is helpful for formation of brand identity and brand image.

References

1 Osakwe et al.,(2020),2 Chang et al., (2018),3 Azizi & Daei (2014), 4 Hirvonen & Laukkanen,(2014) 5 Schmidt et al.,(2015), 6 Bravo et al., (2017), 7 Foroudi et al.,(2017)8 Sahu and Pratihari (2015) ,9 Rahman et al., (2013), 10 Urde & Merrilees, (2013), 11 Gruzic, M. (2007), 12 Baumgarth, C. (2010), 13 Veljković, & Kaličanin, (2016), 14 Salehi, & Ekhlasi,(2017), 15Chemarum, W. C. (2016), 16Bridson et al., (2013), 17Holmblad & Ericsson, (2013), 18Tajeddini, & Ratten, (2020), 19Bravo et al., (2017) ,20He & Li, (2011), 21Urde & Merrilees (2013), 22 Blombäck and Ramírez-Pasillas (2012), 23Urde, & Greyser, (2016), 24Abimbola, & Vallaster, (2007) 25Bibby, (2015),26 Madhavaram et al., (2005),27 Mongkol (2014),28 Sahu and Pratihari (2015).

Brand building framework constructs for SMEs

Table 2: Brand Building Framework

Brand Building Framework	Components	Outcome
Brand Orientation	Actual Self congruity ³ , Ideal Self Congruity ³ , Brand norms ^{1,12} , Brand artifacts ^{1,12} , Trust Brand Identification ⁵ , Compatibility ⁹ , Complexity ⁹ , Triability ⁹ , Observability ⁹ , Innovativeness ¹³ , Marketing channel relationships ¹³ , Brand support activities ¹³ , Unique marketing offers ¹³	Brand orientation is an inside out approach that knows brand as core business strategies and activities.
Corporate Social Responsibility	Cause promotion ¹⁹ , Cause-related marketing ¹⁹ Corporate social marketing ²⁰ , Corporate philanthropy ⁸ , Community volunteering ²⁰ Socially responsible ⁸	CSR activities had a direct positive effect on corporate reputation and corporate brand identity.
Integrated Marketing Communication	¹⁹ Service attributes, Website ²⁵ , Social Media ²⁵ , Advertising ²⁵ , Public Relations ²⁵ , Direct Marketing ²⁶ , ²³ Sponsorship ²⁶ , Tradeshow ²⁷ , Interactivity, ²³ Strategic consistency ²⁶ , Internal Brand Communication ²⁶	IMC facilitates collaboration and creates synergy across departments or work groups to create positive brand image

References

¹ Osakwe et al.,(2020),² Chang et al., (2018),³ Azizi & Daei (2014),⁵ Schmidt et al.,(2015),⁸ Sahu and Pratihari (2015),⁹ Rahman et al., (2013),¹³Veljković, & Kaličanin, (2016),¹⁹Bravo et al., (2017)²⁰,He & Li, (2011), Urde, & Greyser, (2016)²³,²⁵Bibby, (2015),²⁶ Madhavaram et al., (2005),²⁷ Mongkol (2014),²⁸ Sahu, S., & Pratihari, S. K. (2015).

3.2 Theories Using Determinants of Brand Identity

Table 3 indicates theories, models, scales and Matrix used in research papers. The theories are related to Brand Orientations, CSR -Brand Identity and IMC-Brand Identity

