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AN APPROACH TO THE DESIGN OF
CORPORATE IDENTITY.

by

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AN APPROACH TO THE DESIGN OF CORPORATE IDENTITY

Every year there are new organizations coming up with a symbol or a logo by which they hope to identify themselves and create a desirable image. Also several organizations undertake exercises in modernising and revamping their corporate identification symbols to keep up with the changing corporate activities and image requirements. Amidst this plethora of symbols and logos it has become extremely difficult for an organization to create an identity which is distinctive.

The basic function of a corporate identity is to facilitate wide and easy recognition. It is a shorthand for the variety of objectives and activities that the organization represents. However, few organisations are content with a symbol which merely facilitates recognition.[1] Most organisations want their corporate identity to convey certain images about the organisation. They may want the identifying symbol to convey ideas of modernity, progressiveness, friendliness, technological sophistication, industry leadership etc. Finally, corporate identity may be thought of as a way of creating favourable attitude and feelings towards the organisation with the hope that the various publics who will be exposed to this identity may act in a manner beneficial to the organisational interests.

Decisions in a Corporate Identity Programme

Because of the important functions served by corporate identity, it is of vital interest to design the corporate symbol so that it is consistent with corporate aims and objectives.

Before a corporate identity is designed, it is necessary to clarify the objectives of the total corporate identity programme. These objectives can be stated in measurable terms if one keeps in mind that a corporate identity programme is essentially a communication programme akin to advertising, promotion and public relations. The recognition objectives can be stated in terms of aided and unaided association of the organisation with the symbol. The image objectives need somewhat detailed breakdown in terms of the specific image requirements of the organisation. It should be borne in mind that corporate identity is just one contributor to the image of the organisation. In fact, if the observable actions of the organisations are incongruent with the image projected through a corporate identity, there may be a serious loss of credibility in the whole range of corporate communications with various publics.[2] Table 1 gives some of the frequently used dimensions of corporate image An organisation can design its corporate identity programme to influence these and other image dimensions. For effective design and control of the corporate identity programme, it is necessary to specify image objectives by publics. This is similar to specifying advertising objectives by relevant market segments. The publics which may be relevant from the point of view of corporate image are listed in Table 2. Although difficult, it may be of some value

Table 1

Frequently Used Dimensions of Corporate Image

*Progressiveness	*Friendliness	*Fairness
*Dynamism	*Product Quality	*Product Criticality
*Scientific and Technological Sophistication	*Interest Arousing Ability	*Social Responsibility
*Leadership		
*Bigness (size)		
*Modernity		

Table 2

Publics Likely to be Relevant for Corporate Image

Member Publics	Dealing Publics	Regulatory Publics	Affected Publics	Interested Publics
Employees	Customers	Government	Community	News Media
Managers	Dealers	-Central	Competitors	Professional Associations
Directors	Suppliers	-State		Public Interest Groups
Shareholders	Contractors	-Local		International Agencies
	Agents	Judiciary		
	Counsels	Legislatures		
		Trade Associations		

