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EXPLICATING CORPORATE HERITAGE IDENTITY STEWARDSHIP THEORY

FROM A CORPORATE MARKETING PERSPECTIVE:

A QUALITATIVE CASE STUDY OF GREAT BRITAIN'S OLDEST BREWER

VOLUME I

A thesis submitted for the degree of Doctor of Philosophy

by

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Abstract

Positioned within the corporate marketing domain, and adopting an explicit managerial perspective, this doctoral thesis advances knowledge in the form of a substantive and analytically generalisable theory of corporate heritage identity stewardship, which is derived from an empirical, theory-building, qualitative case study of Great Britain's oldest brewer.

In broad terms, corporate heritage identity stewardship theory articulates the particular management requirements of a corporate heritage identity in terms of two mutually constitutive dimensions namely (a) *stewardship mindset* and (b) *enactment*.

Stewardship mindset refers to a shared awareness amongst management (*i.e.* positionality, heritage, and custodianship *awareness*) underpinned by specific managerial dispositions to feel, think, and act (*i.e. sense of* continuance, belongingness, self, heritage, responsibility, and potency). Enactment refers to the multi-modal *implementation* (*i.e.* narrating, visualising, performing, and embodying) of a corporate heritage identity and its relational positioning *vis-à-vis* stakeholders (*i.e.* temporal, spatial, and socio-cultural *anchoring*), which at once is predicated on and reinforces the stewardship mindset.

The theoretical contribution of this study is significant in that it empirically confirms the existing, largely conceptual, literature in terms of the applicability and efficacy of the nascent corporate heritage identity construct *per se*. More importantly, it expands the extant body of literature by introducing a detailed theoretical explication of corporate heritage identity stewardship, which has important implications for future scholarly work.

The study is, additionally, of instrumental relevance for corporate marketing management practice. First, it identifies different ways of implementing and anchoring a corporate heritage identity within societal environments *vis-à-vis* stakeholders, which can be utilised by organisations. Second, it articulates different enabling management dispositions, which help management to better understand the specific requirements of corporate heritage identity stewardship.

The doctoral thesis articulates several avenues for future research (qualitative and quantitative) and provides – with the analytically generalisable corporate heritage identity stewardship theory – a new conceptual lense for future empirical and conceptual work within this nascent area of corporate marketing.

MATRI CARAE

IN MEMORIAM PATRIS

SAPERE AUDE

"Le passé n'éclairant plus l'avenir, l'esprit marche dans les ténèbres."

[When the past no longer illuminates the future, the spirit walks in darkness.]

(Alexis de Tocqueville, 1840, p. 340)

"Through its cultural heritage a society becomes visible to itself and to others."

(Jan Assmann, 1995, p. 133)

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1 Introduction

1.1 Introduction to chapter 1

This opening chapter provides an overview and synthesis of this doctoral thesis and details the main building blocks of the study in terms of the core discipline and literatures, purpose and focus, empirical context and research methodology as well as theoretical contribution. In particular, it introduces the background and context of the study and articulates the rationale of the thesis. It outlines various gaps in extant scholarship relevant for the general purpose of this inquiry. Further the primary research focus on two of the five identified research gaps is articulated. Next, the chapter justifies the managerial perspective adopted for this study, which is further substantiated in the appendix (*see* appendix A.1, p. 377ff.). Based on that understanding the chapter presents the general motivation, the more specific purpose, and the particular general research questions asked of the empirical phenomena studied. It further provides an overview of the research design and the empirical context chosen for this study. Finally, it states the main contribution of the study and outlines the structure of the thesis by detailing the purpose and focus of each of the seven chapters of this PhD thesis.

1.2 Background and problem statement of study

The past matters. There seems to be growing interest within society in various ways in which we forge some kind of relationship with our individual and collective pasts. Adopting past-related perspectives appears to be part of the current *zeitgeist* (*e.g.* Lowenthal, 1985, 1998; Nora, 1989; Samuel, 1996; Isar, Viejo-Rose and Anheier, 2011). *Mnemonic battles* (Zerubavel, 2004) are fought over the ownership and primacy of pasts, memories, and heritages as political, economic, and cultural resources (Lowenthal, 1998; Graham and Tunbridge, 2000; Zerubavel, 2004). As such, the past provides important markers for individual and collective identities (Smith, 2006; Bendix, Hemme and Tauschek, 2007; Ashworth, Graham and Tunbridge, 2007; Graham and Howard, 2008). Thus, the past matters for present identities and there appears to be a strong link between both. Arguably, if the past matters for various societies in this way it, conceivably, should also matter for businesses and organisations from the perspectives of corporate identity and corporate marketing.

Over recent years, corporate heritage as an organisational phenomenon has increasingly attracted the attention of marketing scholars (*e.g.* Balmer, Greyser and Urde, 2004, 2006; Urde, Greyser and Balmer, 2007; Blombäck and Brunninge, 2009; Wiedmann, Hennigs, Schmidt and Wuestefeld, 2011a, 2011b; Balmer 2011b, 2011c; Hudson 2011; Micelotta & Raynard, 2011). Similarly, brand heritage as a parallel but distinct construct – albeit from a

product rather than overtly corporate perspective – emerges as a *leitmotif* within the marketing literature *per se* and it has been asserted that brand heritage is a key marketing asset (Ballantyne, Warren and Nobbs, 2006). Thus, within the consumer marketing canon in particular brand heritage is seen to be salient in regard to certain product brand identities (*e.g.* Aaker, 1996; Simms and Trott, 2006; Liebrenz-Himes, Shamma and Dyer, 2007, 2008; Hakala, Lätti and Sandberg, 2011).

With the particular focus on the corporate level, heritage has been conceptualised as being pertinent for corporate brand identities (Balmer *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2011b; Wiedmann *et al.,* 2011a) and corporate identities too (Balmer 2011c). The particular notion of corporate heritage brands and identities (Balmer *et al.*, 2006; Urde *et al.* 2007; Balmer, 2011b, 2011c) emerges from research on monarchies as corporate brands (Balmer *et al.*, 2004, 2006; Greyser, Balmer and Urde, 2006; Balmer, 2009b; 2011b, 2011c) and reveals that the conceptual perspective of an institutional heritage (*i.e.* monarchic heritage) is potentially pertinent also for other types of organisations imbued with a corporate heritage (Balmer *et al.*, 2006).

Drawing on the above and the review of the heritage literature in general, corporate heritage shall be defined for the purpose of this thesis as all the traits and aspects of an organisation that link its past, present, and future in a meaningful and relevant way. It refers to some aspect of an organisation's past that is still deemed by current stakeholders (internal and/or external) to be relevant and meaningful for contemporary concerns and purposes but concurrently perceived as worth to be maintained, nurtured, and passed on to future generations; it is the selectively appropriated and valorised past of a company or all that is (still) relevant in the light of contemporary and future concerns and purposes (*see* chapter 3 section 3.6, p. 115ff.).

While most companies on average only survive for a mere forty years (de Geus, 2002), there are, all the same, a sizable number of prominent business organisations with corporate brands and corporate identities that are of considerable maturity (Blombäck and Brunninge, 2009), often being multi-generational family-owned firms (Stadler, 2011). The track record of success of these institutions sometimes spans the centuries (Urde *et al.*, 2007; Stadler, 2011).[1] Thus, the heritage construct is potentially relevant for organisations of varying size and form (Balmer *et al.*, 2006; Balmer, 2011c): multinational enterprises (MNEs), small and medium-sized enterprises (SMEs) as well as multi-generational and family-owned businesses (Micelotta

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[1] The terms organisation and institution as well as institutional and organisational are used interchangeably in this thesis as organisations are understood as always also 'institutionalised entities'. Thus, they are a qualified version of a social institution, a term usually associated with social practices, norms, principles, and rules that bring about social categories such as family, law, religion, education *etc.*

and Raynard, 2011). These organisations, by virtue of having acquired a unique corporate heritage, are invested with certain institutional heritage identity attributes – the company's heritage footprint (Balmer, 2011b) – that can be regarded as a strategic asset (Urde *et al.*, 2007). For those organisations, corporate heritage forms a central dimension of their corporate identity and can potentially be leveraged as a strategic resource for corporate brand differentiation (Urde *et al.*, 2007) and corporate identity management in general (Balmer, 2011c). Following on from this, corporate heritage may be seen to be of special strategic and corporate marketing significance.

However, the heritage construct still lacks conceptual precision within the corporate marketing and consumer marketing fields and, moreover, among marketing managers and practitioners. For instance, whilst Urde *et al.* (2007) point out that heritage is significantly different from history, there is anecdotal evidence that many companies now refer to their 'heritage' when they talk about the organisation's 'history' in corporate communications. Similarly, marketing academics often use the term 'heritage' as a synonym for 'history', the corporate past in general, or simply for denoting a company or brand as being old or long-established, for instance.

In part, this might represent, on the one hand, a pragmatic reaction by businesses and other organisations to socio-cultural sentiments within society that tend to valorise different forms of cultural and natural heritage (Isar *et al.*, 2011; McDonald, 2011) as a cultural resource for consumption purposes (Goulding, 2000, 2001) but also as a marker of individual and collective identities at different levels (Graham and Howard, 2008; McDonald, 2011). On the other hand, the growing reference to heritage may, perhaps, partially reflect the inflationary use of the term in academic and vernacular discourses within society in general (Samuel, 1996; Lowenthal, 1998; Smith, 2006). However, heritage is by far not the only past-related/temporal construct used and referred to in the academic and popular marketing related literature and several concepts have been addressed, such as: nostalgia (*e.g.* Stern, 1992; Holbrook, 1993; Holbrook and Schindler, 1996, Holak and Havlena, 1998; Goulding, 2001; Muehling and Sprott, 2004; Loveland, Smeesters and Mandel, 2010; Orth and Gal, 2012; Merchant and Rose, 2012); tradition (Foster and Hyatt, 2008; Buß, 2008); memory (Foster, Suddaby, Minkus and Wiebe, 2011); retro-branding and marketing (Brown, 1999, 2000, 2001, 2006; Brown, Kozinets and Sherry, 2003); as well as history marketing (Schug, 2003) and history management (Herbrand and Röhrig, 2006). Thus, part of the conceptual confusion in regard to heritage may indeed be attributed to this plurality of different concepts addressing the past in a marketing context. In any case, the past increasingly seems to matter in marketing and corporate marketing contexts (Blombäck and Brunninge, 2009).

In the light of the points introduced so far, heritage represents a potentially fruitful conceptual lens for marketing and corporate marketing scholarship (Balmer, 2011c) but further theoretical and instrumental elaboration of heritage as an organisational phenomenon and in a corporate-level marketing context is warranted.

Drawing on the notion of corporate heritage as an organisational phenomenon, the idea has been advanced that corporate heritage identities (Balmer 2011c) and corporate heritage brands (Urde *et al.*, 2007) constitute distinct categories of institutional identities/brand identities that are characterised by a transtemporal orientation towards past, present, and future, which require a specific approach to management and implementation (Urde *et al.*, 2007; Balmer, 2011b; 2011c).

Corporate heritage identities, it has been suggested, are fundamentally situated in the present, but draw on an institutional heritage (*i.e.* corporate heritage) in order to clarify the past making it relevant for contemporary and future contexts and purposes (Balmer *et al.* 2006, 2009b; Urde *et al.*, 2007). They exhibit a quality of 'timelessness' being concurrently retrospective and prospective and provide a corporate identity with authority and relevance *vis-à-vis* stakeholders predicated on reciprocal trust, affinity, and authenticity (Balmer, 2011c); being imbued with 'traditional authority' based on the apparent temporal transcendence of corporate heritage identity traits (Balmer 2011c). Thus, in order to stay relevant corporate heritage identities need to be responsive to change at the same time as they are mindful of their meaningful past (Urde *et al.*, 2007; Balmer, 2011c). However, corporate heritage identities are only "*relative invariant*" in that they "*appear to remain the same yet change*" (Balmer, 2011c, p. 1387).

For the aforementioned reasons, it is argued that corporate heritage brands (Urde *et al.*, 2007) and, more recently, corporate heritage identities (Balmer, 2011c), in order to survive and to remain salient, required on-going management stewardship. Corporate heritage stewardship, it is has been advanced, is predicated on a particular managerial mindset that informs the strategic enactment of these distinct institutional brands/identities (Urde *et al.*, 2007; Balmer, 2011c). In more general and in instrumental terms, the management notion of stewardship is consistent with the custodial role accorded to management within the subject domain of corporate marketing in regard to corporate brands and corporate identities *per se* (Balmer and Greyser, 2003; Balmer, 2009a; Balmer, 2011a). From a more pronounced theoretical standpoint, this above perspective mirrors the increased interest in management cognitions and self-understanding in regard to corporate identities in general (He and Balmer, 2007b; 2013; He, 2012).

Taking a broader vista, a burgeoning academic interest in corporate identities *per se* and in their management and the concept's relation to other constructs (*e.g.* corporate image, corporate reputation, corporate brands, or corporate culture) has characterised the corporate-level marketing domain since the late 1980s. Many scholars have contributed to the ongoing debate over the years (*e.g.* Wiedmann, 1988; Abratt, 1989; Balmer and Wilkinson, 1991; Stewart, 1991; Balmer 1994, 1995, 1998, 2001, 2008; Schmitt, Simonson and Marcus, 1995; van Riel, 1995; van Riel and Balmer, 1997; van Rekom, 1997; Baker and Balmer, 1997; Moingeon and Ramanantsoa, 1997; Markwick and Fill, 1997; Hatch and Schultz, 1997; Balmer and Wilson, 1998a; Balmer and Soenen, 1999; Stuart, 1999, 2002; Melewar and Saunders, 2000; Christensen and Askegaard, 2001; Cornelissen and Harris, 2001; Dacin and Brown, 2002; Balmer and Greyser, 2002, 2003; Melewar, 2003; Bick, Jacobson and Abratt, 2003; Suvatjis and de Chernatony, 2005; Melewar and Karaosmanoglu, 2006a; van den Bosch, Elwing and de Jong, 2006; Handelman, 2006; Bendixen and Abratt, 2007; Rodrigues and Child, 2008; Balmer, Stuart and Greyser, 2009; Leitch and Davenport, 2011; Simões and Mason, 2012; He, 2012; Abratt and Kleyn, 2012; He and Balmer, 2013).