Table 3 Brand Building Theories

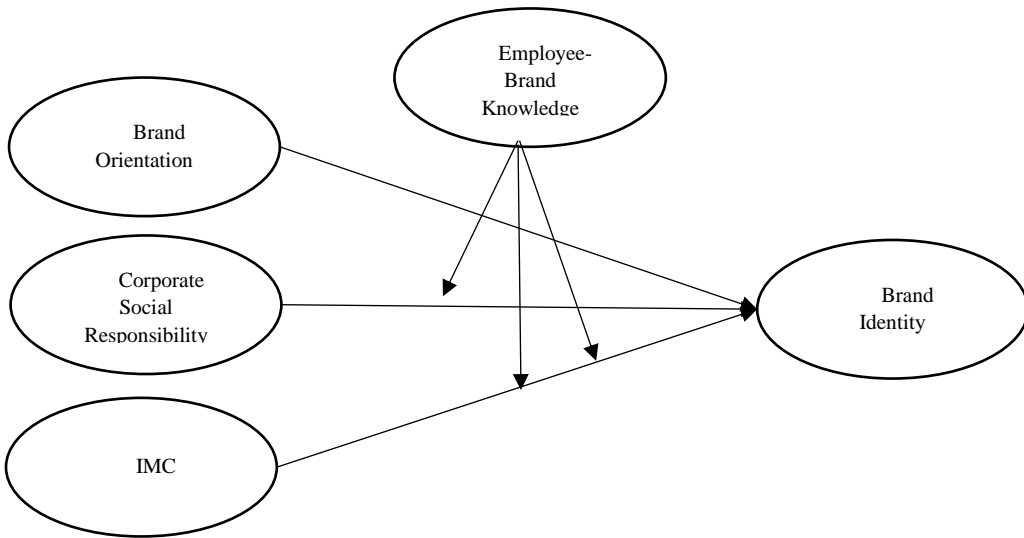
Constructs	AB P	CBB E	CBI M	E M	BCI M	BI P	OM T	S T	SI T	N T
Brand Orientation	✓	✓	✓	✓	✓	✓	✓			
Integrated Marketing Communication						✓	✓	✓	✓	✓
Corporate Social Responsibility			✓		✓			✓		✓

*ABP= Aakers Brand Personality Scale, *CBBE= Customer Based Brand Equity, *CBIM= Corporate Brand Identity Matrix, *EM= Egg Model, *BCIM= Brand Concept Image Model, *BIP= Brand Identity Prism, *OMT= Organizational and Marketing Theory, *ST= Stakeholder Theory, *SIT= Social Identity Theory, *NT= Network Theory

4 Discussions and implications

After the systematic literature review, this article proposes the conceptual model of brand building with respect to SMEs. In agreement with recent debates on deepening and extending the conversation about brand building to contexts such as SMEs (Hirvonen and Laukkanen, 2014; Laukkanen et al., 2016; Osakwe et al., 2015; Renton et al., 2016). This article consolidates previous work related to brand building by researching the underlying dimensions of the construct. In particular, the present paper has proposed that brand building is done when there is a distinguished brand identity. Identity is the support by which the brand is built. It is who gives you a direction, a purpose, a meaning. The identity guides the business and financial actions, defines the commercial and communication objectives and conveys, through its symbols, a sense, a concept (Muhonen et al., 2017). In order to establish brand identity, brand orientation, communication with the customer in the form of different promotional and branding activities which is called IMC, and CSR activity is important. Brand orientation, IMC and CSR are long-term processes and they require a proper understanding of underlying principles. This proposed model by implication improves SMEs’ understanding of the brand branding concept and improves business performance. This study has also proposed a new moderating variable which is employee-brand knowledge which has not been researched yet.

Figure 2



4.1 Brand Orientation

Brand orientation is not a question of size or depends on a type of activity, but rather an attitude that has to do with its philosophy that is rooted in corporate culture (Fahim et al., 2021) and entails a way of managing and doing. Many factors have been identified that indicate the degree of brand orientation of a company. These factors can be grouped into three dimensions:

Table 4 Brand Oriented Dimension

Brand Oriented Dimension	Elements	Explanation
Philosophy	Brand vision, Brand Mission, Brand Value, Brand personality Brand Spirit, Brand positioning, Brand Promise	To what extent the company has a strategic definition of the brand and actively disseminates creating a culture around its brand, both internally and externally.
Governance	People, Process, Training, Technology	To what extent does the company have protocols, clear responsibilities and management tools and innovation policies aimed at generating value for the brand and for the company.
Brand-Citizenship Behavior	Brand Endorsement, Brand Enthusiasm, Brand Consideration, Brand Advancement	It is the behavior that enhances brand identity which includes (like not complaining and help collaborators, without desires of rewards.

4.2 Integrated Marketing Communication Dimensions

Thus, it is understood the concern of organizations is in leveraging competitive advantage and profitability of the brand in the long term. On this premise, it is clear that the integrated marketing communication in its processes has become one of the pillars of organizational strategies and brand management. IMC campaign dimensions are illustrated below:

Table 5 IMC Elements & Explanation

IMC Elements	Explanation
Alignment	All aspects of IMC should be aligned.
Clear Leadership	Requirement of teamwork from different teams or departments

Goals	Set clear goals
Clear Workflow	Establishing a clear and defined workflow from the beginning

4.3 Corporate Social Responsibility

The marketing strategy should deliver value to customers in a way that maintains or improves the well-being of both the consumer and society. If the company succeeds in positioning its brand identity from a CSR perspective, the corporate image can be enhanced which can be measured. A corporate image that builds upon strategic CSR will lead to positive attitudes among the stakeholders and customers, in particular, which further leads to achieving sustainable competitive advantage and a definite level of firm performance.