to specify the level and the type of predispositions, which the
corporate symbol is expected to create. These predispositions
can be in terms of "affect" or intended actions. The link between
corporate identity and specific actions such as buying from,
supplying to, applying to, pro testing against, and dealing with
the organisation is not a straightforward one. That is why
the predispositional objectives can be stated only in terms of affect
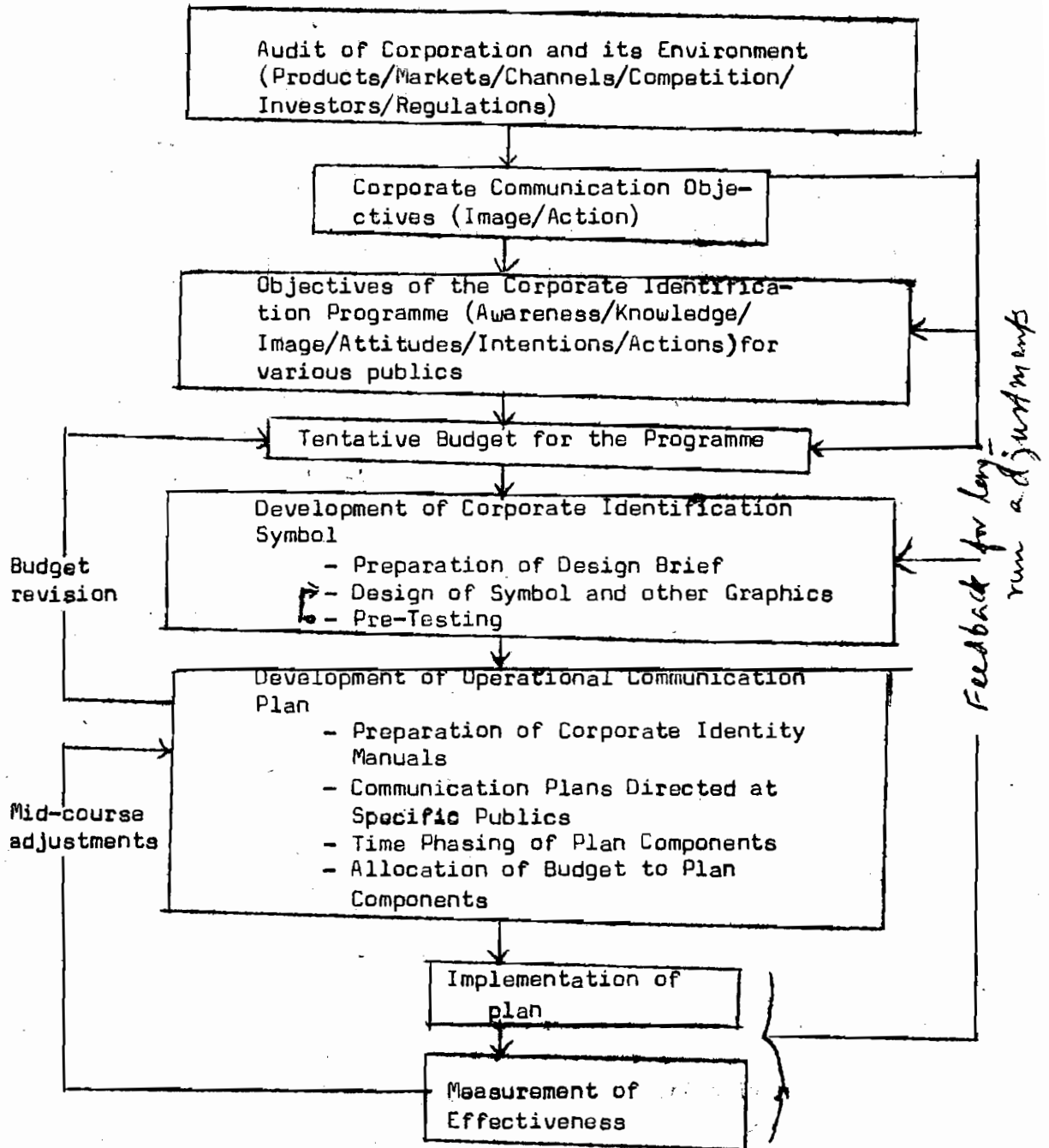and readiness to act rather than in terms of observable actions.

Once specified, the objectives of the corporate identity programme
can be used to develop an appropriate symbol, an optimal level
of financial support for propagating the symbol, and an appropriate
mix of communication vehicles for conveying the symbol to the
relevant publics. The symbol itself has several tangible and
intangible dimensions. While it is neither possible nor desirable
to specify the attributes of the symbol in a very detailed manner,
it is also not desirable to relegate this task entirely to an
artist or designer. A well thought-out, but not restrictive,
brief can be very useful for the designer as well as for the manager
who will ultimately select the corporate symbol. Two key dimensions
which may be useful in preparing a design brief are: (a) use of
linguistics and (b) representativeness of the symbol. Clearly
a wide range of possibilities exist in terms of using linguistic
forms and representational methods. At one extreme an abstract,
non-representational and non-linguistic symbol may be developed.
At the other extreme a faithful pictorial representation of the
organisation of the organisation's business may be used alongwith
the name of the organisation.