However, despite this unabated scholarly interest; the general acknowledgement of the corporate past's relevance for corporate identities (*e.g.* Balmer, 1994, 1998, 2001; Wilkinson and Balmer, 1996; van Riel and Balmer, 1997; Moingeon and Ramanantsoa, 1997; Balmer and Soenen, 1999; Melewar and Jenkins, 2002; Melewar and Karaosmanoglu, 2006a); and in the light of a growing number of contributions across disciplines addressing the utility and strategic relevance of corporate pasts for corporate-level marketing (*e.g.* Carson and Carson, 2003; Herbrand and Röhrig, 2006; Lehman and Byrom, 2007; Stigliani and Ravasi, 2007; Delahaye, Booth, Clark, Procter and Rowlinson, 2009; Blombäck and Brunninge, 2009; Suddaby, Foster and Quinn Trank, 2010) there is still paucity of empirical and conceptual work in terms of the temporal dimension of corporate identities and corporate identity management (Blombäck and Brunninge, 2009; Leitch and Davenport, 2011). This is surprising in face of the inherent temporality of the identity construct *per se* (Albert and Whetten, 1985 in Balmer and Greyser, 2003; Jenkins, 2008) and more importantly, in the context of this work, in view of the facilitating effects of mindfully attending to the corporate past (*e.g.* Balmer, 1994; Wilkinson and Balmer, 1996; Urde, 2009) but also adverse business consequences in cases of *temporal misalignment* (Balmer, 2012a) by being oblivious to the role of a company's past (*e.g.* Balmer, Stuart and Greyser, 2009); irrespective of the past's positive or negative connotations in the present (Booth, Clark, Delahaye, Procter and Rowlinson, 2007) as well as its enabling and/or limiting impact on corporate-level marketing activities (*e.g.* Hatch and

Schultz, 2003; Gotsi and Andriopoulos, 2007; Gotsi, Andriopoulos and Wilson, 2008) and on the consequences of these activities, for instance, impressive images (*e.g.* Rindell, 2007).

In examining the corporate heritage identity construct in marketing contexts it is clear that its institutional focus means that it falls within the corporate marketing realm (Balmer 1998, 2001, 2009a, 2011a; Balmer and Greyser, 2003, 2006; Powell, 2011; Hildebrand, Sen and Bhattacharya, 2011; Abratt and Kleyn, 2012; He and Balmer, 2013). According to Balmer (2011a) corporate marketing is:

> *"...a customer, stakeholder, societal and CSR/ethical focused philosophy enacted via an organisation-wide orientation and culture. A corporate marketing rationale complements the goods and services logic. It is informed by identity-based views of the firm: this is a perspective which accords importance to corporate identities and corporate brands. The latter provide distinctive platforms from which multi-lateral, organisational and stakeholder/societal relationships are fostered to all-round advantage" (Balmer, 2011a, p.1345).*

The construct falls within this field because, as with corporate marketing, corporate heritage identities have an institutional orientation, they can afford a strategic advantage and inform the culture of the organisation. The latter are particularly pertinent in the context of this study's scrutiny of senior managers' conceptualisations of the construct and its strategic implementation *vis-à-vis* the company's stakeholders. Further, corporate marketing advocates a transtemporal orientation towards corporate marketing management taking into account not only present but also past and future stakeholders (Balmer, 2001; Balmer and Greyser, 2003, 2006), which is particularly relevant for the corporate heritage identity construct due to its transtemporal nature (Balmer, 2011c).

Despite the growing reference that is being made to corporate heritage within corporate marketing (*e.g.* Urde *et al.*, 2007; Balmer, 2011b, 2011c; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b) – again a development accompanied by an increased interest in the strategic utility of historical references for corporate identity management (*see* Blombäck and Brunninge, 2009) and attention to brand heritage within marketing in general (*e.g.* Aaker, 1996; Ballantyne *et al.*, 2006; Simms and Trott, 2006; Liebrenz-Himes *et al.*, 2007; Hakala *et al.*, 2011) – and *prima facie* empirical abundance of organisations exhibiting characteristics of a corporate heritage, the notion of corporate heritage brands and corporate heritage identities, from both theoretical as well as from instrumental perspectives, has received little academic and empirical scrutiny so far (Balmer, 2011c).

Uncovering the characteristics of corporate heritage is one of the key academic concerns and themes to emerge from the extant literature. As such, corporate marketing scholars have variously examined the dimensions of corporate heritage brands (Urde *et al.*, 2007; Balmer, 2011b; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b) and, more recently, in the context of

corporate heritage identities (Balmer, 2011c). Corporate heritage brand identities and corporate heritage identities are viewed as distinct, albeit related, identity types (Balmer, 2011b, 2011c). To date, the framework by Urde *et al.* (2007) – the corporate heritage brand quotient – and subsequent discussions of the concept (Balmer, 2011b, 2011c) detail both generic identity and instrumental characteristics of corporate heritage brands and identities, which refer to distinct characteristics in terms of their: temporality; continuity; relative invariance; and role identity multiplicity.

Nonetheless, the majority of extant work is predominately conceptual and broad-brushed in nature, with the more empirical work providing rich descriptive insights on the domain – but not so much in terms of theoretical insights – focusing, in the main, on well-known brands and organisations, and usually MNEs. As to be expected, the conceptual specificities, boundaries, or properties of these nascent concepts are still only partially defined and their empirical grounding and empirical reach not yet ascertained. To reiterate, there is *prima facie* evidence that many potential corporate heritage identities and brands may belong to multi-generational family-owned businesses (Balmer *et al.*, 2006; Blombäck and Brunninge, 2009); yet empirical insight is still slight in regard to the latter in particular (Micelotta and Raynard, 2011) and in respect to SMEs within the corporate-level marketing field in general (Abimbola and Kocak, 2007).

Moreover, the notion of management stewardship and the particular managerial mindset required for the management of these distinct types of institutional brands/identities has so far received little further empirical scrutiny – and theoretical advance – outside the concept's original domain of monarchies as corporate brands and heritage institutions (*see* Balmer, 2011b) and beyond the research contributing to its original articulation by Urde *et al.* (2007).

In more general terms, the corporate marketing literature has focused on the role of managerial perceptions and identification with a company in the context of corporate identities (He and Balmer, 2007b, 2013; Mukherjee and He, 2008; He, 2012), the nature of corporate brand strategy enactment (Vallaster and de Chernatony, 2005, 2006; Vallaster and Lindgreen, 2011) and the normative role of CEOs/the top management team in general (Balmer, 2009a; Balmer and Greyser, 2003) but not yet scrutinised corporate heritage identities/brands *per se*. To reiterate, there is paucity in empirical and conceptual work within the canon in regard to the temporal dimension of corporate-level phenomena in general (Blombäck and Brunninge, 2009; Balmer, 2011c; Leitch and Davenport, 2011).

1.3   Research gaps addressed by the study

In light of the previous section, a review of the extant literature reveals five general but interrelated research gaps of which the more specific research gap four and five are addressed by this study.

Research gap one: A paucity of empirical and conceptual work in terms of the temporal dimension of corporate identities, their temporality and temporal dynamics, leads to a scant theoretical understanding of its relevance and impact in the corporate-level marketing domain *per se*.

Research gap two: Whilst the conceptual lense of heritage is increasingly utilised in order to address the first gap there is terminological and conceptual inconsistency in regard to corporate heritage, in part, due to its insufficient delineation from other past-related/temporal constructs.

Research gap three: Recent contributions in the nascent field of corporate heritage scholarship constitute tentative but valuable attempts to address the first two gaps and two instrumental concepts have been suggested, *viz.* corporate heritage identities and corporate heritage brands. However, the field is still in its infancy, thus in need of further conceptual work and extant empirical insights are still slight.

Research gap four: In light of the third gap, the suggested notion of corporate heritage stewardship in particular warrants further conceptual and empirical work. This is justifiable in view of the general interest in and the importance accorded to the managerial perspective within the corporate marketing canon but also in light of its embryonic state in terms of conceptualisation and empirical grounding beyond the original domains of its conception.

Research gap five: Corporate heritage scholarship in particular and the corporate marketing academy in general have so far focused on particular types of institutional identities and brands despite the *prima facie* pertinence of the area for other types of organisation, especially multi-generational and family-owned companies as well as SMEs.

All five research gaps would warrant further scrutiny but only two are addressed by this thesis. In light of the above, this study addresses – taken as its primary focus – the theoretical/conceptual research gap identified in regard to corporate heritage identity stewardship (research gap four) while the fifth research gap identified (*re* multi-generational family-owned SMEs) functions as a justification for situating the study in the empirical domain.

In more general terms, the present work is situated within the field of corporate marketing representing the general meta-level framework of this study due to its institutional, identity-based, and transtemporal focus. Further, it draws on the general construct of corporate identity, which is central for corporate marketing, while utilising heritage as a conceptual lense

informing the focal construct of this study *viz.* corporate heritage identity. Finally, the research focus on corporate heritage identity stewardship warrants and justifies the managerial perspective adopted by this study.

1.4 Main perspective of study: managerial

Corporate identity management influencing corporate images has long been recognised as strategic issue and a corporate-level management task by practitioners and academics (*e.g.* Olins, 1978; Birkigt and Stadler, 1980, 1986; Bernstein, 1984; Gray and Smeltzer, 1985; Dowling, 1986, 1993; Wiedmann, 1988; Abratt, 1989; Barich and Kotler, 1991; Ind, 1990, 1997; Balmer, 1995; Schmitt, Simonson and Marcus, 1995; Schmidt, 1995; Markwick and Fill, 1997; van Riel and Balmer , 1997; Gray and Balmer, 1997; Baker and Balmer, 1997).

For example, Abratt (1989, p. 72) suggested to set up *"...a staff department charged with the guardianship of the corporate image and which reports directly to the CEO"* while Balmer (1995, p. 38) argued that *"...corporate identity management and consultancy requires a multi-disciplinary approach, it needs on-going management and, it demands top-level support."* As such, corporate identity is at the heart of strategic management (Markwick and Fill, 1997) being a strategic asset and a potential source of competitive advantage for a firm (Gray and Balmer, 1997), which needs to be actively managed within an organisation (Stuart, 2002; Simões, Dibb and Fisk, 2005; Simões and Dibb, 2008) by dynamic alignment of multiple internal and external identity dimensions (Balmer and Soenen, 1999; Balmer and Greyser, 2003). Thus, corporate identity and corporate brand management are of senior management and board-level concern with the directors and managers being "*the ultimate guardians and managers of corporate identity"* (Balmer and Greyser, 2002, p. 85) and the CEO being the main corporate brand manager (Balmer, 1995; Baker and Balmer, 1997).

However, albeit the top management team has core responsibilities, the strategic management group involved in strategy formation is potentially much wider and includes middle managers as much as other professionals (Vallaster and Lindgreen, 2011). Ultimately, the strategic enactment of the corporate identity and/or corporate brand – based on a corporate marketing logic (Balmer, 2011a) and/or a corporate brand orientation (Urde, 2003, 2009) – is a company-wide issue (Balmer and Greyser, 2003, 2006) for all organisational members (Balmer, 1998; Andriopoulos and Gotsi, 2001), which is predicated on the utilisation of cultural and symbolic resources within and without the organisation (Hatch and Schultz, 1997; Handelman, 2006).

As such, corporate identity and brand management require leadership with managers not only defining and driving a corporate (brand) identity but also *"mediating between organisational structures and individuals"* (Vallaster and de Chernatony, 2006, p. 762).

Thus, corporate (brand) identity management requires senior level management support and identity-based leadership within and beyond the organisation (*e.g.* Abratt, 1989; Balmer, 1995, 1998; Balmer and Greyser, 2003, 2006; Hatch and Schultz, 2008; Bouchikhi and Kimberly, 2008) with managers at different hierarchical levels becoming entrepreneurs (creating and shaping) and prototypes (representing and embodying) of an organisation's identity (Haslam, Reicher and Platow, 2011) as they are increasingly negotiating (instead of targeting) the salience and meaning of the corporate identity/brand *vis-à-vis* internal and external stakeholders (Gregory, 2007).

As such, the corporate marketing literature generally accords an important normative role to management; the top management team and the CEO having a custodial role for the corporate identity and/or corporate brand (Balmer, 1995, 2009a, 2012b; Balmer and Greyser, 2003, 2006). Yet, the important role of management is still often taken-for-granted within the literature due to the field's origin in management and consultant practice and its instrumental orientation in general. This sentiment – in terms of the elevated role of managers[2] within organisations (as founders and entrepreneurs, executive directors, business unit and departmental heads, as middle-managers or as leaders in general) – is mirrored within the management field in general (Rodrigues and Child, 2008; Finkelstein, Hambrick and Cannella, 2009, also *see* appendix A.1,p. 377ff. for a brief discussion of the general institutional role of managers as dominant and key organisational agents).

Consequently, many contributions in the area implicitly adopt a managerial perspective in normative or instrumental terms or use managers as informants in empirical studies. However, there is a general lack of empirical work that scrutinises the particular nature of managerial agency within corporate marketing in detail (Vallaster and de Chernatony, 2006; He and Balmer, 2007b, 2013; Vallaster and Lindgreen, 2011; He, 2012).

Nonetheless, more recent contributions have focused on *the strategic enactment of corporate brands by management* at different levels by drawing on Anthony Gidden's (1984) structuration theory and Margret Archer's (1995) morphogenetic approach (Vallaster and de Chernatony, 2005, 2006) or adopting a 'strategy-as-practice' perspective (Vallaster and Lindgreen, 2011). This research has shown the importance of leadership for the enactment of

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[2] The term manager shall denote a broad category of people (enacting organisational roles) having institutionalised responsibilities and discretionary control/power within contemporary organisations characterised by the division of labour and growing complexity due to temporal and spatial differentiation.

a corporate brand/identity in general and the distributed nature of such strategy formation and implementation (Vallaster and de Chernatony, 2005, 2006; Vallaster and Lindgreen, 2011).

Rodrigues and Child (2008), on the other hand, studied *corporate identity as a manifestation of managerial identity claims* that serve different instrumental purposes constrained and enabled within a particular institutional and political context showing the situational and context-specific nature of managerial agency.

Others have discussed and empirically researched the impact and nature of *management perceptions and cognitions* in terms of the corporate identity/strategy interface (He and Balmer, 2007b, 2013; He, 2008) or cognitive corporate identity anchors deployed by managers (He, 2012). This stream of research shows the impact of individual and collective managerial mindsets and interpretative schemes for strategic corporate identity management.

However, by and large the specific nature and the different characteristics of the managerial role enacted within particular corporate-level marketing contexts remain underspecified and there is paucity in empirical insights. As such, the study adopts an explicit managerial perspective with a focus on the interplay between management self-understanding and interpretations on the one hand, and their representations in a corporate marketing context on the other, both manifesting the corporate heritage identity as a strategically relevant particular type of corporate identity that requires a specific approach to management.