Table 6 CSR Elements & Explanation

CSR Elements	Explanation
Business Based social purpose	CSR programs always directly reflect what the business is and what it does
Measurable	CSR leaders develop proprietary approaches to drive measurable social change
Focus	Focus all efforts on one social issue and align all the internal and external resources with this issue
Partnering with Experts	Bringing together the entire system of stakeholders with the expertise, influence and infrastructure to coordinate a fundamental shift, not only in our own operations

4.4 Moderating role of employee-brand knowledge

Deriving from Keller's (1993) definition of brand knowledge and upgrading that definition through subsequent explanations in the branding literature, we define employee brand knowledge as a cognitive representation of distinct brand identity in employees' memory (Baumgarth and Schmidt, 2010). Afshardoost et al. (2023) highlight that employees need to learn about and understand a brand in order to develop favorable brand attitudes and pro-brand behaviors. By forming brand knowledge, employees start to make sense of the brand and its values. Communication and the behavior of managers help employees to make sense of their brand experience. This develops their knowledge about brand identity.

5 Conclusion

The importance of a brand orientation of corporate social responsibility (CSR), integrated marketing communications (IMC), and brand identity cannot be ignored. Brand managers need to understand the fundamental connections between these components as they traverse the complex terrain of creating and sustaining a brand. Consumers' perceptions of a brand are strengthened when it incorporates a brand orientation mentality, which guarantees coherence and consistency across a range of touchpoints. The moderating effect of employee brand awareness, however, increases the efficacy of these initiatives even more. As a company's internal brand ambassadors, employees are essential in creating and maintaining the brand identity. How these components are interpreted in external communications and customer interactions is greatly influenced by their comprehension of the brand's values, message, and CSR activities. To sum up, a strong and lasting brand identity is built on the trio of an IMC, CSR initiatives, and a brand-orientation attitude. However, employee brand awareness is a dynamic element that plays a critical moderating role in how well these methods transfer into a compelling and unified brand story. Fostering a culture of brand understanding and commitment among employees becomes a strategic imperative as brand managers plan and carry out initiatives. This not only shapes internal dynamics but also has a significant impact on how the brand is viewed and embraced by the external audience. The way these components interact highlights the holistic approach to brand management, in which internal coherence and outward manifestation complement one another to strengthen the brand's lasting influence on consumers.

5.1 Managerial Implication

Promote an attitude towards the care and value of the brand throughout the organization. Connect the brand with the business strategy at all times. Pay special attention to the core, origin and principle of the brand: its own strategic definition. Promote brand culture at all levels of the organization. Involve senior management in brand issues and encourage CEO participation in the dissemination of brand values and culture.

In today's competitive business market, when building a strong and distinctive brand identity is essential to long-term success, brand managers must embrace a brand orientation approach. Building a brand-oriented attitude has significant implications for brand managers. Managers may improve brand equity and consumer loyalty by coordinating a consistent and cohesive brand message across all touchpoints and communication platforms. This implies that all interactions—whether in digital marketing, public relations, or advertising—should represent the essential qualities and values of the brand. This strategy guarantees that customers view the brand in a coherent and appealing way, which eventually leads to favorable brand associations, in addition to fostering a consistent brand image.

For brand managers, adding Corporate Social Responsibility (CSR) initiatives to the brand orientation attitude adds even more relevance. Customers of today are interested in businesses that show a dedication to social and environmental responsibility in addition to the quality of goods and services. Sustainable and socially conscious activities should be included in the brand's fundamental principles, and brand managers should view CSR as an essential component of the company's identity. This entails making sure that CSR actions are in line with the brand's overarching story in addition to effectively conveying them through IMC methods. Incorporating CSR into a brand-oriented attitude not only meets ethical obligations but also improves the firm's reputation, drawing in socially conscious customers and building a favorable brand image.