The decisions relating to the level of support and the vehicles to be used are effective only after the symbol has been designed. However, some pre-thinking on these decisions needs to be done even before the design brief for the symbol is prepared. This is because the design of the symbol may have to be tailored to the level of support and the type of vehicles which would be available for propagating the symbol.

The overall decision process for a corporate identity programme can be sequenced as indicated in Figure 1. The decision sequence is broadly similar to what has been proposed for marketing communications.[3] However, the formal similarities mask the many differences and complexities of the corporate identity programme. In the following paragraph, several issues pertaining to objective setting, designing the symbol and developing and implementing the identification programme are raised and analysed. An effective corporate identification programme depends on the satisfactory resolution of these issues. This paper ends by formulating some guidelines for resolving these issues.

Figure 1

A Decision Sequence for Corporate Identification Programme

```
┌─────────────────────────────────────────────────┐
│ Audit of Corporation and its Environment         │
│ (Products/Markets/Channels/Competition/          │
│ Investors/Regulations)                           │
└─────────────────────────────────────────────────┘
                    │
                    ▼
        ┌───────────────────────────────────┐
        │ Corporate Communication Obje-     │
        │ ctives (Image/Action)             │
        └───────────────────────────────────┘
                    │
                    ▼
    ┌─────────────────────────────────────────────┐
    │ Objectives of the Corporate Identifica-     │
    │ tion Programme (Awareness/Knowledge/        │
    │ Image/Attitudes/Intentions/Actions)for      │
    │ various publics                             │
    └─────────────────────────────────────────────┘
                    │
                    ▼
        ┌───────────────────────────────────────┐
        │ Tentative Budget for the Programme     │
        └───────────────────────────────────────┘
                    │
                    ▼
    ┌─────────────────────────────────────────────┐
    │ Development of Corporate Identification      │
    │ Symbol                                       │
    │     - Preparation of Design Brief            │
    │     - Design of Symbol and other Graphics    │
    │     - Pre-Testing                            │
    └─────────────────────────────────────────────┘
                    │
                    ▼
    ┌─────────────────────────────────────────────┐
    │ Development of Operational Communication     │
    │ Plan                                         │
    │     - Preparation of Corporate Identity      │
    │       Manuals                                │
    │     - Communication Plans Directed at        │
    │       Specific Publics                       │
    │     - Time Phasing of Plan Components         │
    │     - Allocation of Budget to Plan           │
    │       Components                             │
    └─────────────────────────────────────────────┘
                    │
                    ▼
            ┌───────────────────────┐
            │ Implementation of     │
            │ plan                  │
            └───────────────────────┘
                    │
                    ▼
            ┌───────────────────────┐
            │ Measurement of        │
            │ Effectiveness         │
            └───────────────────────┘
```

Budget revision

Mid-course adjustments

Feedback for long-run adjustments

Issues in Objective Setting

Unlike most communication programmes, the corporate identity
programme does not have a sharp focus either in terms of audience
to be reached or in terms of behaviours to be influenced. The
lack of specificity is a deliberate feature of such a programme –
it is meant to have a wide-ranging and general impact. This,
however, makes the task of setting meaningful objectives quite
difficult. What type of Objectives?: Identification is the most
direct and immediate objective of a corporate identification
programme. Objectives relating to how well the symbol is associated
with the organization form an essential part of any corporate
identification programme. Not only the correctness of identification
but the types of mis-identification is of interest – it may sometime
turn out that a particular corporate symbol is identified with a
direct or indirect competitor of the organization owning that
symbol.