Finally and to reiterate, the conceptual and empirical particularities of *management stewardship* of corporate heritage brands and identities have been only tentatively elaborated so far (Urde *et al.*, 2007; Balmer, 2011b, 2011c) constituting a specific managerial mindset that is instrumental for the management of such institutional identity types. As such, the study addresses this research gap and a dedicatedly managerial perspective is justified.

1.5 Motivation, purpose and research questions of study

1.5.1 Motivation

The primary motivation for this study was to expand our understanding of the empirical phenomena associated with the conceptual lens of corporate heritage, particularly its strategic appropriation in a corporate-level marketing context. Again, there is *prima facie* evidence for a growing relevance of historical references in general and certain types of organisations for which these references appear to constitute a defining dimension of their institutional identities.

However little is known about the specifics of the latter. Theory-building empirical studies of these empirical phenomena in a business context would provide better conceptual tools for academic scrutiny and may further the development of this nascent field of corporate marketing scholarship. It has the potential to inform management practice within these types of organisations by helping managers to better comprehend the phenomena involved. Similarly, organisations that choose to use their corporate pasts in a more eclectic way could potentially gain from the study as well.

At a theoretical level, a clarification of the nature and boundaries of the construct of heritage in a corporate-level marketing context would facilitate its further refinement and its delineation from adjacent or related concepts (*e.g.* history, memory, tradition). It may also help to integrate heritage as an important dimension within the broader corporate marketing framework (*e.g.* identity, image, reputation, brand) providing a new/specified conceptual lense illuminating the temporal dimension of corporate-level marketing phenomena such as corporate heritage identities.

1.5.2   Purpose

The purpose of this empirical research is to further elaborate the emerging area of corporate heritage identities by making a theoretical and instrumental contribution to this nascent domain of corporate heritage scholarship.

Particularly focusing on senior and middle managers due to their important role for strategy enactment, this study examines their expressed understanding of the empirical phenomena associated with the nascent concept of corporate heritage (managerial *interpretations*). This dedicatedly managerial perspective is corroborated against a second perspective focusing on corporate-level marketing activities by the organisation *per se* (*representations*) for both perspectives to illuminate the particular strategic *manifestations* of the phenomena associated with the nascent concept of corporate heritage identity in a corporate-level marketing context.

Therefore, this study seeks to make a primary contribution in theoretical terms relating to the nature of managerial corporate heritage identity stewardship and especially the different dimensions that constitute the managerial mindset/self-understanding necessary for the successful management and strategic enactment of corporate heritage identities within a business context. In a secondary more derivative fashion the study also seeks to contribute to the conceptual specification of the corporate heritage and corporate heritage identity constructs within corporate marketing *per se.*

1.5.3   Research questions

In order to achieve the empirical research purpose of illuminating the strategic manifestations of corporate heritage identity stewardship the following two broad and interlinked research questions – each covering a distinct perspective – were asked of this theory-building inquiry:

- **Perspective 1**: In what way do managers refer and relate to the organisation's corporate heritage and their organisation's corporate identity (managerial *interpretations*)?

- **Perspective 2**: In what way is the corporate heritage dimension appropriated for corporate-level marketing purposes (corporate heritage *representations*)?

1.6   Methodological framework of study

This study's aim is theory-building and concept development. As such, it does not seek statistical/substantive generalisation across different empirical instances/domains. Hence, the focus of this research is on the abstract qualities and properties not the empirical quantity and frequency of the organisational phenomenon labelled corporate heritage identity stewardship.

Consequently, this study adopts an instrumental single holistic case approach (Stake, 1995; 2005; Flyvbjerg, 2011; Yin, 2009) broadly situated within the qualitative research traditions of methodologies marshalling qualitative data generation and analysis (Blaikie, 2007; 2009). Case-based and qualitative research, which has a respected and long tradition in marketing research (Levy, 2006), are now increasingly accepted as respectable research approach and methodological orientation within the marketing canon (*e.g.* Bonoma, 1985; Gummesson, 2001; 2005; Goulding, 1999, 2005; Tapp and Hughes, 2008; Beverland and Lindgreen, 2010), but especially within the context of corporate marketing studies at doctoral level (*e.g.* Balmer, 1996; He, 2004; Powell, 2005; Otubanjo, 2008; Sheikh, 2012). The research design is underpinned by paradigmatic convictions that are labelled moderate 'pragmatic realist constructionism', which informs this empirical study (*see* chapter 4 section 4.2, p. 131ff. and Appendix D, p. 460ff.). Following an abductive-interpretative research logic (*see* Blaikie, 2007, 2009) the study has as its focus the intensive context-sensitive in-depth study (Stake, 2005; Flyvbjerg, 2011) of a phenomenon and its manifold manifestations (Gummesson, 2000, 2001, 2005; Verschuren, 2003) as a conceptually and empirically bounded unit (Ragin, 1992; Stake, 2005) by drawing on multiple forms of evidence *in situ* (Yin, 2009), thus generating particularistic as well as holistic forms of knowledge (Hamel, 1992; Verschuren, 2003; Stake, 2005). There have been frequent calls for this type or research within marketing (Bonoma, 1985; Gummesson, 2001 2005; Dubois and Gadde, 2002; Tapp and Hughes, 2008; Easton, 2010a, 2010b).

From a 'traditional' paradigmatic point of view, the single holistic case study approach (Yin, 2009) underpinning this study is appropriate for theory development, because extant empirical research is limited; insight into the organisational phenomenon of corporate heritage stewardship is slight; and the chosen case is likely to be exemplary and revelatory (Eisenhardt, 1989a; Yin, 2009). However, the positivist stance/replication logic implicit in these criteria is not consistent with the study's paradigmatic framework and has been criticised as limiting the revelatory potential of case-based research (Tapp and Hughes, 2008; Easton, 2010a, 2010b).

Within the non-positivist frame of reference adopted by this study, case-based research facilitates the convergence of the empirical *emic* dimension with the conceptual *etic* dimension of a social phenomenon (Walton, 1992; Harper, 1992; Donmoyer, 2000) and is resulting in empirically grounded findings at a higher level of abstraction (Sayer, 1992), thus specifying its properties and dimensions and having the potential to provide a new conceptual lense and platform for future empirical and conceptual work. As such, within the adopted paradigmatic frame the focus of the research design is on the case's instrumental relevance for understanding – in theoretical terms – the abstract concept of corporate heritage identity stewardship, not on articulating unique and intrinsic characteristics of the case *per se* (Stake, 1995, 2005), which is nonetheless illustrative of the phenomenon (Siggelkow, 2007), nor on purely retaining the *emic* integrity of the phenomenon as in naturalistic forms of inquiry (Lincoln and Guba, 1985; *see* Blaikie, 2007).

The research design was adopted in a dynamic and interactive fashion based on guiding principles informing fieldwork and concept development rather than a rigidly operationalised endeavour. Construct development was concurrently informed by sensitising concepts from the extant literature and grounded in multiple empirical materials. Figure 1 (p. 26) exhibits, in schematic form, the dynamic and adaptive process of concept development that informed this work. The primary areas of envisaged contribution are theoretical and empirical due to the instrumental theory-building nature of the research design and the chosen empirical context discussed in the next section. Any potential practical or methodological implications are only derivative and secondary in nature.

Figure 1: schematic depiction of concept development
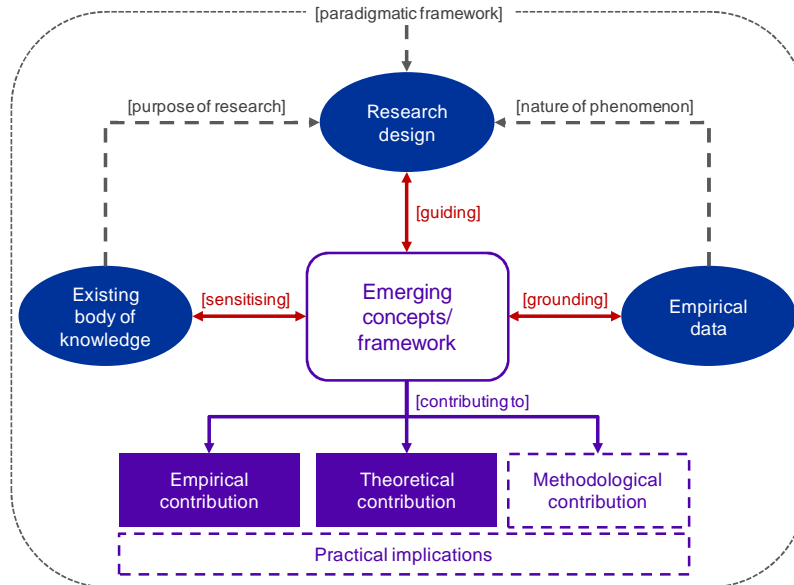
In the light of the above, based on an initial broad review of the literature some tentative preliminary concepts (Yin, 2009) were used in a sensitising mode (Blumer, 1969) in order to guide but not determine the inquiry. Prior refinement of technical research aspects (*e.g.* field protocols, transcription, analytic software *etc.*) occurred during an initial pilot phase. Following ethical principles and procedures for qualitative fieldwork extensive and widely sourced current and historic empirical materials were generated within the case company through (1) interviews, (2) document research, and (3) non-participant observations during periodic visits to the case company and other locations between May and December 2010. Marshalling the precepts of grounded and thematic analysis (Easterby-Smith, Thorpe and Jackson, 2008) these data were subsequently analysed – partially facilitated by qualitative data analytic software (MaxQDA 10) – based on a multi-stage coding process, constant comparison, memo writing, and conceptual mapping (Charmaz, 2006; Corbin and Strauss, 2008). This enabled corroboration and multiple triangulations (Flick, 1992, 2007) as well as the prolonged interaction between empirical data, emerging concepts, and extant literature (Corbin and Strauss, 2008). As such, the final theoretical framework articulating the findings of this study 'emerged' from this constant interaction between empirical data, different sensitising concepts, and preliminary categories. The linear structure of a thesis is limited in its potential to fully reflect this iterative and spiral process of theoretical elaboration.

Figure 2: Schematic overview of research design
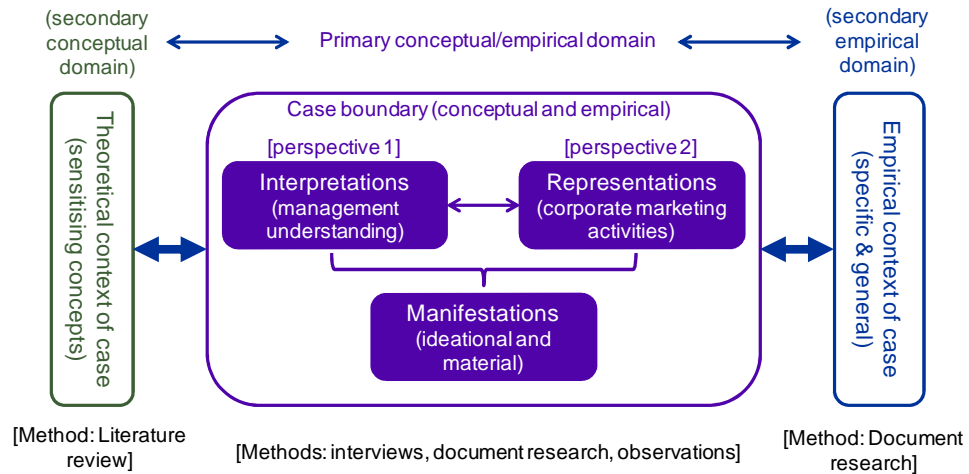
Nonetheless, the trustworthiness of the findings was assured by the use of different quality management strategies and techniques throughout the project (*e.g.* multiple triangulations; peer debriefing; theoretical, procedural, and empirical transparency) (Flick, 2007; 2009). Figure 2 (p. 27) summarises and schematically depicts the research design of this study.

1.7   Empirical context of study

Unlike extant studies, either within corporate marketing in general that tend to focus on MNEs (Abimbola and Kocak, 2007) or in the nascent area of corporate heritage brands and identities in particular that have focused so far on well-known business and non-business organisations and brands, for instance the Swedish and British monarchies, the BBC, IKEA, Bentley, Cunard, or German automotive brands (*e.g.* Urde *et al.*, 2007; Balmer, 2011b, 2011c; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b), the current study is situated within the empirical context of the UK's oldest brewery, *viz.* Shepherd Neame: a regional multi-generational family-owned company based in the Southeast of the UK. Multi-generational family-owned companies of considerable maturity are largely under-researched in general (Micelotta and Raynard, 2011) but have been suggested as a focus of empirical research relevant for the understanding of corporate heritage in regard to corporate identities in particular (Balmer *et al.*, 2006; Blombäck and Brunninge, 2009). Furthermore, regional and family-owned companies may have a utility in shedding light on management stewardship *per se* (Segal and Lehrer, 2012).

The case study focuses on the UK brewing sector, which is significant within the UK in terms of annual turnover, tax contributions, employment, and cultural relevance. The industry is also characterised by a high level of competitive dynamic and change, government regulation, as well as societal scrutiny and interest, thus, representing an interesting backdrop for corporate marketing issues in general. Further, within the brewing industry as one of the oldest

industries in the UK, despite the market being dominated by large MNEs, there are a significant number of multi-generational and long-established companies still operating within that industry. This case study focuses on the oldest of these.

In addition, the sector constitutes a relevant empirical domain for heritage-based corporate marketing and past-related consumer marketing activities (*e.g.* Brown, 2000; Beverland, Lindgreen and Vink, 2008; Linxweiler and Linxweiler, 2008; Lehman and Byrom, 2007; Byrom and Lehman, 2009; Alexander, 2009; Blombäck and Brunninge, 2009). In this respect the conceptual insights garnered by this study may broadly resonate with adjacent sectors and similar industries (*e.g.* food and drink; hospitality and tourism) facilitating the potential future transfer across certain empirical domains. Apart from its instrumental relevance for the theoretical elaboration of corporate heritage stewardship the case-study itself is significant in that its focus is on Britain's oldest brewer: Shepherd Neame, established in 1698. The company is one of the UK's oldest continuously operating commercial enterprises *per se*.

1.8   Main contribution of study

This thesis makes one primary theoretical contribution. In addition, the study provides secondary contributions in theoretical and empirical terms to the nascent area of corporate heritage scholarship within the general corporate marketing realm.

Primary theoretical contribution: The articulation of a *Corporate Heritage Identity Stewardship Theory* explicates the management requirements *vis-à-vis* corporate heritage institutions providing a new conceptual framework for future inquiries into corporate heritage identity management.

Secondary theoretical contribution: The thesis provides a *conceptual definition of corporate heritage within a framework of past-related foundational corporate marketing constructs;* defining the constructs and differentiating foundational from instrumental past-related corporate marketing constructs, which improves clarity and variety in conceptual terms for future research in the nascent area. It further represents an e*xpansion of the conceptual reach* of the corporate heritage stewardship notion from corporate heritage brands to corporate heritage identity management *per se*.