Moreover, brand managers must understand that integrating CSR, IMC, and brand orientation is a dynamic, continuous process. Maintaining congruence with changing customer preferences, market trends, and societal expectations requires constant observation, assessment, and modification. Brand managers may make well-informed judgments and modify strategy by routinely evaluating the success of IMC campaigns and CSR efforts. Additionally, brand managers may resolve any discrepancies that may exist between the intended and perceived images of their brand by remaining aware of stakeholder and customer input. Brand managers may guarantee that the brand orientation attitude stays current and resonates in a constantly evolving corporate environment by taking a proactive and adaptable approach.

5.2 Theoretical Implications

The model presented in the paper provides a theoretical contribution that might be valuable for empirical investigation, particularly in the context of small and medium-sized firms (SMEs). By introducing a comprehensive framework that integrates various aspects of brand management, the research lays the groundwork for assessing the applicability and efficacy of the proposed model in real-world business settings, particularly those characterized by resource limitations and specific operational challenges commonly encountered in SMEs. The proposed model likely encompasses variables and relationships that have been identified as crucial for understanding brand dynamics within SMEs. These may include elements such as brand orientation mindset, Integrated Marketing Communications (IMC), Corporate Social Responsibility (CSR), and the overarching construct of brand identity. For SMEs, which often operate in dynamic and competitive markets, a tailored model that reflects their specific organizational characteristics is essential for effective brand management. Furthermore, a significant theoretical development is represented by the addition of the employee brand knowledge variable as a moderator in the suggested framework. This indicates that a new and heretofore undiscovered aspect of the interaction between brand management elements and brand identity is brought to light by the research. The employee brand knowledge variable indicates that how brand orientation, IMC, and CSR activities transfer into the real perception and reception of the brand identity is heavily influenced by workers' comprehension of and alignment with the brand. To sum up, this research has two theoretical implications: first, it presents a thorough model that can be empirically tested in the context of SMEs; second, it is the first to include employee brand knowledge as a moderator in this framework, creating new opportunities to comprehend the complex dynamics of brand identity construction within organizations.

Annexures

Table 7 Branding Process along with Problem Statement and Thesis Statement

S.No#	Title	PS	TS	Qualitative vs Quantitative	Methodology	Open Issues/Future Work
1	Brand orientation, brand-building behavior and brand identity in SMEs: an empirical evaluation	“Brand orientation, similar to market orientation, is an important strategic resource for firms that want to acquire superior competitive advantage through a deliberate differentiation strategy. Yet there is limited empirical knowledge about the makeup of brand orientation, particularly regarding its operationalization which is crucial for the success of companies”	“In addressing the research issue, the study uses responses from 158 domesticated SMEs in North Macedonia, to test the research propositions”.	Quantitative	“In addressing the research issue, the study uses responses from 158 domesticated SMEs in North Macedonia, afterwards relying on structural equation modeling to test the research propositions”.	“1) To examine the research in specific industries. 2) The proposed research model should be enhanced by taking into consideration market orientation, depth of social media uses, CSR engagement, along with learning orientation of the firm, will moderate the suggested relationship.”
2	Enhancing Firm Performance: The Role of Brand Orientation in Business-to-Business Marketing	“Marketing practitioners do not recognize the strategic value of B2B brands. As a result, they fail to adopt brand orientations. That is, they do not view B2B branding as an important component of their marketing strategies which decreases the firm's performance”	“Drawing on research using upper-echelon theory (Hambrick & Mason, 1984; Hambrick,2007), the resource-based view (Barney, 1991; Hunt, 2010), and service-dominant logic (Vargo & Lusch, 2004; 2008), we develop a theory-based model that highlights the role that brand orientation	Quantitative		“Future studies could explore whether factors, such as top management team composition and internal/external corporate governance systems influence firms' brand orientations”.

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			plays in translating key management and organizational factors into increased firm value and better brand performance”			
3	A model of factors’ effects on Brand Identification: Evidence from Iran	“Being brand-guided is very important for businesses across almost every industry sector. Ignoring brand orientation results in decreased financial performance”	“This study designs a model that tests and identifies social factors affecting brand identification.”	Quantitative	“The population of this study consists of cell phone buyers visiting two main cell phone retail centers in Tehran: Alaeddin Trade Complex and Tehran Great Cell Phone Market.”	“The conceptual model of this study can be tested for other products”
4	Brand orientation in small firms: an empirical test of the impact on brand performance	“The central tenet of contemporary branding theory suggests that the brand should be included in a firm’s strategic planning processes. However, in many small firms, such an orientation toward branding is a low priority. Although small and medium-sized enterprises (SMEs) ‘do something about brand management’, many of them still perceive	“An empirical dataset of 255 responses from small service firms operating in Finland is used to test a model of the performance effects of brand orientation in the small business context.”	Quantitative	“In addressing the research issue, the study uses responses from 255 responses from small service firms operating in Finland, afterwards relying on structural equation modeling to test the research propositions.”	“Researchers could try to investigate the relation between brand identity and employee brand orientation, and whether this relation is moderated by internal branding”.