Identification is a necessary but not a sufficient objective.
Corporate identification programmes are supposed to create images,
attitudes, intentions and behaviours favourable to the corporation.
Image and attitude objectives relevant to corporate identity
can be specified and measured . However, the link between
a corporate identification programme and such objectives is tenuous.
This is because several factors other than corporate identity
influence the image of and attitude towards the corporation.
As regards behavioural intentions and behaviours, it is difficult

even to specify the objectives relating these aspects to corporate
identification programme. Unlike advertising, which has a
specific behaviour (viz., buying) as its focus, corporate
identification programmes do not have specific behaviours as
their focus.[4] It is nonetheless useful to develop and monitor
behavioural indicators like sales, complaints, awards, employee
turnover, absenteeism, credit availability, governmental
sanctions, etc. which have direct or indirect link to corporate
image.

How to Operationalize the Objectives? An important issue
concerns the degree of detail to which the objectives of a
corporate identification programme must be specified. Since
such a programme is directed to many publics and has several
levels and types of communication effect, even a simple
enumeration of all possible objectives can become very long.
Selectivity has to be exercised in the choice of specific
objectives. The criticality of an objective from the organization's
point of view as well as the strength of linkage of the objective
to the identity should decide whether or not the objective
is to be included in the corporate identification programme.

The operational measures for such objectives should satisfy the basic requirements of communication goals in general - the measures should be valid and reliable.

How to use the objectives?: The crux of the objective setting exercise for a corporate identification programme lies in figuring out how to use these objectives.

One way to use these objectives is as ultimate measures of programme effectiveness - to be monitored systematically and periodically through large sample surveys. However, only the largest of corporations can afford such surveys. Even if smaller companies could afford such surveys, they are unlikely to find significant identification of their symbols, much less meaningful images of themselves. Public opinion research has shown that only a handful of giant corporations occupy a meaningful place in the consciousness of lay public.[5]

The objectives of a corporate identification programme can be very useful when the programme is being developed. Even smaller companies can employ these objectives effectively when the corporate identity is being designed. Much of the ambiguity regarding these objectives would disapper if it is realized that the main function of the objectives is to help formulate a good design brief and, subsequently, to test the corporate symbols which designers come up with. In a general communication programme like the corporate identification programme, the controls at design and pre-testing stage become much more crucial than the controls applied later when the campaign is on.

Issues in Symbol Design

The design of a corporate symbol is a high risk venture. Unlike advertising, the content and form of a corporate identification symbol cannot be easily changed. In fact, the investment in corporate identity is cumulative. Each communication emanating from the company and using the symbol helps in building up the corporate identity. Altering the corporate identity or, as one professional puts it, "corporate repositioning"[6] can be a very costly operation.[7] For these reasons, it is necessary to pay considerable attention to the design and pre-testing stages of a corporate identification programme.

Should the Symbol Use Language?: The design brief must be un-ambiguous on this point. Many companies insist on having their name or initials as part of the corporate identification symbol. Others are content to have a distinctive non-linquistic graphic symbol. The corporate (or division/brand) name may or may not appear in a distinctive logo type in tandem with the non-linguistic symbol.

Practioners and researchers concerned with corporate communication generally agree that inclusion of the name (the full name rather than initials) facilitates discrimination and recognition.[8] Weighed against this, in the Indian context, are the following considerations:

(i) The majority of the population is illiterate and linguistic symbols may not add much and may even cause confusion.

> (ii) In a multi-lingual country, even the majority
> of the literates may not be able to decipher the
> typical linguistic symbol which uses English
> language.

Given these considerations, it would certainly appear worthwhile
to invest in a non-linguistic symbol if illiterates/non-English
readers form an important target of corporate communications.
However, the cost of creating such an identity may be prohibitive
and the risk of <u>not</u> achieving distinctiveness relatively high.