Secondary empirical contribution: The study successfully e*xpands the empirical reach (type of organisation)* of the constructs of corporate heritage identity and corporate heritage identity stewardship from monarchies and MNEs to a multi-generational family-owned SME. It also extends *the empirical reach (industry sector)* of the constructs of corporate heritage identity and corporate heritage identity stewardship by showing its applicability within the brewing industry.

1.9   Structure of thesis

Chapter 1: The introductory chapter introduces the background and provides the rationale of this thesis by identifying various gaps in extant scholarship relevant for the general purpose of this inquiry. Further the primary research focus on two research gaps is articulated. Next, it justifies the managerial perspective adopted for this study (also *see* Appendix A). Based on that understanding the chapter presents the general motivation, the more specific purpose, and the particular general research questions asked of the empirical phenomena studied. It further provides an overview of the research design and the empirical context chosen for the present inquiry. Finally, it states the main contribution of the study and outlines the structure of the thesis.

Chapter 2: This chapter situates the thesis within its general disciplinary and conceptual context pertinent to the study and its purpose. It is divided into two main thematic sections (excluding introductory and summary sections). Appendix B accompanies this chapter by providing background discussions and expanded reflections on several themes discussed in the chapter. First, the study is situated within the general realm of corporate marketing and it is shown that it provides a valid and suitable meta-level framework for this thesis, especially due to its institutional, identity-based, and transtemporal focus (section 2.2). Second, within the corporate marketing framework corporate identity is identified as a salient construct relevant for scrutinising and understanding organisational phenomena – as such pertinent for the current study – and its genesis and development as well as its conceptual underpinnings are discussed in order to show its suitability as the general central construct of this thesis (section 2.3).

Chapter 3: This chapter reviews the extant literature with a general focus on the temporal dimension of corporate identities. Appendix C is associated with this chapter. More particularly, it's focus is on the relevance/importance accorded to past-related constructs in the extant literatures specified in chapter 2. A general conceptual and empirical gap is identified that warrants further scrutiny. As such, this chapter continues to address one conceptual gap by delineating and conceptualising corporate heritage as a suitable conceptual lense for corporate marketing scholarship informed by wider academic heritage and past-related discourses in the social science and humanities. Further, this section discusses two interrelated nascent instrumental constructs that have come to the fore within the extant literature of which corporate heritage identity functions as the focal construct for this study. Finally, the section argues that there is paucity of empirical and conceptual work especially in terms of corporate heritage identity stewardship.

Chapter 4: This chapter is sectioned into two main thematic parts (again, excluding introductory and summary sections) and establishes the paradigmatic framework of this thesis and discusses the research design adopted for the study. Appendix D is associated with this chapter and provides an extended reflection on the paradigmatic considerations that inform the research. In the first section of this chapter the paradigmatic framework is established and justified by revealing the researcher's ontological, epistemological, axiological, and pragmatic convictions and subsequently by situating them within the wider context of social science research paradigms (section 4.2) The second part introduces and justifies the chosen research design in terms of research approach, research strategy, and research methodology informing case selection, data collection, data analysis, and data synthesis. Finally, the quality and trustworthiness of the study are discussed (section 4.3).

Chapter 5: This chapter comprises three main thematic sections (excluding introductory and summary sections). Appendix E is dedicated to this chapter. First, the empirical background for this study is outlined in terms of the case company and the industry within it operates by providing a general overview and subsequently justifying the suitability of both: case company and industry context. This section is specifically underpinned by appendix E.1, which provides an extended historical overview of the case company and its industrial societal context at different stages of the company's development. Second, the next section provides a descriptive account of the different research stages and activities prior, during, and after fieldwork with formal documents used included in appendix E.2. Third, the final section of this chapter provides an extended descriptive account of data analysis and synthesis in order to show how the results of this thesis were developed; it is supported by example documents and work examples included in appendix E.3.

Chapter 6: This chapter details the findings and the substantive theory developed as a result of this study. As such it is sectioned into two main thematic parts (excluding introductory and summary sections). In the first part the constitutive elements of the theory are substantiated by illustrative interview quotes within the main text and additional empirical examples included in the appendix (Appendix F). The second section introduces the Corporate Heritage Identity Stewardship Theory as the main finding and contribution of this work.

Chapter 7: The concluding chapter discusses the findings in the light of extant scholarship and outlines the three contributions (theoretical and empirical) of this study. Next, the implications for management are discussed and some policy advice is given for practicing managers. Finally, the study's limitations in conceptual, methodological, empirical, and pragmatic terms are highlighted and directions for future research are given.

2 Corporate marketing and corporate identity

2.1 Introduction to chapter 2

There are two literature review chapters in this thesis document. Chapter two serves the purpose of broadly situating the study within the domain of corporate marketing and the corporate identity literature in general. Chapter 3 provides a more specific discussion by reviewing the literatures pertinent to the particular conceptual focus of the thesis (*i.e.* heritage) and identifies relevant research gaps. Thus, this second chapter provides the general disciplinary and conceptual context and background for the more specific discussion in the subsequent Chapter 3. As such, this chapter reviews the literatures, which frame and inform the study in general terms. It is structured into two main parts.

First, *corporate marketing* is introduced and discussed as the meta-level framework broadly positioning this thesis within the general field of marketing, yet with the qualifying notion of a dedicated organisation/institution-level focus informed by an identity-based view of organisations. The section informed by the key literature on the domain, presents the argument that corporate marketing is a necessary and suitable framework for understanding marketing phenomena at the corporate-level due to current societal conditions, which organisations face in general. More importantly, however, corporate marketing – this part of the chapter highlights – is based on theoretical foundations that make it an appropriate meta-level framework for the current inquiry: its institutional focus, its identity-based view of the firm, and its transtemporal stakeholder orientation.

Second, the concept of *corporate identity* is discussed and introduced as the general central construct informing this study. This part of the chapter outlines the evolution of corporate identity as a strategic marketing concern from an early visual design focus into a contemporary multi-disciplinary and multifaceted marketing construct. Three main dimensions of a corporate identity are deduced from the review of the concept's evolution, which represent three interrelated perspectives that inform the study and its research design: (1) representations, (2) interpretations, and (3) manifestations. The theoretical and conceptual foundations of corporate identity are discussed and it is demonstrated that the temporal dimension represents an inherent feature of the identity construct, which may also have a much broader instrumental and analytic relevance. Finally, corporate identity is conceptualised and situated within the corporate marketing framework and it is argued that it provides a valid central concept informing this thesis.

2.2   Corporate marketing: A meta-level marketing framework

In this section *corporate marketing* is introduced and specified as the general meta-level framework that provides the theoretical background and underpinning for this thesis. The following discussion draws heavily on the work of Balmer (1998, 2001, 2006a, 2008, 2009, 2011a) and Balmer in collaboration with Greyser (Balmer and Greyser, 2003, 2006) as both authors are to date the most prominent and prolific academic advocates of corporate marketing as a distinct approach and philosophy.

It is first argued that certain economic and societal developments and conditions have contributed to the growing importance of organisations in general and that there is a need for marketing academics and practitioners to embrace, in addition to more conventional marketing concepts, a dedicatedly organisation-level marketing perspective.

Next, after discussing the theoretical foundations and conceptual origins of corporate marketing it is argued that such a perspective of marketing requires an entirely new understanding of marketing that differs markedly from more conventional approaches and conceptualisations of marketing. Hence, the major tenets of corporate marketing are introduced and delineated from those more traditional 'marketing logics' (Balmer, 2011a).

Finally, this section argues that corporate marketing can be understood as a general philosophy, a business practice, and a multidisciplinary conceptual framework integrating several corporate-level marketing constructs. It is the latter perspective that is taken up for the purpose of this work.

2.2.1   The need for marketing at the corporate level

Organisations in general and businesses (ranging from large managerial corporations to small entrepreneurial firms) in particular occupy an important – in the case of large corporations often also culturally and politically powerful (Deetz, 1992; Bowman, 1996) – position within our world, which is central for the functioning of advanced economies and societies (Dobbin, 2005; Jones and Zeitlin, 2009; Cassis, 2009; Colli and Rose, 2009). The importance and centrality of organisations in society has been recognised in the literature exemplified by notions such as the 'society of organisations' (Perrow, 1991) and the development of academic areas such as organisation studies and organisational sociology largely after 1945 (Scott, 2004, 2008).

This general concern with the role of organisations within societies is partially reflected in a particular concern within marketing with the way a company is perceived by different publics (or the public at large). This corporate focus can be traced back at least to the middle of the

last century and is exemplified by an early focus on the 'impressive'[3] corporate image (*e.g.* Newman, 1953; Gardner and Rainwater, 1955; Martineau, 1958a, 1958b) and the recognition of the importance of public relations for business organisations (*e.g.* Bristol, 1960).

However, the necessity to actively position and relate the organisation in its entirety *vis-à-vis* a multitude of different stakeholders within and without the boundaries of the organisation; to engage in a plurality of societal discourses[4] and relationships; and to generally become more visible as well as being more accountable for its actions appears to be a more recent phenomenon (*e.g.* Olins, 1978; Birkigt and Stadler, 1980, 1986; Bernstein, 1984; Wiedmann, 1988; Abratt, 1989; Balmer, 1995, 1998; Duncan and Moriarty, 1998; Polonsky, Suchard and Scott, 1999; de Chernatony and Harris, 2000; Payne, Ballantyne and Christopher, 2005; Roper and Davies, 2007; Gregory, 2007; Ferrell, Gonzalez-Padron, Hult and Maignan, 2010; but *cf.* Marchand, 1998 who traces the origin of many of these concerns to as early as the late 19th century in the US context).[5]

Several authors (*e.g.* Balmer, 1995, 1998; Markwick and Fill, 1997; Gray and Balmer, 1998; Balmer and Gray, 1999; Balmer and Greyser, 2003) identified general trends in the business environment that had contributed to the growing interest amongst practitioners and academics in corporate-level marketing constructs and activities during the 1990s (*see* Figure 3, p. 34 for a synthesis of the different factors discussed in the literature). In support of the above Bernstein (2009) more recently reflected on 21 changes in the practice and context of corporate communications that have occurred since the publication of his seminal book *Company image and reality: A critique of corporate communications* in 1984 (Bernstein, 1984).

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[3] The term 'impressive' denotes one perspective of the 'image' construct in the marketing literature that conceptualises corporate images as the impressions about a company formed in an individual's mind (*see* the discussion of the corporate image construct in appendix section B.2.1, p. 394ff.).

[4] Discourse is understood in this thesis as "*the production of knowledge through language that gives meaning to material objects and social practices ...* [, which are] *temporarily stabilized or regulated... under specific material and historical conditions*" (Barker, 2004, p. 54). As such, discourses are predicated on institutionalised and mediated communicative interactions within society, thus implicate questions of material and symbolic power relations (Sayer, 2000). Having said that, the use of the term shall not indicate any methodological affiliation with discourse analysis or Foucauldian philosophy, nor does it represent a claim by the author to be particularly versed in them.

[5] For example, the growing public and academic discourses about 'Corporate Social Responsibility' or 'Corporate Citizenship'.

Figure 3: Trends contributing to the growing importance of corporate-level marketing discussed in the literature

- acceleration of product life cycles
- deregulation and privatisation
- increased levels of competition
- growing need for differentiation (for-profit and non-profit org.)
- globalisation and internationalisation
- mergers and aquisitions
- shortage of high-calibre personnel
- growing public concern for corporate responsibility
- increased salience of external stakeholders
- blurring of boundaries between the internal and external realm
- media proliferation and cost inflation

Taking a somewhat broader vista, the apparent necessity for corporate-level marketing can be attributed to significant qualitative and quantitative changes in our societies in economic, political, technological, social, cultural, and more recently environmental terms. For example, social scientists and commentators describe various conditions of our contemporary world(s) that are bound to impact not only on individuals and groups in society but also implicitly on the way businesses operate and need to operate. They refer, for instance, to the 'post-modern condition' (Harvey, 1989) or to a qualified version of modernity such as 'late or high-modernity' (Giddens, 1991) constituting fundamental changes in the temporal and spatial constitution and stability of society, as well as to different characterisations of societies predicated on the growing importance of information, knowledge, communication, aesthetics, and symbolism (Lash and Urry, 1994; Webster, 2002; Castells, 2011). Despite paradigmatic differences and academic controversies in regard to the substantiality of the watersheds heralded by the aforementioned, all allude to fundamental shifts in society and economy.

Concurrently, the theoretical and quotidian understanding and conceptualisation of the nature of organisations in general and businesses in particular and their role and purpose within society has changed and broadened over the years as well. The focus has shifted from a mechanistic and functional understanding (technical or administrative) usually paired with a sole focus on economic/financial aspects of companies and accompanied by a monolithic, static, and closed view of organisations in general, to a conceptualisation of organisations as open, dynamic, pluralistic socially embedded entities (Granovetter, 1985) and purposive actors (*see* Scott, 2004; Davis, 2005; Smelser and Swedberg, 2005). As such, the understanding and expectation about the nature, purpose, and role of businesses today goes beyond purely

functional and financial concerns (without negating their continued pre-eminence in many respects).[6]

Thus, the change in societal conditions in conjunction with a different understanding of the role of organisations within societies underpins the necessity for a different approach to marketing at the corporate level. Organisations face various interdependent societal challenges (*see* appendix B.1, p. 381 for a brief discussion of these five societal challenges deduced from a cursory and selective reading of the social science literature) in terms of a growing relevance of:

- Identity and identification: *identity challenge*
- Attention, communication and transparency: *visibility challenge*
- Semiotics (meaning) and aesthetics (sense experiences): *reflexivity challenge*
- Legitimacy, accountability, status, and reputation: *legitimacy challenge*
- Plurality and polyvocality: *multiplicity challenge*.