		branding to be far from a high priority issue.”				
5	Brand Orientation: A Case Study Approach within the Context of Social Entrepreneurial Businesses	“SEOs aim at generating social impact by using innovative solutions to resolve well-known problems. They work profit-oriented, but their earnings stay completely or at least to major parts within the organization”	“In this paper, a conceptual model of brand orientation in the context of SEOs is introduced”	Qualitative	“A case study method based on in-depth interviews with Social Entrepreneurs is used to illustrate and to discuss the model”.	Nil
6	Managing brand identity: effects on the employees	“Research in this field has often explored the perspectives of top management or brand consultants, ignoring how employees perceive the brand management process. Given that employees’ perceptions can influence their attitudes and behaviors, and therefore affect customers’ experiences, it is especially useful to identify and measure the impact of brand management practices in the eyes of staff.”	“This paper proposes a model to analyze the impact of brand identity management on employees’ attitudes and behaviors in the financial services sector. Specifically, we analyze the dimensions of employee and client focus, visual identity, brand personality, consistent communications and human resource initiatives, and their effects on employees’ organizational identification”.	Quantitative	“An empirical study was carried out to test the proposed model. The sample consisted of 297 employees in the UK financial services sector. Hypothesis testing was conducted using partial least square regression (PLS).”	“An empirical study was carried out to test the proposed model. The sample consisted of 297 employees in the UK financial services sector. Hypothesis testing was conducted using partial least square regression (PLS)”.

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7	IMC antecedents and the consequences of planned brand identity in higher education	“The concepts of planned brand identity, awareness, image, reputation and identification are typically applied to businesses rather than to the relatively under-researched domain of higher education”.	“Develop a model that encompasses the IMC antecedents and consequences of planned brand identity, awareness, image, reputation and identification in the context of higher education. We test the model by deriving a number of hypotheses that we subject to empirical testing in the context of two UK universities”	Quantitative	“A model of the IMC antecedents and consequences of planned brand identity was tested in a survey conducted among stakeholders in two London-based universities. Structural equation modeling (SEM) was applied to gain insight into the various influences and relationships”	“A model of the IMC antecedents and consequences of planned brand identity was tested in a survey conducted among stakeholders in two London-based universities. Structural equation modeling (SEM) was applied to gain insight into the various influences and relationships”
8	Strategic CSR, Corporate Identity, Branding and Marketing: Review & Comments	“National and multinational companies are increasingly moving towards corporate branding rather than the branding of their products and services but there is a lack of framework available to present CSR as a tool for corporate branding”	“The present study proposed a framework describing the effect of CSR on Corporate Branding and Marketing.”	Qualitative		Nil
9	Brand Orientation as a Strategy That	“Due to the lack of brand orientation strategy in Bop market results in non-adoption of innovation in the developing and emerging economies “	“Diffusion of innovation theory is used in this study to investigate how brand orientation as a strategy influences an adoption like CIC among consumers in the BOP market of Bangladesh.”	Mixed	“A sample of 120 people is used for the quantitative survey. However, 100 questionnaires from a quantitative survey were used for the analyses because 20 questionnaires were considered invalid as participants skipped some questions. Face-to-face	Nil