<u>Should Symbols be Representational?</u>: Many companies use symbols
which pictorially represent the business they are in or the
products they sell. Corporate symbols have become less
representational and more abstract as the trend towards the "modern
look" in corporate identity has caught on. While the abstract
symbol is useful in conveying images of modernity, progressiveness,
professionalism, etc.; it is also likely to be confounded with
other abstract symbols. In the developed Western countries,
the lesser known abstract symbols may fast become a liability.[9]
In the Indian context, the trend towards modern and abstract design
is still in its infancy and there may yet be room for some distinctive
abstract symbols. However, it would not be long before the
perceptual map of the lay public is crowded with too many
abstract symbols.[10] The trade off between the denotative
meaningfulness of representational symbols and the desirable
connotations of an abstract symbol must be made explicitly before
the design brief is formulated.[*]

_____

[*]Some empirical findings regarding linguistic and representational
symbols from a pilot study are reported in the Appendix.

How Tight a Brief?: All design processes, including the corporate symbol design process, face a classic dilemma. As a creative process, design requires free, divergent, unstructured thinking. This calls for a design brief which allows the widest possible latitude. However, unlike art, design is purposive and need oriented. This requires focused, convergent and structured thinking on the part of the designer. For this, the brief should be tight and restrictive.

The way out of this dilemma is to buttress the creative phase of design with prior analysis and posterior evaluation.[11] Analysis preceding the symbol design brief should help in narrowing down the scope and key objectives of the design. The brief should be affirmative and rigid on this count. However, it should allow complete latitude regarding the details of the design. The testing or evaluation phase provides a check on the adequacy of the symbol(s) developed by the designer. If the design does not meet the desired criteria, the design cycle should start again (see Figure 1).

What and How to Test?: It has been pointed out that testing is

an important phase in the development of a corporate identity

programme. This is because field measures of effectiveness are

difficult, if not altogether impossible, to develop and monitor. Pre-

testing of the corporate identity symbol is therefore necessary

to assess how well a symbol meets the objectives of the identification

programme.

Pre-testing of awareness under laboratory conditions is

possible but it is difficult to generalise the findings to

field conditions. If the company is fairly sure of its

capability of conducting an effective corporate identity campaign,

then mainly the attention getting value of the symbol itself needs to

be tested. This can be done by a controlled experiment in which

several symbols (including the test symbols) can be exposed in an

identical fashion. Since only unfamiliar symbols can be used in

such an experiment and since the experimental conditions are

likely to have a strong demand character, care should be taken

in interpreting weak differences in recall/retention scores. In

cases where the company is not sure of its campaign capabilities,

the corporate identity symbol needs to be tested in the context

of a simulated campaign. Split-run tests using advertisements,

product brochures, annual reports, mock trade shows, etc. can be c n

conducted to gauge the effectiveness of alternative symbols.[12]

Pre-testing for the image, attitude and intention objectives can also be done by using experimental methods. Separate controls for the company name and the symbol can help in assessing how much the symbol itself adds to the existing image of the Company.

Although corporate identification programmes have a multi-audience focus, there would be certain key audiences which are critical from the point of view of overall corporate objectives. Pre-testing of corporate identity symbols must be done on samples drawn from these key audiences. For example, an identification programme which precedes a share issue must keep the investing public in focus. Similarly, if an "umbrella" branding strategy is tied with corporate identity, then the channel and consumers are critical audiences.

Issues in Operationalizing the Programme

The operationalization of a corporate identification programme is usually a complex and massive task. An important issue is whether to implement the programme gradually or all at once. Specific decisions regarding timing, coverage and organization have to be made.

Time Phasing and Coverage: The advantage of a concerted and rapid introductory programme for a new identity is that the concentration of resources in a short time frame is likely to create a substantial impact at that point of time. The programme can be handled so as to create excitement within and outside the corporation, triggering off a (hopefully favourable) word-of-mouth reaction. There are a number of disadvantages of a rapid identity change:

(1) It is costly - existing carriers of company's
   identity (stationery, vehicles, signs, etc.) have to
   be altered or replaced.