The nascent area of corporate marketing represents an integrative and holistic approach and orientation to marketing management that addresses these challenges and is characterised by a dedicated focus on the organisation as a whole, and a concern for its strategic communication, behaviour (or enactment) and symbolic representation *vis-à-vis* different stakeholders (internal and external[7]), that draws on various corporate-level constructs (and/or metaphors), such as corporate image, corporate personality, corporate culture, corporate identity, corporate reputation, and corporate branding (Balmer, 1998, 2001, 2008, 2009a, 2011a; Balmer and Greyser, 2003, 2006). It is based on a wide range of academic and popular business discourses that have emerged since at least the 1950s scrutinising organisational phenomena and concerns from different disciplinary and pragmatic perspectives (Balmer, 1998, 2009a; Balmer and Greyser, 2003, 2006). Despite these differences, all these corporate-level constructs stress more or less the growing strategic and managerial importance and the expressive, relational and symbolic significance of an organisation in its entirety – how it is manifested, how it is represented, or how it is interpreted. Hence, corporate marketing is characterised by a dedicatedly multidisciplinary

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[6] Interesting in this context are the different metaphors used in academic and vernacular discourses about organisations such as machine, system, organism, culture, network, identity *etc.* (*see* Morgan, 1986). Due to the different connotations of those metaphors the term 'entity' was chosen as it seems to carry less 'connotative baggage'. Following Lawson (2012, p. 357) an entity is defined as "*a relatively stable actualisation of a feasible emergent organisation* [in the sense of an organising pattern] *or system* [in the sense of interdependently related] *of underlying processes* [in the sense of a chain of actions predicated on procedures and practices]" (Lawson, 2012, p. 357; on the idea of emergence also *see* footnote 126, p.408).

[7] It has to be noted that the differentiation between internal and external stakeholders is more a convenient categorisation rather than a reflection of a clear-cut delineation between the internal and external realm of an organisation. The collapse of internal/external boundaries of the organisation has been discussed, for example, by Hatch and Schultz (1997).

focus and predicated on a general tendency to broaden the reach of the marketing concept in general (Balmer, 2009a, 2011a).

Following the argument of Balmer (2011a), it has to be stressed at this juncture that Balmer's corporate marketing framework does not represent a substitute for product and service marketing or seeks to usurp marketing as a dominant paradigm, but rather constitutes a complementary integrative framework for marketing phenomena at the corporate (organisational) level that are to a significant degree thought to be qualitatively different from marketing concerns at the product or service level (this issue is further discussed in section 2.2.4, p. 51ff.).

2.2.2 Origin and development of corporate marketing

In his 1998 seminal paper Balmer (1998) reviewed the development of corporate-level constructs (at the time, he referred to approaches to corporate identity management) over the last 50 years until that point in time. He identified four different stages[8] in the development of corporate-level constructs. Each stage was characterised by the dominance of one or two corporate-level constructs that were successively added to the extant constructs and discussed and advanced within geographically dispersed academic and popular discourses (mainly fluctuating between US and non-US scholarship[9])[10].

According to Balmer (1998) the 1950s and early 1960s were dominated by discussions about the *corporate image* (the perceptions/associations held by various corporate publics about the organisation)[11] and how it could be first measured and later influenced by companies (*e.g.* Martineau, 1958a, 1958b; Eells, 1959; Bolger, 1959; Bristol, 1960; Spector, 1961; Tucker, 1961; Easton, 1966)[12]. Subsequently, the late 1960s and 1970s witnessed a rise in the importance of the expressive (or symbolic) representation of companies predominately by graphic and visual design (house style, nomenclature, logo, name *etc.*)*, viz.* the creation of a

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[8] I do not necessarily agree with the precise temporal delineation of those four stages, but are content with the general direction of Balmer's arguments.

[9] Note that 'non-US' mainly includes contributions from Europe, Australia, and South Africa. Further, Balmer (1998) himself is an early critic of the inherent ethnocentricity (Western, Anglo-Saxon) of many academic discourses and called for contributions from other language and cultural academic communities.

[10] In an earlier paper Balmer (1995) had already identified seven schools of thought in regard to corporate-level concerns that each represented different disciplinary and pragmatic orientations (being either focused on strategy, culture or communications as well as being visual design focused or not). Van Riel and Balmer (1997) later identified three major paradigms that synthesised the different schools of thought (*i.e.* graphic design, integrated communications, interdisciplinary).

[11] Understood as 'impressive image', *see* appendix section B.2.1 (p. 394ff.).

[12] For an early critique of the focus on corporate images *see* an HBR article by Finn (1961) named 'The Price of Corporate Vanity'. Following Alvesson (1990), the book by Daniel Boorstin's 'The Image' provided a scathing critique of a society increasingly constituted by 'pseudo-events' (Boorstin, 1961 cited in Alvesson, 1990, p. 383).

coherent *corporate* [visual] *identity*[13] (*e.g.* Henrion and Parkin, 1967; Pilditch, 1970; Selame and Selame, 1975, Margulies, 1970, 1977). However, the limitations of purely design-based corporate identity programmes became more apparent during that period as well that had seen a plethora of corporate re-design/re-naming initiatives aimed at external audiences (*e.g.* Feldman, 1969; Dreyfus, 1970, Ackerman, 1983). Hence, there was growing recognition that in order to successfully influence a company's external stakeholders, managers needed to look first inside the organisation to uncover its *corporate personality* (Olins, 1978) and needed to acknowledge the pivotal role of employees for corporate image management (Kennedy, 1977).

Further, Balmer (1998) argued that by the 1980s there was a fundamental shift underway in the understanding of *corporate identity* away from its visual and expressive roots towards a holistic integrative perspective and management strategy – exemplified by the 'Corporate Identity Mix' of Birkigt and Stadler [14] (1980) – linking corporate design, corporate communications, and corporate behaviour, clearly differentiating between identity and image[15], as well as the internal and external realm of an organisation (*see* Wiedmann, 1988, 1992). At the same time, *corporate communication* practitioners (*e.g.* Bernstein, 1984; Jackson, 1987 cited in van Riel, 1995, pp. 25-26; Schultz, Tannenbaum and Lauterborn, 1993) and marketing scholars started to stress the importance of integration and coordination of all communication activities (*e.g.* Meffert, 1979 cited in Bruhn, 2012, p. 68; Tietz, 1982 cited in Bruhn, 2012, p. 9; Ådberg, 1990 cited in van Riel, 1995, p. 17) *vis-à-vis* customers and societal stakeholders (*see* Wiedmann, 1986; van Riel, 1995). Also from the 1980s onwards the construct of *corporate culture* gained growing prominence in academic and popular discourses giving further weight to the internal aspects of organisations (*e.g.* Pettigrew, 1979; Deal and Kennedy, 1982; Peters and Waterman, 1982; Schein, 1985; Martin, 1992; Kotter and Heskett, 1992).[16]

Finally and again following Balmer's (1998) periodisation, by the 1990s there was a significant increase in academic interest in the different corporate-level constructs mentioned above (*e.g.* Wiedmann, 1988, 1992; Abratt, 1989; Balmer, 1994, 1995, 1998; van Riel, 1995; van Riel and Balmer, 1997, Brown, 1998; Stuart, 1999). It also started a period of further refinement of extant constructs, with corporate image being delineated from *corporate*

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[13] It has to be noted here that this close association of corporate identity with graphic design still poses a problem for the conceptual advancement of the corporate identity construct as it is understood today. Further, especially earlier writers did not coherently differentiate between corporate image and identity; a situation that, of course, was already identified by Abratt (1989) and Balmer (1998), for instance.

[14] This work has developed into a sort of definitive text book on Corporate Identity in the German-speaking world with later editions edited and revised by Stadler and Funck after the untimely death of Klaus Birkigt in 1983. It is now in its 11th edition (Birkigt, Stadler and Funck, 2002) last reprinted in 2008.

[15] Understood as 'impressive image', *see* appendix section B.2.1 (p. 394ff.) for a discussion of this construct.

[16] For a review of the construct of corporate culture and its implications for corporate marketing *see* Wilson (2001); also *see* appendix B.2.3 (p. 411ff.) for a discussion of corporate culture *per se*.

reputations (*e.g.* Fombrun and Shanley, 1990; Bromley, 1993, 2000; Fombrun, 1996; Fombrun and van Riel, 1997; Rindova, 1997; Gray and Balmer; 1998; Greyser, 1999; Gotsi and Wilson, 2001)[17]; the cultural and behavioural aspects of corporate identity being specified by the growing influence of the literatures on 'organisational identity' (*e.g.* Albert and Whetten, 1985; Dutton and Dukerich, 1991; Dutton, Dukerich and Harquail, 1994; Hatch and Schultz, 1997; Whetten and Godfrey, 1998; Schultz, Hatch and Larsen, 2000); and the importation of brand management principles as a refinement of the more expressive dimensions of corporate identity*, viz. corporate branding* (*e.g.* King, 1991; Balmer, 1995, 1998, 2001; Gregory and Wiechmann, 1997; Ind, 1997, 1998a, 1998b; Keller and Aaker, 1998; Bickerton, 2000; de Chernatony and Harris, 2000)[18].

Based on his review of the literature Balmer (1998) predicted a growing prominence of corporate brand management at the beginning of the 21st century, a growing hegemony of US-based scholars in the area of identity management, and most importantly for the discussion here he introduced the idea of *corporate marketing* as a distinct area of marketing management that would be based on a revised and expanded marketing mix (Balmer, 1998).

Since this seminal article Balmer himself (2001, 2006a, 2008, 2009a, 2011a) and Balmer in collaboration with other authors (Balmer and Gray, 2003; Balmer and Greyser, 2003, 2006; He and Balmer, 2007a; Balmer, Powell and Greyser, 2011; Illia and Balmer, 2012) have constantly revised and further elaborated corporate marketing into a coherent and integrative framework and a management orientation. Several other marketing scholars have joined the integrationist debate by taking a more specialised perspective (*e.g.* McDonald, de Chernatony and Harris, 2001; Wilson, 2001; Bick, Jacobson and Abratt, 2003; Bick, Abratt and Bergman, 2008; Powell, 2011; Hildebrand *et al.*, 2011; Abratt and Kleyn, 2012). The main tenets of corporate marketing will be discussed in the following section.

2.2.3   Conceptual foundations of corporate marketing

In a recent commentary Balmer (2011a) identifies "*an urgent need for us* [the marketing profession] *to reappraise the traditional marketing orientation focused on customers and/or products and services*" (Balmer, 2011a, p. 1330). According to Balmer, marketing needed to be broadened not only in the way it has already been successfully expanded beyond its original domain of products and consumers (*e.g.* service marketing, industrial marketing, social marketing, internal marketing) and as it has been advocated by eminent marketing scholars for

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[17] *See* appendix B.2.2 (p. 405ff.) for a brief discussion of corporate reputation as a corporate-level construct.

[18] *See* appendix B.2.4 (p. 418ff.) for an overview and delineation of the corporate brand construct.

a long time (*e.g.* Kotler and Levy, 1969; Kotler, 1972, Kotler and Mindak, 1978; Gummesson, 1991, Webster, 1992), but that there was a pressing necessity for a more fundamental change in the basic tenets of marketing resulting in a specific corporate-level marketing orientation that would complement rather than substitute extant marketing paradigms.

A failure on the part of practitioners to do so would jeopardise many organisations' ability to face current and future strategic challenges (such as the challenges identified in section 2.2.1, p. 32ff.) and that it was akin to the kind of 'myopia' that Levitt (1960) lamented in his famous *Harvard Business Review* article 'Marketing myopia' of 1960 calling for a customer orientation (Balmer, 2011a). In addition, one might contend – to mirror Webster's recent commentary on the legacy of Peter Drucker (Webster, 2009) – that marketing as an academic discipline is not immune from such myopic tendencies and that a similar failure on the part of marketing scholars would finally jeopardise marketing's relevance as a management discipline and its future impact on management practice.

Although, still in its infancy *corporate marketing,* as it has been developed by Balmer and colleagues (Balmer, 1998, 2001, 2006a, 2008, 2009a, 2011a; Balmer and Gray, 2003; Balmer and Greyser, 2003, 2006; He and Balmer, 2007a; Balmer *et al.*, 2011), represents a promising marketing framework and management orientation based on basic tenets that are likely to prevent such a potentially harmful 'corporate marketing myopia' (Balmer, 2011a).

Corporate marketing as a general management philosophy and marketing framework is multidisciplinary in its scope and draws on theories and insights from various academic disciplines such as marketing itself, strategic management, organisation studies, and communication research. It is further underpinned by discourses within the social sciences in general (*e.g.* economics, politics, sociology, psychology) in regard to, for example, ethics, values, identities, or culture. It is in this respect following the disciplinary traditions of marketing as a synthesising discipline (Baker, 1999 cited in Greyser and Balmer, 2006, p. 738) that has always incorporated insights and theories from other academic disciplines usually with a strong pragmatic inclination[19] (Balmer and Greyser, 2006).

To reiterate, the opening of this section argued that corporate marketing integrates the various corporate-level constructs (*i.e.* corporate image, corporate identity, corporate culture, corporate reputation, and corporate brand) that have emerged during the second half of the 20th century. According to Balmer (2011a) Corporate Marketing can be defined as:

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[19] The often advanced critique of marketing's applied character (and implied lack of theoretical depth and reflexivity) has been answered from within the discipline, for example, by authors concerned with 'macro-marketing' or 'critical marketing'.

> *"...a customer, stakeholder, societal and CSR [Corporate Social Responsibility]/ ethical focused philosophy enacted via an organisation-wide orientation and culture. A corporate marketing rationale complements the goods and services logic. It is informed by identity-based views of the firm: this is a perspective, which accords importance to corporate identities and corporate brands. The latter provide distinctive platforms from which multi-lateral, organisational and stakeholder/societal relationships are fostered to all-round advantage." (Balmer, 2011a, p. 1345)*

As this most recent definition given by Balmer indicates there are several fundamental principles and orientations that underpin and inform corporate marketing as a specific management framework, approach, and orientation that are different and/or more expansive than those on which the 'traditional' product/service and customer oriented marketing paradigms are based upon.[20] Corporate marketing is characterised by:

- An institution/organisation focus;
- An identity-based perspective;
- A stakeholder orientation (including customer orientation);
- A societal and ethical orientation (including market orientation);
- A relational and interactionist orientation (mutually beneficial multilateral relationships).

These characteristics are underpinned by three basic principles, which are:

- Integrationist/holistic (being non-reductionist and non-exclusionist)
- Pluralistic (taking multiplicity into account)
- Transtemporality (taking past, present and future into account)

In the following paragraphs the different tenets of corporate marketing are discussed.

2.2.3.1 The institutional focus of corporate marketing

Corporate marketing is characterised by a dedicated and explicit *focus on institutions* rather than products or services (Balmer, 2009a, 2011a; Balmer and Greyser, 2006). The term 'corporate' is of special relevance here. According to *The Concise Oxford Dictionary of English Etymology* (Hoad, 1996) the term derives from the Latin word '*corporātus*' which is the past participle of '*corporāre*' denoting 'to fashion into or with a body'. Further, the combination of the (classic) Latin '*corpus*' literally for 'body' (but also person, self, substantial concrete object)

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[20] It has to be noted that the customer or the nature of products and services are still the most important aspects for companies to generate profits and ensure long-term survival, but in order to maintain the viability of an organisation other constituents and broader aspects are relevant too. In other words, the 'traditional' marketing paradigms are sufficient but not enough to be successful as an organisation in the 21st century.

in combination with the suffix '-*ate*' which means 'provided with' indicates the meaning of the term 'corporate' as relating to any entity being 'provided with a body' (as a substantial and concrete entity distinguishable from other entities) (Hoad, 1996). Hence, corporate marketing with its institutional focus refers, in principle, to all kinds of 'incorporated' (or embodied) institutions that are identifiable as discrete social, economic, and/or legal entities; for example, SMEs, MNEs, non-profit organisations, municipalities, government agencies, or even nation states (Balmer and Greyser, 2006). For the purpose if this thesis, however, the focus is on business organisations.