					surveys were conducted for the quantitative survey”	
10	Brand orientation and market orientation — From alternatives to synergy Influences the Adoption of Innovation in the Bottom of the Pyramid Market	“Brand orientation is an inside-out, identity-driven approach that sees brands as a hub for an organization and its strategy. Similarly, market orientation is an outside-in, image-driven approach but there is a lack of synergistic combinations between these two approaches to use a guiding light for management”	“This paper explores the interaction between brand orientation and market orientation furthermore a new type of orientation, a hybrid between brand and marketing orientation, has been proposed”	Qualitative	“Case study, Interview with CEOs of companies”	“Case studies, either new or revisited, could re-examine the nature of orientation, emphasizing the possibility of the two newly defined hybrid orientations. Quantitative studies could develop scales and measures, for example, to explore the link between different orientations and profitability. Another fruitful area for further research might be change management, considering culture and other relevant aspects to the different orientations”.
11	Retail offer Advantage through Brand Orientation in Luxury, High Fashion Stores	“The fashion retail marketplace has attracted criticism for a lack of differentiation, possibly due to greater degree of market concentration and lack of appropriate brand orientation strategy that differentiates one company from its competitors”	“Bridson and Evans model has been used to investigate the importance of Brand orientation strategy in luxury fashion stores”	Qualitative	“The methodology of the research is a case study. The case of a famous Greek fashion chain of luxury stores analysed on the basis of its merchandise, trading format, customer service and communication distinctiveness.”	“Future research could be directed to examining the importance of private label merchandise as a tangible representation of the retails”

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12	Living the brand": brand orientation in the business-to-business sector	“Given that the practical relevance of the brand concept to the business-to-business sector is increasing, academic attention needs to be focused more, till now Brand management has generally focused on business-to-consumer marketing, and academic studies have implied that branding has limited practical relevance in the business-to-business context”	“This paper develops a conceptual model of brand orientation for the business-to-business sector and validates it empirically, thereby presenting a new analysis of the relationship between the internal anchorage of a brand and a company’s market performance.”	Quantitative	“Data from 261 usable responses to a questionnaire distributed in the German business-to-business sector, were applied to model estimation by the “soft modeling” partial-least-squares regression technique”	“The study was carried out in a single country, Germany. The extent to which the measuring models and the structure model are transferable to other cultural contexts is therefore debatable. Further research should analyze the correlation between internal brand Orientation and external brand equity. Such a study would benefit greatly from a combination of in-company and market surveys”
13	Improving Business Performance through Brand Management Practice	“Being brand-guided is very important for businesses across almost every industry sector. Ignoring brand orientation results in decreased financial performance”	“This paper aims to widen the perspective of BMP, presenting a comprehensive brand management practice model that includes a broader view of company performance by surveying a wider base of managers and specialists connected with brand issues in the investigated companies.”	Quantitative	“The research was conducted by collecting responses to the survey from CEOs, marketing managers, brand managers, other types of manager, and specialists professionally connected with brands”.	1) exploring the influence of other variables that can affect good brand management practice, which could lead to extending the presented BMP model;
14	A Brand Oriented Model in Service Organizations with an Emphasis on Airlines	“Recently Brand orientation has been introduced as a possible way to conduct the branding process. While most of researches are around market orientation the studies with subject in the field	“The present study presents a model that shows brand orientation aspects of service organizations in order to achieve the stated outcomes.”	Quantitative	“For data collection and measurements of research indices, questionnaire was used. The questionnaire based on the research objectives has been developed as 30	“The study was carried out in a single service industry it can be done on further service industry such as hotel and hospitality”

		of brand orientation are less and all of them are done in companies with physical products there is no research with the case of brand orientation in service organizations as well”.			questions with a 4-degree scale.”	
15	Influence of Brand Orientation on the performance of daily newspapers in Kenya	“The increase of availability and ability to access the internet and subsequent digitization has affected the news production value chain, the collection, the circulation and more importantly the consumption of content. No known research has been done in relation to influence of brand orientation on the performance of daily Newspapers in Kenya.”	“The data collected was and analyzed using descriptive statistics; frequencies and percentages, means and standard deviations as well as inferential statistics to determine the relationship between brand orientation and performance.”	Quantitative	“This study used a descriptive cross-sectional survey design. This design was used to gather information at a single point in time from a population”	“Further, a study can be done on the influence of the growth of use of the Internet on brand orientation in Kenya”.
16	Brand orientation in the retail sector: impact on market performance	“Brand orientation (BO) has been described by researchers as a strategic approach which focuses on an organization’s brand as a resource and a strategic hub. It seems, however, that very little research has been done on how BO relates to the retail industry”	“This study develops a model for BO in South Africa. specifically, for retail sector”	Quantitative	“Data collection was done from 191 respondents via an online survey distributed between May and June 2016”	“It would also be of great value to examine the role played by retail brand orientation in businesses to business companies, for example wholesalers”.