(2) It is difficult to coordinate and implement such a
   massive effort.

(3) There may be organizational resistance.

Because of these and other reasons, many companies prefer to

phase in a new identity in a gradual manner. For example, identity

bearing articles are changed at the normal replacement time.

Very often, it is desirable to maintain existing identities of

brands, divisions, distribution outlets, etc. either indefinitely

or for a prolonged period. In such cases, the new corporate

identity can be used in tandem (if so desired) with the individual

unit's identity during the transition period. In general, sudden or

"revolutionary" identity change is called for when the

organizational and environmental turmoil likely to result from

such a change is desirable. If perturbation of organizational

and environmental relationships is likely to produce no benefits

(and may even lead to injury), then a gradual approach - in terms

of time phasing and coverage - is preferred.

Organizing for an Identity Change: A corporate identification

programme has to be implemented by coordinating the activities

of several departments: purchasing, engineering, production,

marketing, personnel, public relations, etc. This requires top

management support for the programme as well as assignment of

responsibility to an individual or group who can achieve

the necessary coordination. At the transitional stages,

matrix organizational entities such as task forces, committees,

etc., may be useful in the implementation of a corporate
identification programme. An ongoing programme can be entrusted to
a department which keeps the whole corporation as its focus, viz.
Public Relations, Corporate Planning, Marketing, etc.

Conclusion

A corporate identification programme is a communication programme
with multiple objectives, multiple media, mutliple instruments and
multiple audiences. There is an increasing interest in
corporate identity, not only as a way of projecting a favourable
image outside but also as a way of bringing consistency and
rationalization in the working of the organization itself. It is
not surprising that even organized non-corporate entities such as
villages, cities, provinces, communities, associations, unions,
etc., are all getting interested in identification programmes.

The management of such programmes can and should be done
on a systematic basis. Management science can make important
contributions in the designing of appropriate systems for a
corporate identification programme and in the measurement of
their effectiveness.

APPENDIX

A Pilot Study on Effectiveness of
Selected Corporate Identification
Symbols

Ideally, a study to assess the effectiveness of corporate identification symbols would require that the symbol design, the media, the exposure, the audience, etc. be systematically controlled and multiple measures of effectiveness be taken. Such a study would require an enormously large outlay and realism (and therefore generalizability) may have to be sacrificed for analytical rigour.

The pilot study reported here had a limited objective: to test out the identifiability of some widely advertised corporate identification symbols with a mature executive audience. The study was set up as a quasi-experiment, i.e. controls were applied at the analysis stage.

Forty six symbols were exposed to a group of 30 middle to senior level executives using a questionnaire. For each symbol, the respondents were asked:

1. Can you identify this symbol with the company name?

2. How often have you come across this symbol?

3. Does it convey any meaning to you? If yes, what?

The respondents were asked not to spend much time on each symbol. They were requested to give their immediate response.

The data consisted of 1380 cases (30 respondents x 46 symbols). The overall distribution by correctness of identification and reported frequency of exposure is shown in Table A-1.

Table A-1

Correctness of Identification and Reported Exposure: All cases

Reported Frequency of Exposure	Identification of Symbol			Row Total
	Correct	Incorrect	No Response	
Very often/ often	483	53	44	580
Rarely/Never	66	31	146	241
No Response	39	13	507	559
Column Total	588	97	695	1380

The table shows that well-exposed symbols are also predominantly the ones correctly identified. However, the majority of the wrongly identified symbols are also well exposed. This could indicate a confounding of some of the not well-known symbols with well-known and similar symbols.

Since the correct identification of a symbol would depend on both the quality of the symbol as well as the degree of exposure, it was decided to look at only those cases where the respondents reported that they had seen the symbol often or very often. It was assumed that for all such cases the variations in identification would stem from the quality of the symbol rather than the degree of familiarity. All subsequent analysis relates to the 580 "well-exposed" cases which constitute the first row of Table A-1.