This focus is predicated on the growing importance and strategic significance of corporate-level concerns such as legitimacy and reputations (*e.g.* corporate reputation), responsibility and accountability (*e.g.* CSR, corporate citizenship), visibility and positioning (*e.g.* corporate communications, corporate branding), as well as cultural and identity issues (*e.g.* corporate culture, corporate identity) for individual companies as well as the central position (business) organisations occupy within our contemporary societies in general (*see* section 2.2.1, p. 32ff.). Further, the connotation of the term 'corporate' in its modern usage is indicative of the strategic nature of corporate marketing and thus by implication it should be of primary CEO and board member concern (Balmer and Greyser, 2003), but cannot or should not be relegated into a mere function or departmental specialisation. It is above all a managerial philosophy or orientation (Balmer, 2009a, 2011a; Balmer and Greyser, 2003, 2006) underpinned by a specific 'corporate marketing logic' (Balmer, 2011a).

Although, corporate marketing mainly draws on marketing-related corporate-level constructs and their associated academic discourses, its specific institutional focus and strategic nature indicates, warrants, and necessitates a link with extant institutional, organisation, and strategic management theories, especially those that take an avowedly 'organisation-centric perspective' (Kraatz and Block, 2008).[21] While an in-depth discussion of those links would be warranted and would constitute an important contribution to the theoretical and conceptual underpinnings of corporate marketing, such a discussion is beyond the scope of this thesis[22]. However, it has to be note at this juncture that certain conceptual overlaps with strategic management, institutional, and organisation theories are already apparent. They are increasingly recognised and explicitly addressed, for example, in regard to corporate marketing and stakeholder theory (Balmer, 2009a) or resource-based theories

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[21] For a review *see* Scott (2004, 2008).

[22] For example, the concept of legitimacy in general (*e.g.* Suchman, 1995) with its linkage to CSR (*e.g.* Palazzo and Scherer, 2006) or identification issues (*e.g.* He and Baruch, 2010) and its overlap with the concepts of reputation and status constitutes an interesting discussion within the 'newer' institutional literature (*e.g.* Deephouse and Suchman, 2008; Deephouse and Carter, 2005) that could make a valuable contribution to the further development of corporate marketing.

(Balmer and Gray, 2003; Abratt and Kleyn, 2012). Further, as corporate marketing draws on extant corporate-level constructs the ongoing multidisciplinary dialogues in reference to these constructs are already explicitly or implicitly incorporated as well[23].

In summary, corporate marketing is different from traditional marketing in that it has a dedicated institutional or 'organisation-centric' focus with the organisation as a discrete and individuated socio-economic and socio-cultural entity as its focal concern. As such, corporate marketing constitutes a general managerial discipline rather than a functional specialisation that is characterised by particular managerial orientations. These orientations will be outlined in the next section.

2.2.3.2 *The tripartite managerial orientation of corporate marketing*

In addition to corporate marketing's dedicated organisation/institutional focus, it is informed by three interrelated managerial orientations (Balmer, 2009a, 2011a; Balmer and Greyser, 2006), which are:

- **Stakeholder orientation** (including customers)
- **Societal/ethical orientation** (including market orientation)
- **Relational/interactionist orientation** (relationship marketing)

First, corporate marketing draws on stakeholder theory (Freeman, 1984; Friedman and Miles, 2006; Freeman *et al.*, 2010) and heeds frequent calls by marketing scholars for recognising other stakeholders (internal and external) in addition to customers (*e.g.* Wiedmann, 1988; Abratt, 1989; Balmer, 1995, 1998; Duncan and Moriarty, 1998; Polonsky, Suchard and Scott, 1999; de Chernatony and Harris, 2000; Payne, Ballantyne and Christopher, 2005; Roper and Davies, 2007; Gregory, 2007; Ferrell, Gonzalez-Padron, Hult and Maignan, 2010) by having a dedicated stakeholder orientation (Balmer, 1998, 2001, 2008, 2009a, 2011a; Balmer and Greyser, 2003, 2006).

This **stakeholder orientation** can be seen as a direct result of the institutional focus of corporate marketing and the conceptualisation of organisations as dynamic and open socio-economic and socio-cultural entities that are embedded in shifting societal contexts facing multiple and often conflicting interests and demands by other social actors (individual, collective or institutional). Further, it is a consequence of an inherent stakeholder orientation that can be traced back to the origins of most corporate-level constructs. For example, early

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[23] For example, academic work on corporate reputation often draws on institutional, resource-based, or signalling theories (Walker, 2010), while there is growing interdisciplinary exchange in regard to corporate identity and identity conceptualisations in other fields (Cornelissen, Haslam and Balmer, 2007; Balmer, 2008).

corporate image research was concerned with the perceptions of the organisation by various publics (*e.g.* Bristol, 1960) while the conceptualisation of corporate identity was originally closely associated with the question of how a company "*chooses to identify itself to all its publics*" (Margulies, 1977, p. 66). Further, corporate communications and the cognate area of public relations have also focused on multiple publics and stakeholders (*e.g.* Bernstein, 1984).

Stakeholder orientation is predicated on the realisation that organisations compete not only for customers and market share in markets for goods or services, but also in markets for employees, suppliers, intermediaries, investors, or media attention (Payne, Ballantyne and Christopher, 2005). Further, non-market based stakeholder groups such as social movements and interest groups (*e.g.* ethnic, social, political, environmental) or governments and local communities exert a significant and growing influence that impacts on the success (functional performance) of organisations and their legitimacy as socio-economic as well as socio-cultural institutions (*e.g.* Palazzo and Scherer, 2006; Handelman, 2006) and societal actors (*e.g.* Scherer and Palazzo, 2007).

By drawing on extant corporate-level literature at the time (Bernstein, 1984; Abratt, 1989 Bromley, 1993; Grunig, 1993) corporate marketing already in its initial conceptualisation acknowledged the multiplicity of stakeholders affecting or being affected by an organisation; the heterogeneity in terms of expectations, interests, and relevance within and between different stakeholder groups; and the overlap and increasingly blurred boundaries between different stakeholder groups (Balmer, 1998). However, this early version appears to be still dominated by a rather instrumental understanding of stakeholders exemplified by the frequent use of phrases such as 'key stakeholders' or 'important stakeholders' (Balmer, 1998). Later, the conceptualisation of stakeholder orientation within the framework of corporate marketing has been further specified and expanded along different dimensions:

- **Temporal**: to include future stakeholders (Balmer, 2001) and past stakeholders (Balmer and Greyser, 2003);
- **Relational**: in stressing the reciprocity of stakeholder relationships as 'partnerships' (Balmer and Greyser, 2003), as an 'informal contract' (Balmer, 2009a) which are 'mutually beneficial' (Balmer, 2011a);
- **Structural**: by recognising the network character of stakeholder relations (Balmer and Greyser, 2003);
- **Symbolical**: in accounting for the importance of meaning and identity/identification issues (Balmer, 2008).

In general, it seems that the conceptualisation of corporate marketing's stakeholder orientation has gradually moved from narrower and instrumental to broader and normative concerns. That leads to the second orientation central to corporate marketing.

Second, in professing a dedicatedly **societal/ethical orientation** (Balmer, 2011a) corporate marketing recognises the 'embeddedness' (Granovetter, 1985) of modern organisations that are concurrently constituted and operate within a multitude of societal contexts (economic, political, social, cultural, or environmental). This aspect is closely associated with the notion of stakeholder orientation, but adds the further dimension of taking societal and ethical considerations into account that go beyond the immediate (instrumental) relevance of stakeholder interests (either by having an impact on the performance of a company or by being impacted on through an organisation's actions). It is based on the growing importance of issues related to corporate social responsibilities and sustainable development. Hence, an organisations legitimacy is not only predicated on its functional or instrumental performance *vis-à-vis* specific stakeholder groups (delivering goods/services for customers, generating returns for investors, providing employment for employees, contributing to the local community *etc.*) but is increasingly judged against generalised normative and axiological criteria that are negotiated through multiple societal discourses (*e.g.* Scherer and Palazzo, 2007; also *see* Elder-Vass, 2010; Lawson, 2012). Thus, an organisation's overall legitimacy can still be questioned, even if it is delivering value for all or most of its stakeholder groups individually.[24] As such, corporate marketing draws on the literatures on corporate social responsibility (CSR), corporate citizenship, sustainable marketing, or business ethics in general (*e.g.* Abratt and Sacks, 1988; van Dam and Apeldoorn, 1996; Maignan and Ferrell, 2001, 2004; Maignan, Ferrell and Ferrell, 2005; Daub and Ergenzinger, 2005; Bendixen and Abratt, 2007; Balmer, Fukukawa and Gray, 2007; Podnar and Golob, 2007; Hildebrand *et al.*, 2011; Powell, 2011; Balmer *et al.*, 2011; Kleyn, Abratt, Chipp and Goldman, 2012; also *see* Vaaland, Heide and Grønhaug, 2008 for a review) and adds a reflexive notion to the framework not dissimilar to the concerns discussed within macro-marketing (*e.g.* Ferrell and Ferrell, 2008) or critical marketing (for a recent review *see* Tadajewski, 2010b).

Third, corporate marketing stresses the importance of "*ongoing and multi-lateral positive*" and "*mutually beneficial*" exchange relationships with customers, other stakeholders, and society at large (Balmer, 2011a, pp. 1334, 1335). This **relational/interactionist orientation**, on the one hand, reflects a general trend in marketing theory – most notably the rise of

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[24] This problem has become even more apparent and prevalent in the wake of the so called 'financial crisis' in regard to an hyperbolic and in the author's opinion misguided singular focus on maximising shareholder returns while paying often only 'lip-service' to the interests of other stakeholder groups in society. This has put in jeopardy not only individual organisations but the economic and democratic constitution of western societies in general.

relationship marketing (*e.g.* Grönroos, 1994, 1999; Morgan and Hunt, 1994, 1999; Gummesson, 1997, 2002; Payne, Ballantyne and Christopher, 2005; Varey and Ballantyne, 2006) and in part the 'service-dominant logic' (*e.g.* Vargo and Lusch, 2004, 2008; Gummesson, 2008) – but on the other hand, can be attributed to a relational and interactionist tradition that has informed many corporate-level constructs such as corporate communications (even more explicitly in public relations, *see* Rademacher, 2009), corporate identity and identification (especially the multidisciplinary and holistic approaches, *see* section 2.3, p. 58ff.) or corporate branding (especially *re* brand communities that form around corporate brands, *e.g.* Balmer, 2006b). Further, the relational/interactionist orientation of corporate marketing constitutes the acknowledgement that its central construct of corporate identity (or better identities) is relational and interactionist in nature (Balmer, 2008). Hence, its genesis and development can only be meaningfully apprehended within a specific business context of dynamic and shifting social categories, discourses, and identities at the individual, collective, or institutional level that are spatially and temporally differentiated (*see* appendix B.1.1, p. 382ff.). Thus, the next section discusses the centrality of an identity-based view for corporate marketing.

2.2.3.3   The centrality of the identity-based perspective (of the firm)

The concept of identity in its various derivations (due to differences in schools of thought, academic and pragmatic roots or paradigms) informs what Balmer calls the '*identity-based views of the corporation*' (Balmer, 2006a, 2008) and forms a central perspective and thread of corporate marketing (Balmer, 2011a).

In fact, as has been argued above, corporate marketing as a framework emerged gradually from the various discussions and the synthesis of corporate-level constructs that are broadly speaking all (to varying degrees) concerned with or predicated on identity and identification issues in regard to an organisation as purposive social actor, as a collective (or to be more precise a collective of other collectives and of individuals), and as a frame of reference or identity marker for other social actors (individual, collective, institutional). Next, issues of identity and identification at all levels of society (individual, collective and institutional) have become more important, but are at the same time more problematic and difficult to be sustained within a society broadly characterised by velocity, instability, fragmentation, polyvocality, and collapsing boundaries between social categories and institutions (*see* appendix B.1.1, p. 382ff.). Hence, in the context of (business) organisations identities and identification need to be actively managed and are of strategic importance with senior managers having a pivotal role (Balmer and Greyser, 2003; Balmer, 2008). The corporate identity construct provides the central platform for other corporate-level constructs (*e.g.*

corporate communications, corporate branding) as well as associated pragmatic corporate policies such as corporate communication, strategy, and leadership (Balmer, 2008). Thus, an identity-based view has *conceptual and instrumental relevance*.

The identity-based view of the firm draws on and is informed by different academic disciplines and traditions, such as marketing, communications (*e.g.* corporate identity), and organisational behaviour (*e.g.* organisational identity), but also social psychology (*e.g.* social identity theory) or other identity discourses in the social sciences (*e.g.* politics, history, sociology) in general (Balmer, 2008; He and Balmer, 2007a). It is multidisciplinary in scope (Balmer, 1998). Further, this perspective acknowledges and articulates the multifaceted and multidimensional nature of identity and identification and is of "*considerable utility in revealing, comprehending, and managing organisations*" (Balmer, 2011a, p. 1339) from different perspectives and for different purposes. Thus, it is characterised by multiplicity. Its multidisciplinary and multifaceted nature provides the identity-based view of the firm with *normative and descriptive relevance* as well.

Balmer (2008, 2011a) differentiates the identity-based view of the firm that informs and underpins corporate marketing into different perspectives that are based on three *generic identity types* ('identity *of* an entity'):

- **Corporate identity**: the identity of an institution/organisation,
- **Corporate brand identity**: the identity of an institutional brand,
- **Corporate cultural identity**: the collective identity of a group associated with one of the former.

The first identity type (*i.e.* corporate identity) refers to the identity of an institution/organisation as a distinct socio-economic and socio-cultural entity as it has been conceptualised in the corporate-level marketing literature more recently (*see* section 2.3, p. 58ff. for a discussion of the corporate identity construct as the general theoretical construct underpinning this thesis).The second identity type refers to the specific identity characteristics of a corporate brand, which is derived from a corporate identity but qualitatively different (*see* appendix B.2.4.3 , p. 418ff. for a discussion of the corporate brand construct).The third generic identity type differs from the previously mentioned two identities and denotes the collective identity of a group that is associated with or related to one of the former. Thus, the collective identities of such cultural groups are fundamentally predicated on their affiliation with a corporate identity or corporate brand (*e.g.* brand communities or tribes).