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17	A Typology of brand orientation a case study of corporate brand management	<p>“During the last decade brands have become a critical tool for growing the business profitability and performance. The brand orientation research is however still in its infancy. There is therefore a need to conceptualize and operationalised brand orientation further. Specifically, the literature is lacking examples in which ways organizations can be brand oriented and how this can be manifested in the organizations”</p>	<p>“This study provides a basic framework, a typology, that organizations can used to be brand oriented in different ways theoretically and practically”</p>	Qualitative	<p>“The study takes a mainly qualitative form concerning a comparative case study of four contrasting cases. In addition to the qualitative study, a smaller quantitative method is undertaken.”</p>	<p>“It would be interesting to see the employees’ point of view of the organizational strategy as this would provide a more extendable and understandable way on how the culture and brand identity interacts”</p>
18	The moderating effect of brand orientation on inter-firm market orientation and performance	<p>“Although recent marketing and organizational studies on inter-firm collaboration and networks have yielded important findings and it has been discussed in terms of big organizations the research has failed to advance our understanding about how SMEs operating internationally can further enhance performance by collaborating with trusted business partners when developing their market orientation and building a strong brand”</p>	<p>“This research investigated the effect of BO on IFMO, (2) the hypothesized effect of IFMO and on business performance, and (3) the role of BO in moderating the IFMO-business performance relationship. Specifically, we devise a theoretical model that links these constructs together”.</p>	Quantitative	<p>“A total of 890 firms for data collection. Over a period of several months a direct-mail questionnaire including three questionnaires were sent to the sample of 890 companies in three waves”</p>	<p>“Future researchers should advance and discuss how to conceptualize and measure market and brand inter-firm collaboration”.</p>

19	Brand identity management and corporate social responsibility: An analysis from employees' perspective in the Banking sector	“Despite being common practice in many organizations, CSR programs effects on stakeholders ‘behaviour are not always clear. In a recent survey, 37% of CEOs could not see a clear link between CSR actions and business value”	“Specifically, we explore how perceived BIM and CSR influence perceived external prestige and organizational commitment. In turn, the research examines the impact of organizational commitment on brand performance and brand citizenship behaviour. In addition, it investigates the moderating role of employees’ age on the effects of perceived BIM and CSR”.	Quantitative	“A questionnaire was administered online, and the final sample consisted of 297 individuals”	“Future research could analyze the perceptions of different stakeholders. For instance, a dyadic perspective where employees’ views and those of their clients or managers are analysed could be a suitable complement for this study”.
20	CSR and Service Brand: The Mediating Effect of Brand Identification and Moderating Effect of Service Quality	“Previous research finds that the effects of CSR association on consumer attitudes and behaviors are not consistent and role of brand identification and customer satisfaction on Service Quality Brand (SQ) has not been incorporated in studies”	“The present study incorporates CSR association, SQ perception, and brand identification into one framework in predicting service brand performance.”	Quantitative	“Two hundred and sixty-eight usable questionnaires were collected through email snowball sampling. Questionnaires were initially emailed to 10 acquaintances of the research assistant.”	“1) Future research should test this model with larger random samples or samples in other contexts, for example, in different service sectors and in different cultures. 2) Future studies should examine personal factors, such as personal cultural values, variety seeking behavior, personality traits, etc”.

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21	The corporate brand identity matrix	“The lack of a widely agreed framework to help define and align corporate brand identity constitutes a serious managerial problem and a shortcoming of the academic literature”	“This article provides such a framework, the Corporate Brand Identity Matrix (CBIM), which draws upon the relevant literature, enriched by hands-on corporate experience gained by its application in three international corporate branding case studies”	Qualitative	“This purpose-designed methodology, combining the case study and action research approaches, permitted the drawing of confident generalisable conclusions and the discussion of the theoretical and managerial implications of the CBIM.”	“Important further insights could be derived from additional research into the application of the CBIM framework, including studies of the actual implementation, communication, measurement and tracking processes in practice”.
22	Exploring the logics of corporate brand identity formation	“Corporate brand identity is commonly materialized through, but not limited to, the corporate name, market offer, logotypes, slogans, employee behavior, and different forms of planned communications there is limited empirical research regarding how companies determine their corporate brand identity in view of the wide variety of traits to choose from”.	“This paper is to explore and analyze the logics at work when companies decide what corporate features to communicate; which eventually also accounts for their corporate brands’ identities”.	Qualitative	“Conducted semi-structured Interviews”	“Further research should, therefore, ideally incorporate more firms, including large firms, as it is not unforeseeable that the processes underlying corporate brand management, such as the selection of key features and corporate brand identity, will differ between small and large firms”
23	The Corporate Brand Identity and Reputation Matrix – The case of the Nobel Prize	“Both scholars and practitioners agree on the importance of corporate identity and corporate reputation There is equally strong agreement that these	“Elements of brand identity and reputation are combined into a single more coherent whole – the new Corporate Brand	Qualitative	“Conducted open and semi-structured interviews, undertook document and archival studies, and also incorporate observation into the	“To explore and integrate the communication dimension into the framework and to test the validity and reliability of the model’s elements quantitatively – would