Before discussing these "well-exposed" cases, it is necessary to discuss the nature of symbols themselves. Two properties of the symbol were of interest:

(1) Use of language (in the form of name, initials, etc)

(2) Whether the symbol depicted the company's business (representational) or whether it was abstract (non-representational).

Accordingly, the 46 symbols were classified into four groups:

Linguistic - Representational (L-R), Linguistic - Nonrepresentational(L-NR), Nonlinguistic - Representational (NL-R) and Nonlinguistic - Nonrepresentational (NL-NR). Table

A-2 shows the number of symbols under each classification and names

of companies.

Table A-2

Classification of Symbols

Linguistic-Representational (L-R)	Linguistic-Non-representational (L-NR)	Nonlinguistic Representational (NL-R)	Nonlinguistic -Nonrepresentational (NL-NR)
*Fertilizer Corp. of India *Bank of Baroda *Canara Bank *Food Corp. of India *Unit Trust of India *Indian Airlines *International Airports Authority of India *Bharat Heavy Electricals Ltd *Mukund Steel *Mahindra & Mahindra *Dagger Forst Tools *Dunlop *Hindustan Petroleum *Kodak *Bajaj Electricals	*Transport Corp. of India *Indian Tourism Development Corp. *Chartered Bank *Jiyajee Suitings *Binny *Gwalior Rayon *Premier Automobiles *Bajaj Auto *Zenith Tin *Larsen & Toubro *Indo Burma Petroleum *Tata Chemicals	*Life Insurance Corp. of India *Federal Bank *Vijaya Bank *State Bank of India *Modipon *Woolmark *Old Spice *Amco Batteries *Brooke Bond *Kores	*Indian Overseas Bank *Indian Bank *National Grindlays *Arvind Mills *Rourkela Steel Plant *Hitachi *Andhra Paper *Bombay Paints *Blue Star
Total = 15	12	10	9

Table A-3 shows the effect of use of linguistics on
identification of the symbol. As mentioned earlier, this and
subsequent tables pertain to the 580 "well-exposed" cases. The
table shows that use of language does facilitate correct
identification.

Table A-3

Correctness of Identification for linguistic and Nonlinguistic Symbols: Well-exposed cases

Identification	Type of Symbol		Row Total
	Linguistic	Non-linguistic	
Correct	330[1] (87)[2]	152 (76)	482 (83)
Incorrect/No response	51 (13)	47 (24)	98 (17)
Column Total	381 (100)	199 (100)	580 (100)

Notes: 1. Number of cases where linguistic symbol correctly
identified
2. Percentage of Column Total

Table A-4 shows the effect of the "representational" factor
on identification. The table indicates that, by itself, represen-
tational factor has no effect on correctness of identification.

Table A-4
Correctness of Identification for Representational and Non-representational Symbols: Well-exposed Cases

| Identification | Type of symbol | | Row Total |
	Representational	Non-representational	
Correct	305[1] (83)[2]	177 (83)	482 (83)
Incorrect/ No response	62 (17)	36 (17)	98 (17)
Column Total	367 (100)	213 (100)	580 (100)

Notes: 1. Number of cases where representational symbol correctly
           identified
        2. Percentage of column Total

Table A-5 combines the representational and linguistic
dimensions and shows the combined effect of the two factors. It
is seen than L-R and L-NR symbols are identified correctly with
a frequency greater than average. Even though NL-R symbols
do worse than average, they fare better than NL-NR symbols. It
should be noted that this table does not take into account the
number of symbols of each type which were used in the study.