These generic identity types represent the point of reference for three *forms of identification* distinguished by Balmer (2008):

- **Identification from**: expressive representation of an institutional identity/brand,

- **Identification with**: stakeholder affiliation/affinity with an institutional identity/brand,

- **Identification to**: stakeholder affiliation/affinity with a collective identity of a group associated with an institutional identity/brand.

According to Balmer (2008), the notion of **identification from** a company (corporate identity or corporate brand) refers to the more 'classical' understanding of corporate identity (*see* section 2.3, p. 58ff.) as a symbolic/expressive representation of a company by communicative, aesthetic, and behavioural means (also *see* Abratt and Kleyn, 2012); in the word of Margulies (1977a) it is related to the "*sum of all the ways a company chooses to identify itself to all its publics*" (Margulies, 1977a, p. 66).

Next, the notion of **identification with** a corporate identity (corporate brand) alludes to the way individual and collective stakeholders reciprocate the expressed identification from the company in the form of a perceived, expressed, and enacted positive, negative, or ambivalent affiliation/affinity with a corporate identity/brand (Balmer, 2008; also *see* Bhattacharya and Sen, 2003; Cardador and Pratt, 2006).

Finally, the notion of **identification to** a company proposed by Balmer (2008) designates the aforementioned affinity/affiliation of stakeholders not with the institutional identity directly, but with the collective identity of a group that corresponds to the third generic identity type mentioned above (*i.e.* corporate cultural identity). As such it alludes to identification with a particular culture of a group that is associated with, but not necessarily identical with the corporate identity/brand (*e.g.* brand communities and tribes).

The last two forms of identification (*i.e.* identification with and identification to) are closely intertwined and often overlap (*e.g.* in the context of employees) but are both predicated on the necessary *identification from* the corporate identity (or corporate brand) in some way. As such, it might be helpful to conceptually distinguish a further form of identification that conceptually joins the other three types of identification. Thus, it is suggested here to denominate that category as **identification of** a corporate identity or corporate brand, which refers to the recognition and validation of a corporate identity/brand by internal and external stakeholders as a legitimate and relevant social entity to and with which identification can subsequently occur.

Further, Balmer (2008) introduced the concept of **envisioned identities and identification** – in drawing on the notion of a 'construed external image' (Dutton, Dukerich and Harquail, 1994) – that broadly denotes an individual or collectively shared belief/interpretation about how the 'we' of a group or the 'what' of an

institution/organisation is characterised in reference to /by 'others' (individuals, groups, institutions).

The multiplicity of the identity-based perspective is also related to the different types of social and cultural identities that overlap with, are partially constitutive of, impact on, or are influenced by an institutional identity (*i.e.* 'identity of an entity'). This includes, for example, spatially differentiated identities (*e.g.* national, regional, local identities), identities related to social categories (gender, family, ethnicity), or other institutionalised identities (*e.g.* industry identities, professional identities).

Finally and most relevant in the context of this thesis, the identity based-view introduces temporal complexity in that it is concerned with present identities, but also recognises the impact of past and future identities as locus for analysis as well as identification (Balmer, 2008, 2011a). This aspect of temporality will be discussed in reference to the transtemporal nature of the corporate marketing framework in the following section, in terms of the inherent temporality of the identity construct in section 2.3.2.2, (p. 77), and in regard to corporate heritage as a nascent area of corporate marketing scholarship in chapter 3 (p. 86ff.).

The above discussed dimensions are not mutually exclusive, but overlap and often coalesce into a *gestalt* of an organisation (Balmer, 2008). Figure 4 (p. 48) depicts and synthesises the different identity dimensions discussed above.

Figure 4: different identity perspectives (adapted from Balmer, 2008, pp. 887, 893)
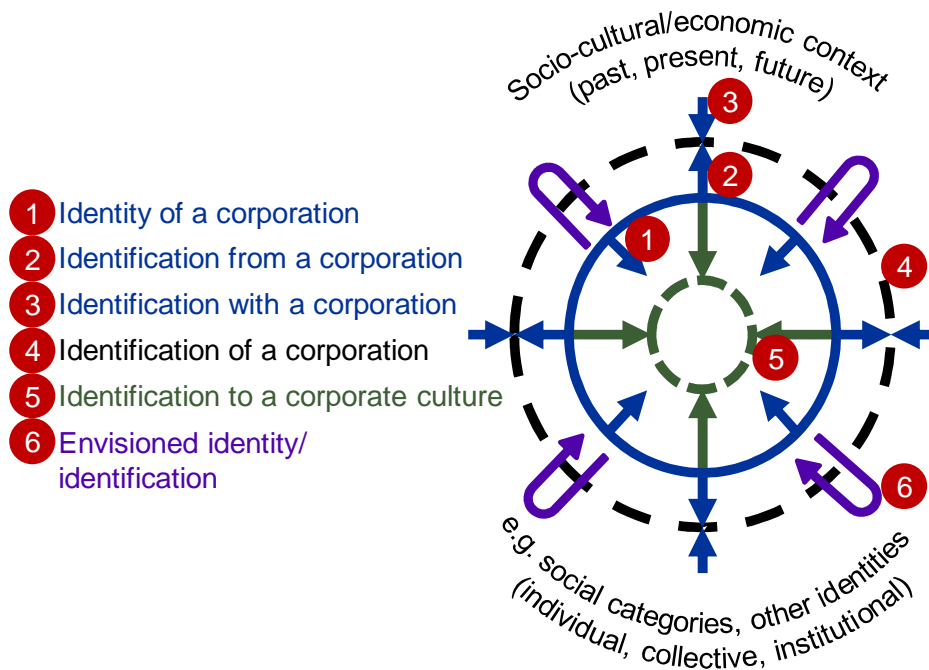
This short paragraph already shows the conceptual complexity and depth of an identity-based understanding of organisations. The construct of corporate identity as the general theoretical construct that underpins this thesis is discussed and defined in more detail and clarity in section 2.3 (p. 58ff.).

2.2.3.4 The three basic principles of the nature of corporate marketing

At a more abstract conceptual level corporate marketing can be characterised as being underpinned by three basic interrelated principles that inform and support the above mentioned general focus, perspective, and orientation(s). The nature of the corporate marketing framework can be characterised as being:

- **Integrationist/holistic** (non-exclusionist , non-reductionist, balanced)
- **Pluralist** (multiple relationships, multiple stakeholders, multidisciplinary *etc.*)
- **Transtemporal** (past, present, and future).

First, corporate marketing follows the **various integrationist strands** that underpin most of the corporate-level constructs, what Balmer has called the '*integrative quest*' (Balmer, 2011a, p. 1348) in regard to, for instance, the integration of corporate design, corporate communication, and multiple identity perspectives (Balmer, 2008). For example, the early focus on visual design integration exemplified by the notion of *corporate visual identity* (*e.g.* Baker and Balmer, 1997; Melewar and Saunders, 2000; van den Bosch, Elving and de Jong, 2006; Melewar, Bassett, and Simões, 2006) has gradually evolved into a much broader integration of various design and aesthetic elements such as, for instance, corporate architecture and spatial design[25] (*e.g.* Olins, 1978; Birkigt and Stadler, 1980; Berg and Kreiner, 1992; Schmitt, Simonson and Marcus, 1995; Baker and Balmer, 1997; Alessandri, 2001; Messedat, 2005; Herbst and Maisch, 2009; Klingmann, 2010), even 'corporate landscape architecture' (Uhrig, 2012), into a 'corporate sensory identity' (Bartholmé and Melewar, 2009, 2011; also *see* Balmer, 1998, 2001), which represents the integration of sight, sound, scent, touch, and taste (Bartholmé and Melewar, 2009, 2011, also *see* Kotler, 1973/74; Bitner, 1990, 1992; Schmitt and Simonson, 1997; Schmitt, 1999; Lindström, 2005 for similar developments in the context of consumer and retail marketing). Apart from the integration of different aesthetic and atmospheric elements, modern corporate identity concepts can be characterised as 'integrative' as they are concerned not only with corporate design, but also corporate

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[25] The symbolic value of buildings has long been recognised in politics (*e.g.* the importance accorded to memorials and landmark buildings for national identity) as well as by early corporate design pioneers such as Peter Behrens at AEG (early 20th century) or the British rail companies in the 19th century (also *see* section 2.3.1.1., p. 58ff.)

behaviour and corporate communication. To reiterate, integrative tendencies are apparent in the context of corporate communication as well (*e.g.* Bernstein, 1984; van Riel, 1995; Balmer, 1995, 1998; Argenti, 1996; Balmer and Gray, 1999; Cornelissen, 2000a; Van Riel and Fombrun, 2007; Illia and Balmer, 2012). Corporate marketing can also be characterised as 'integrative' due to its multidisciplinary focus and the way it combines different perspectives from which corporate-level constructs are conceptualised and empirical phenomena can be scrutinised (Balmer, 2009a, 2011a).

There is a second dimension implied by Balmer (2009a, 2011a), although closely associated with the 'integrative quest' of corporate marketing, but that has a different connotation than mere integration or coordination of different aspects or perspectives. Corporate marketing is based on *holistic principles* (*e.g.* 'the whole is more than the sum of its parts', 'emergent qualities') – implicitly drawing on *gestalt* theory[26] (*see* Smith, 1988 for a review taking a philosophical stance) – with corporate marketing revealing a new 'gestalt' of the corporation as a holistic philosophy and approach to management (Balmer, 2009a, 2011a). However, corporate marketing is more expansive in that it is non-reductionist and non-exclusionist, integrating different corporate-level constructs, drawing on multiple disciplines, and combing macro-level issues (*e.g.* societal/ethical) with micro-level concerns (*e.g.* different identity types). Hence, it is providing a new outlook and orientation for "*revealing, comprehending and managing organisations*" (Balmer, 2011a, p. 1339) that none of the extant corporate-level constructs would be able to facilitate individually. A sentiment mirrored in the wider corporate-level literature (*e.g.* Abratt and Kleyn, 2012). As such, it provides variety in order to deal with the inherent complexity (to borrow from systems terminology, *see* Ashby, 1958) of organisations as socio-economic and socio-cultural entities and of the business environment at large.

A second basic principle that has already been extensively discussed in the preceding sections is the ***principle of plurality/multiplicity*** in regard to perspectives, orientations, or disciplinary and paradigmatic origins as well as corporate marketing's explicit recognition and acknowledgement of the aforementioned complexity of corporate and societal phenomena, ranging from multiple and conflicting stakeholder interests to the plurality of identities within and beyond the organisation.

The third fundamental principle that underpins corporate marketing and is most relevant in the context of this thesis's focus on corporate heritage is based on a notion that it is concerned "*not only with the present and prospective future but is mindful of the past*" (Balmer, 2011a, p.

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[26] It has to be noted here that Gestalt theory as a philosophical concept is not to be mistaken with the better known psychological areas of 'Gestalt psychology' and 'Gestalt therapy' that draw on those principles (Smith, 1988).

1340), which leads to "*fidelity not only to present relationships* [with customers, stakeholders, and society at large] *but those of the past and those prospective relationships of the future*" (Balmer and Greyser, 2006, p. 732). This **transtemporal principle** gives due attention to the importance of temporal aspects in regard to organisations and their development (*e.g.* the central role accorded to founders and their potential impact on the culture and identity of an organisation). In this respect, the past can be an enabling and difficult to imitate strategic resource (Barney, 1991) as well as an inhibiting constraint limiting prospects for the future (*e.g.* Boeker, 1989; Kimberly and Bouchikhi, 1995; Ogbonna and Harris, 2001; Schreyögg, Sydow and Holtmann, 2011). It has the potential to inform our understanding of the temporality in regard to different corporate-level constructs, for instance, corporate image[27] (Rindell, 2007) or corporate identity (Blombäck and Brunninge, 2009). It may be said to reflect a general awareness of the growing 'temporal paradoxes' of contemporary societies characterised by 'de-traditionalisation' (*see* Heelas, Lash and Morris, 1996; also *see* appendix C.3.4., p. 449ff.) – the devaluation of things past due to fast-paced technological and cultural innovation and the fragmented and instable nature of social categories, fads, and fashions (Heelas, 1996) – on the one hand, and the growing relevance of and concern for 'the past' as resource for individual and collective identities, popular culture, political, and social struggles *etc.* on the other (Lowenthal, 1985, 1998; Misztal, 2003; Zerubavel, 2004; Smith, 2006; Isar *et al.*, 2011). Although, there is growing anecdotal evidence for the importance of the temporal dimension (not only in terms of past, present, and future but also in terms of the conception of time in general, *e.g.* temporal organisations) in regard to corporate-level constructs, the temporal dimension is still relatively underdeveloped (Leitch and Davenport, 2011).

Thus, corporate marketing as a general framework with its underlying transtemporal sensitivities is especially well situated to provide a kind of meta-theoretical backdrop for the conceptualisation and further scrutiny of temporal concepts such as 'heritage' in the context of corporate-level marketing concerns.

2.2.4   Delineation from other marketing frameworks

Corporate marketing represents according to Balmer and Greyser (2003, 2006) a new developmental stage of marketing taking into account shifts in the underlying power balances, roles and foundations for value creation in the marketplace that necessitate changes in the conceptualisation of marketing as a discipline, orientation, framework and practice. In an earlier reflection on the origins and potential futures of the marketing concept Greyser (1997)

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[27] Understood as 'impressive image', *see* appendix section B.2.1 (p. 394ff.).

distinguished between three different models of marketplace relationships that had dominated marketing as a practice and an academic discipline: the manipulative model, the transactional model, and the service model (Greyser, 1997). In drawing on this earlier conceptualisation and Balmer's (1998) notion of corporate marketing Balmer and Greyser (2003, 2006) argue that there is now a fourth stage emerging *viz.* the corporate model.

The *manipulative model* represents marketing as a sales oriented discipline with a focus on persuasive practices where the power predominantly was located with marketers (suppliers) with little attention given to the needs and wants of customers from the customer's point of view. The manipulative model is closely associated with the product and sales orientation of earlier periods (Balmer and Greyser, 2003, 2006) dominated by a focus on a product's exchange value (financial utility) in the market.

