

Table 1 Disciplinary sources of the AC²ID Test

Concept	Management roots/disciplinary origins	Our brief explanation	Links to one or more of the five identity types
Corporate identity	<ul style="list-style-type: none"> • Marketing • Communications • Graphic design 	The mix of attributes which makes any entity distinct. ^a	<ul style="list-style-type: none"> • Actual • Communicated • Conceived • Ideal • Desired
Corporate branding	<ul style="list-style-type: none"> • Marketing • Economics • Strategy 	Derived from an organization's identity and encapsulated in a branding position statement which delineates the tangible and intangible attributes of the brand. Brand reputation serves as a company's covenant with key stakeholders. ^b	<ul style="list-style-type: none"> • Actual • Communicated • Conceived • Ideal • Desired
Corporate image and corporate reputation	<ul style="list-style-type: none"> • Marketing • Economics • Social psychology • Strategy 	The perception of the organization by an individual, group, or groups at one point in time (image), over time (reputation), and the added value accrued from a positive reputation (esteem). ^c	<ul style="list-style-type: none"> • Conceived
Total corporate communications	<ul style="list-style-type: none"> • Marketing and communications 	<p>The multi-faceted way by which organizations communicate.</p> <p><i>Primary</i> (product performance, organizational and leadership behavior);</p> <p><i>Secondary</i> (advertising, PR, graphic design, sponsorship and other controlled forms);</p> <p><i>Tertiary</i> (word of mouth, third party communications, and "spin").^d</p>	<ul style="list-style-type: none"> • Communicated
Corporate personality	<ul style="list-style-type: none"> • Marketing • Psychology • Organizational behavior 	Very similar to the organizational identification concept but also includes the role of the founder's personality in identity formation. ^e	<ul style="list-style-type: none"> • Actual • Desired
Organizational identity/identification	<ul style="list-style-type: none"> • Organizational behavior 	Traditionally focuses on an organization's culture(s), with the emphasis on personnel's commitment to the organization. ^f	<ul style="list-style-type: none"> • Actual
Corporate culture	<ul style="list-style-type: none"> • Organizational behavior 	The mix of values and sub-cultural groups which is a major element of an organization's actual identity. ^g	<ul style="list-style-type: none"> • Actual

Table 1 *continued*

<i>Concept</i>	<i>Management roots/disciplinary origins</i>	<i>Our brief explanation</i>	<i>Links to one or more of the five identity types</i>
Organizational leadership	• Organizational behavior	The role of an organization's founders and leaders in shaping an identity. ^h	• Actual • Desired
Organizational history	• Business history • Reputation studies	The salience and ongoing influence of an organization's historical roots. ⁱ	• Actual • Conceived • Communicated
Corporate strategy	• Strategy	The organization's game plan. ^j	• Ideal
Organizational structure and architecture	• Strategy	The relationship/s between the corporate entity/holding company and its subsidiaries in business units. ^k	• Actual • Ideal
Visual identification	• Graphic design	The system of visual identification used by the organization incorporated on products, staff uniforms, buildings, vehicles, and so on. ^l	• Actual • Communicated • Ideal • Desired
<i>Other related concepts and constructs</i>			
Corporate identity interface	• Marketing/multidisciplinary	Usually refers to the identity/image interface (the degree of congruence between organizational reality and external perception). Other "key" interfaces have been identified. ^m	• Actual • Conceived
Corporate identity mix(es)	• Marketing/multidisciplinary	The elements which make up an organization's identity. ⁿ	• Actual
Schools of thought relating to corporate identity	• Marketing/multidisciplinary	Articulates the various approaches to corporate identity: strategic, behavioral, communications schools and the four graphic design schools. ^o	• Actual • Communicated • Ideal • Desired

a J. M. T. Balmer, "Corporate Identity and the Advent of Corporate Marketing," *Journal of Marketing Management*, 14 (1998): 963-996; N. Marwick and C. Fill, "Towards a Framework for Managing Corporate Identity," *European Journal of Marketing*, 31/5-6 (1997): 396-409; C. B. M. Van Riel and J. M. T. Balmer, "Corporate Identity: The Concept Its Management and Measurement," *European Journal of Marketing*, 31/5-6 (1997): 340-356.

b K. L. Keller and D. Aaker, "Corporate Level Marketing: The Impact of Credibility on Corporate Brand Extensions," *Corporate Reputation Review*, 1/4 (1998): 356-378; S. King, "Brand Building in the 1990s," *Journal of Marketing Management*, 7 (1991): 3-13.