Table A-5

Combined Effect of Linguistic and Representational Factors on
Identification: Well-exposed Cases

Identification	Type of Symbol				Row Total
	L-R	L-NR	NL-R	NL-NR	
Correct	201[1]	129	104	48	482
	(86)[2]	(88)	(78)	(73)	(83)
Incorrect/ No response	33 (14)	18 (12)	29 (22)	18 (27	98 (17)
Column Total	234 (100)	147 (100)	133 (100)	66 (100)	580 (100)

Notes: 1. Number of cases where L-R symbols correctly identified
2. Percentage of Column Total

Table A-6 is a summary table showing the combined effect of
L and R dimensions after correcting for the number of symbols. The
figure in each cell is an index called "correct identification per
symbol". It is derived by dividing the number of correctly identified cases
in that cell by the number of symbols of that type. This summary
table shows that L-R symbols fare the best followed by L-NR
and NL-R, which are nearly equally effective. NL-NR symbols
fare quite badly in comparison to other types.

Table A-6

Correct Responses Per Symbol: Well-exposed Cases

Linguistic Dimension	Representational Dimension		Row Total
	R	NR	
L	13.4[1]	10.8	12.2
NL	10.4	5.3	8.0
Column Total	12.2	8.4	10.5

Note: 1 On a per symbol basis, 13.4 cases of the L-R
type were correctly identified.

The results of the pilot study yield the following important

policy implications:

(1) If the target audience of a corporate identification
    programme consists primarily of the elite, English
    knowing people, then linguistic and representational
    symbols are likely to be the most effective.

(2) If the target audience consists primarily of
    non-English knowing and perhaps illiterate people,
    then non-linguistic but representational symbols are
    likely to be more effective than purely abstract symbols.

NOTES

1. In this paper, the terms corporate symbol and corporate identity
    are used interchangeably. In reality, corporate identity is
    much more than the symbol alone. Markham (1972, pp. 150-151)
    lists 12 types of visual contacts and 10 types of non-visual
    contacts to illustrate the range of ways in which a company
    identifies itself. The symbol, however, is the centrepiece of
    any corporate identification programme. It is the pivot around
    which the whole programme revolves. Pilditch (1970) sees
    "the symbol or logotype as the main identifying device,
    supported by an appropriate use of colour and typography -
    the whole creating the Gestalt people recognize" (p. 66).

2. Easton (1966) has suggested the measurement of corporate
    "style" as a prerequisite to any image building programme.
    If desired image and existing style do not conform, the
    corporation should modify the image or change the style.

3. See, for example, Ray (1973).

4. It is a moot point whether corporate top managements would
    be willing to face up to the consequences if specific
    behaviours could be traced to corporate image building efforts.
    Carlson (1963) points out that "Winning public interest may turn
    out to be a dubious blessing unless management truly wishes
    to live its corporate life in a fish bowl. Once curiosity
    and interest in the corporate image have been aroused, it is
    difficult to expect that people will be willing to turn off
    their interest when it becomes vexing to management",
    (p. 44).

5. See Carlson (1963) and Hyman (1963).

6. The term has been used by Margulies (1977).

7. The authors have learned that one public sector giant in
    India is planning to spend over Rs.20 million in changing
    its identity.

8. See the "symbolic wiggles" game devised by Bilbo Smith
    and reported in Markham (1972, p. 160). Several non-
    linguistic symbols are presented to show that most people
    can identify only a handful. Companies are therefore
    advised to "follow the example of people who either
    incorporate their name with their symbol, or make a symbol
    out of their name" (p.161). For pitfalls of initials and
    acronyms, see Feldman (1969).

9. See Marquis (1970, chap. 7).

10. The average British housewife uses 4000 words. Adult
    literacy programmes in India aim at a target of
    recognition of 1000 words or so. Several thousands of
    corporate and other symbols compete to gain recognition
    from the average adult. It can be surmised how difficult
    it is to create a distinctive and widely recognizable
    corporate identity, especially using abstract symbols.

11. See Page (1963). Page points out that time spent on
    analysis and evaluation is cumulative (there is learning)
    but the time spent on the creative phase is not. He suggests
    the use of morphological approaches to quickly generate
    "a reasonably full range of possible design hypotheses",
    (p. 209).

12. A classic split-run study which strikingly demonstrated
    the worth of a logotype has been reported by Manville
    (1965).

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