		<p>concepts are interrelated. However, a serious corporate brand management problem is the lack of a widely agreed framework that can define a corporate brand identity and also align its different reputation elements so that they come together as one entity”</p>	<p>Identity and Reputation Matrix (CBIRM). Then, we apply and refine the CBIRM to our case analysis”</p>		<p>research process. In total, we conducted 27 interviews with 18 individuals”</p>	<p>strengthen the framework’s generalizability”</p>
24	<p>Brand, organizational identity and reputation in SMEs: an overview</p>	<p>“Brand, organizational identity and reputation are the 3 key concepts. the greater the alignment between these three concepts, the more consistent and therefore the more successful the branding efforts will be, these concepts are widely researched in the context of big organization and lack in SMEs”</p>	<p>“The study offers new horizons on brand, organization identity and reputation as they relate to economic reality. The author’s unequivocal articulation is that these concepts are critical factors in the success of enterprises and small businesses in competitive markets”.</p>	<p>Review</p>	<p>“Literature Review supported by findings from published studies and empirical reality”.</p>	<p>“Given the often-strained economic resources available to entrepreneurs and SMEs, what role does positive brand equity and reputation play in SMEs’ ability to grow?”</p>

Table 8 Dependent, Independent, Moderating and Meditating variables of 20 papers

Paper #	Independent Variable	Dependent Variable	Moderating Mediating Variables
1	Brand Orientation and Brand Building Behavior	Brand Identity	Mediating Brand Building Behavior
2	Entrepreneurial orientation Marketing Capability	Brand Performance	Mediating 1) Brand Orientation 2) customer co creation
3	Actual Self congruity Ideal Self Congruity	Brand Personality Trust Brand Identification	Nil
4	Brand Orientation	Brand Performance	Mediating Brand Identity Moderating Internal Branding
5	Brand Identity Management	Brand Citizenship Behavior Job Satisfaction Employee word of mouth	Nil
6	IMC Antecedents	Planned Brand Identity	Nil
7	Relative Advantage Compatibility Complexity Triability Observability Reflection of Brand Orientation	Engagement Level	Nil

8	Brand value Brand norms Brand artifacts	Performance	Mediating Brand orientation Behavior
9	Innovativeness Marketing channel relationships Brand support activities Unique marketing offers	Business Performance	Moderating Customer-based brand equity
10	Top Management participation	Development of strong service brand	Mediating Brand symbolization Brand Identity Internal promoting of brand IMC
11	Departmental Coordination Brand Communication Stakeholder Partnership Brand Reality Brand Leadership	Firms Performance	Nil
12	Values in BO Norms in BO Symbols in BO	Market Performance	Mediating Brand oriented Behavior
13	IFMO	Market Performance Financial Performance	Moderating Brand Orientation

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14	BIM CSR	Brand performance Brand citizenship Behavior	Mod Variable Age Mediating Perceived external prestige Org Commitment
15	CSR Service Quality CSR association	Brand Loyalty	Mediating Customer satisfaction Brand identification

Table 9 Category-wise comparison

Theoretical Categories	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total	
Brand Orientation	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√							20
Promotional and Branding Activities	√	√	√	√	√	√	√	√	√	√	√				√	√	√	√	√	√	√	√	√				19
Employee-Brand Knowledge	√	√	√	√		√		√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	19
Corporate Social Responsibility	√	√		√			√	√	√									√	√	√	√	√	√	√	√	√	14
Strategic Planning process	√				√			√			√				√	√		√	√								8
Culture					√				√						√			√									4
Innovation				√				√			√	√		√				√									6
Market Orientation	√		√		√				√		√		√					√	√								8
Market Intelligence												√					√				√						3

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