

Table 8:1 The Challenges of Corporate Brand Implementation

	Cycle 1: Stating	Cycle 2: Organizing	Cycle 3: Involving	Cycle 4: Integrating	Cycle 5: Monitoring
Cycles of corporate branding					
Key Problems	Fragmented company-wide brand expression.	Lack of coherent brand organization and execution.	Generate shared mindset among employees and customer involvement.	Make full move from product to corporate brand behavior.	Ensure full operation ownership to all business units: the brand is everywhere.
Key Process: Corporate Branding Tool-Kit	Stating the identity and vision of the corporate brand: Who are we as an organization and who do we want to become?	Linking vision to culture and image practices: How can we reorganize behind the brand?	Involving stakeholders through culture and image: How can we involve internal and external stakeholders in the brand?	Integrating vision, culture and image around a new identity: How can we align the organization behind the brand?	Tracking corporate branding gaps and brand performance: What are the critical factors in our internal and external brand performance?
Challenges of Change: Key Tension	Brand narcissism embedded in culture and identity vs. brand hyper adaptation driven by image.	Brand policing directed by programs and manual vs. brand turfs generated by functions and markets.	Brand commitment and identification vs. brand overload and process exhaustion.	Brand isolated in headquarters vs. brand fragmented by local subsidiaries.	Brand obsession with quantitative measurement vs. intuitive follow up on brand performance.
Change crisis	Needed to create vision among top managers.	Need to conduct full organization wide execution.	Need to involve all internal subcultures.	Need to generate local brand ownership and involvement.	Need to insist on cross - functional knowledge.
Levers Key Activity:	(Re)articulate core values and define identity behind brand.	Reshape organization managerial structure and processes.	Engage employees in execution and involve consumer images.	Create brand balance between global coherence and local buy in.	Set up relevant monitoring systems.
Change Organization	Top management guidance. Internal task force. External visual identity.	Top management execution of cross - functional structure and process changes.	Internal organizational development process. Consumer reactions (focus groups, communities).	Organization wide execution of structure and local process. Local stakeholder involvement.	Monitor unit including internal and external knowledge. Organization wide distribution of knowledge.

Elaborated from Schultz, M. & Hatch, M.J. (2003): The Cycles of Corporate Branding: The Case of LEGO Company, *California Management Review*