Growing critique towards this approach and an ongoing shift in the power relationship from suppliers to customers due to growing competition, 'over-production' and legislative and societal changes (Greyser, 1997) gave rise to the *transactional model* with a more balanced conception of the marketplace characterised by exchange relationships based on a better understanding of customers' wants and needs. This model is consistent with the marketing orientation as it was conceptualised from the 1960s onwards, balancing corporate resources and capabilities with environmental conditions in order to meet customer wants and needs (Balmer, 2001; Balmer and Greyser, 2003, 2006). This model is based on a fusion of exchange value (financial utility for the company) and use value (functional utility for the customer) requirements.

The next stage in the development saw the advent of the *service model* where power in the marketplace is said to be further tilted towards customers characterised by a focus on serving the customer and facilitating customers' individual and collective value creating activities (Balmer and Greyser, 2006). This development is exemplified by the rise of academic discourses in regard to the 'service-logic' (*e.g.* Grönroos, 2006, 2008) and the 'service-dominant logic' of marketing (*e.g.* Vargo and Lusch, 2004, 2008) with a focus on the value creation by customers (use value).

Despite the significant changes and expansions in the underlying 'logics' of the different models and the move from a company and product orientated to a customer and service focused understanding of the marketplace, all the models are predicated on a somewhat narrow conception of marketing as being only concerned with market offerings (whether as products, services, value propositions, resources for value creation) for customers (whether as exchange partners or creators of value).

In this respect the postulated fourth stage of the *corporate model* (Balmer and Greyser, 2006) represents a fundamental departure from the above in that it is based on a – though complementary but nonetheless different – stakeholder and institution focused 'corporate-level logic' (Balmer, 2011a). This 'corporate-level logic' underpins and informs corporate marketing as a framework, orientation, and business practice. As discussed earlier, it is based on the insight and acknowledgement that companies operate in different markets and societal domains where they interact and form relationships with multiple stakeholder groups (in addition to the traditional customer-focused marketing orientation) and that organisations themselves have become the focal point of departure for marketing and the 'value creating' activities by different stakeholders (*e.g.* individual and collective identity constructions). This is not to say that the purpose of delivering relevant products and services that meet customer requirements is diminished, but rather that a company's role as a socio-economic entity is much broader and that its legitimacy as a relational partner is (or need to be) based on broader concerns and aspects in order to enable and maintain its primary purpose as an institution (whether that purpose is the provision of products and services as a manufacturer or the representation of minority interests as a non-governmental organisation). This model is characterised by the recognition of the importance of shared meaning and of 'sign value' (symbolic utility) in multiple marketplaces. Hence, business organisations are always also socio-cultural entities as well.

Figure 5: Four different conceptions of marketing; adapted from Balmer and Greyser (2006)

Models / Assumption about	Manipulative model	Transactional model	Service model	Corporate model
Power balance in the marketplace	Marketers dominate	Consumer-marketer balance	Consumers dominate	Consumers and stakeholders dominate
Origin of needs/desires	With marketers	With consumers and marketers	With consumers	With consumers and stakeholders
Type of power	Forced consumer Choice	Consumer choice	Consumer Sovereignty	Consumer and stakeholder sovereignty
Marketplace warning	*Caveat Emptor* Buyer beware!	*Caveat Omnes* All beware!	*Caveat Venditor* Seller beware!	*Caveat Societas* Company beware!
Role of marketer	To persuade/seduce Consumers *The consumer's adversary*	To work with Consumers *The consumer's partner*	To service/cater to consumers *The consumer's servant*	To service/cater to consumers and Stakeholders *The stakeholder's servant*
Marketplace 'logic'	Product logic	Exchange logic	Service logic	Institutional logic
Value focus	Exchange value	Exchange/use value	Use value	Sign value

Please note that this 'value focus' does not represent a negation of the relevance of other types of value (*i.e.* exchange value and use value) but is based on earlier discussions in this chapter in regard to the growing importance of 'sign value' (symbolic utility) in an informational economy and society. Hence, marketing is primarily 'focused' on, albeit not entirely about, phenomenological aspects of consumption (the use value created by the consumer through consumption) in the case of the service model while the main concern within the corporate model is the symbolic aspects of meaning construction (*i.e.* sign value providing symbolic utility). Figure 5 (p. 53) summarises the different models and expands the original framework by Balmer and Greyser (2006) by adding to the table four different marketplace 'logics' and value foci deduced/derived from the preceding discussion of the extant corporate marketing literature.

What can be followed from the preceding discussions in this chapter is that there are fundamental differences between more traditional marketing, whether construed as the manipulative, transaction, or service model on the one hand and corporate marketing on the other. These differences have variously been identified by Balmer (2001, 2011a) as well as Balmer and Greyser (2003, 2006) and can be described along several broad categories that are better understood as representing the differences between 'traditional marketing' and corporate marketing as continua rather than strict dichotomies. Thus, corporate marketing is complementing rather than entirely replacing extant marketing approaches ('traditional marketing' *vs.* corporate marketing):

- **Focal entity**: products/services *vs.* organisations
- **Focal logic**: goods and/or service-logic *vs.* institutional logic
- **Focal group**: customers/consumers *vs.* stakeholders (incl. customers/consumers)
- **Focal managerial level**: functional/tactical (marketing managers) *vs.* coordinative/strategic (CEOs/board members)
- **Market focus**: singular *vs.* multiple[28]
- **Relationship focus**: bilateral *vs.* multilateral
- **Ethical/societal focus**: voluntary/optional *vs.* mandatory
- **Temporal focus**: present/future *vs.* past/present/future.

Despite the differences in focus and perspectives both broad conceptions of marketing are conceptualised as requiring a company-wide orientation manifested as a management

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[28] The term singular refers only to the focus on a main category of market that is the market for the exchange of products/services between suppliers and customers. In contrast corporate marketing is based on a multi-market model with organisations operating in addition in markets for employees, media attention, financial investors *etc.*

philosophy and providing an actionable framework for activities that are necessary for an organisation's success and viability. As the economic and societal conditions have changed, corporate marketing provides a new foundation for an organisation's viability. In this sense and to reiterate the point recently made by Balmer (2011a) and referred to earlier in the text, corporate marketing represents an 'up-dated' version and continuation of marketing's (as a discipline and area of management) concern with preventing managerial/organisational myopia towards these changed conditions and requirements that otherwise would ultimately lead to an organisation's demise.

2.2.5 Corporate marketing as orientation, business practice and academic framework

Although corporate marketing has been broadly advocated as being a new marketing orientation underpinned by a company-wide management philosophy and 'corporate logic' (Balmer 2011a; Balmer and Greyser, 2006) the different conceptualisations over time seem to indicate that it can be approached from at least three different vantage points:

- Corporate marketing as a **philosophy/orientation**
- Corporate marketing as a **management/business practice**
- Corporate marketing as a **theoretical/academic framework**

In being interpreted as an organisation-wide **philosophy and orientation** corporate marketing is broadly conceived as being in the 'tradition' of 'marketing orientation' closely intertwined with an organisation's culture (understood here as the values, norms and principles that inform behaviour and interaction broadly shared amongst the members of an organisation) as it has been advocated and discussed by marketing practitioners and academics at different times (*e.g.* Drucker, 1954; McKitterick, 1957; both cited in Greyser, 1997, p. 7; Keith, 1960; Kotler, 1972; Kohli and Jaworski, 1990; McKenna, 1991; Gummesson, 1991; Webster, 1992, 1997; Turner and Spencer, 1997; Harris, 1998; Vargo and Lusch, 2004; Urde, Baumgarth and Merrilees, 2013). At the same time, corporate marketing integrates several corporate-level constructs with corporate culture being amongst the core constructs. The interplay between, for instance, corporate culture and corporate identity (*e.g.* Downey, 1986/87; Hatch and Schultz, 1997; Balmer and Wilson, 1998a, 1998b; Moingeon, 1999; Vella and Melewar, 2008) and its role for corporate marketing in general (*e.g.* Wilson, 2001) has variously been discussed. The link between a 'marketing-oriented' corporate culture and a company's performance has been made in the marketing literature (*e.g.* Narver and Slater, 1990; Jaworski and Kohli, 1993; Slater and Narver, 1994; Greenley, 1995; Deshpandé and

Farley, 2004) and corporate culture in reference to strategy, management, and leadership research as well (*e.g.* Deal and Kennedy, 1982; Wilkins and Ouchi, 1983; Schein, 1985; Barney, 1986; Kotter and Heskett, 1992; Denison and Mishra, 1995; Denison, Lief and Ward, 2004)[29]. Corporate marketing understood as an organisation-wide philosophy underpinned by an organisation's culture necessary for a company's success and viability draws on those different disciplinary insights and integrates them into a holistic approach to management.

Further, corporate marketing as a **management and business practice** combines and coordinates different corporate-level activities and is based on the integrative notion of corporate communications and corporate identity management (Balmer, 1998). It relates to the different strategic and tactical activities that relate an organisation to its various stakeholders (*e.g.* public relations, investor relations), position the company in various different markets and societal domains (*e.g.* corporate brand management), or generally impact on its value proposition *vis-à-vis* those different stakeholders and markets. Corporate marketing as a business practice is or should be of strategic concern under the 'stewardship' of the CEO having a custodial role (Balmer and Greyser, 2003) consistent with the notion of managers becoming 'identity entrepreneurs' (Haslam, Reicher and Platow, 2011) representing a necessary prerequisite for organisational viability in the 'age of identity' (Bouchikhi and Kimberly, 2008).

Finally, corporate marketing represents an integrative, holistic, and multi-disciplinary **conceptual framework** that facilitates marketing academics' and researchers' attempts to explore and further the understanding of organisational and corporate phenomena. In integrating various corporate-level constructs and drawing on multiple disciplinary perspectives corporate marketing can be conceived of as a meta-theoretical framework for all academic and practical attempts that have the objective of "*revealing, comprehending and managing organisations*" (Balmer, 2011a, p. 1339).

In this respect, corporate marketing draws on another 'tradition' of marketing in that it provides a 'corporate marketing mix' (that has been developed and amended over time) that has analytic and pragmatic utility (Balmer, 1998, 2001, 2009a, 2011a, Balmer and Greyser, 2003, 2006). In its most recent version (Balmer, 2009a, 2011a) it comprises eight different dimensions/aspects that need to be in dynamic alignment representing different perspectives and corporate-level constructs (Figure 6, p. 57 synthesises the latest discussion of the corporate marketing mix by Balmer, 2009a, 2011a).

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[29] It has to be noted here that the corporate culture-performance relationship is fraught with difficulties and there is little sound empirical evidence suggestive of the specific nature of that relationship (*see* Alvesson, 2002, pp. 42-67).

Figure 6: The corporate marketing mix (derived from a synthesis of Balmer, 2009a, 2011a)

Character
(Corporate identity)
"What we indubitably are"

Culture
(Corporate culture)
"What we feel/belief we are"

Communication
(Corporate communication)
"What we say we are"

Custodianship
(Corporate marketing
management)
"How we lead and manage"

Conceptualisations
(Corporate image/
reputation)
"What we are seen to be"

Constituencies
(corporate stakeholders)
*"Whom we seek to serve and
have responsibility for"*

Context
(corporate environment)
*"What we are dependent on,
influenced by and part of"*

Covenant
(Corporate brand)
"What is promised and expected"

2.2.6 Section précis

This section has argued that corporate marketing represents a new but complementary marketing orientation and general meta-level framework that has gradually emerged from academic and popular business discourses in regard to the nature of organisations and their role and functioning as socio-economic as well as socio-cultural entities that are embedded in multiple societal contexts that are spatially and temporally differentiated. The conditions and developments in the business environment that organisations face and have to deal with necessitate a multidisciplinary perspective that is especially suited to deal with the various challenges these conditions represent. It has been argued and shown that corporate marketing is well suited to provide such a perspective.

Further, this thesis explores and develops the construct of *corporate heritage identity* as a particular type of corporate identity characterised by a specific concern for the tripartite temporal dimension of past, present, and future in order to scrutinise an empirical instance of certain business organisations that appear to accord prominent importance to that temporal dimension in regard to their corporate identity.

As the preceding paragraphs of this section have indicated, corporate marketing with its transtemporal principle and in being informed by an identity-based view of organisations is well suited to function as a meta-level theoretical framework for the conceptual and empirical treatment of the phenomenon that represents the central concern of this thesis. It is in this way that corporate marketing is understood in the context of this work. As such, the next section introduces and discusses corporate identity as the general theoretical construct of this study.

2.3 Corporate Identity: A central corporate-level construct

This section of the chapter reviews the literature on corporate identity and introduces it as the general theoretical construct of this study. First, the conceptual origins and different theoretical foundations of corporate identity are discussed and its inherent temporality identified as well as three main dimensions deduced that inform and underpin the research design of this study (*i.e.* interpretations, representations, manifestations). Finally, in drawing on the preceding discussions corporate identity is defined within the meta-level theoretical framework of corporate marketing by providing a conceptual definition of how the construct is understood within the context of this study.

2.3.1 Origin and developments

2.3.1.1 Precursors and early developments

Corporate identity emerged as a distinct marketing and management construct during the latter half of the 1960s and during the 1970s[30] and was initially closely associated with corporate design and corporate visual identity (Balmer, 1995, 1998; van Riel, 1995; van Riel and Balmer, 1997). However, the power of consistent design as a way to express the 'fundamental nature' of an entity was realised long before design pioneers applied modern design principles in a business context.[31] The origins of the design-orientation are varied but one important provenance can be seen in early 20th century industrial design and architecture, which is exemplified by the work of Peter Behrens (1868–1940) a German architect, artist, and designer who introduced a consistent corporate design at AEG between 1907 and 1914. His approach is often mentioned as one of the first comprehensive attempts to develop a consistent and integrated visual and spatial representation of an organisation (*e.g.* Olins, 1978; Large, 1989; Balmer and Greyser, 2003; Heding, Knudtzen and Bjerre, 2009; Balmer, 2009a, 2011a; Furman, 2010) ranging from the company name, logotype, and stationary to product design, architecture and interior design (Buddensieg and Rogge, 1993).[32] Other early examples are the design work commissioned by Frank Pick of London Transport in the UK (Olins, 1978;

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[30] Corporate identity rose to prominence during this period, but there are even earlier traces of concern for 'corporate identity' in its more 'classical' conception closely linked to design and visual representation. For example, Balmer (1998) found traces of its origin as early as 1953 in a work by Newman (1953) on the identity (or what Newman called expressed 'corporate character') of Macy's of New York. The term 'corporate identity' was allegedly coined by design consultants Lippincott and Margulies emerging from their design consultancy work (*see* Large, 1989); with contemporary authors disagreeing in regard to the precise time of that – either in 1957 (Cornelissen and Harris, 2001; Cornelissen and Elving, 2003) or 1964 (Balmer, 1998); it might also be attributable to Martineau (1958b) (Balmer and Greyser, 2003).

[31] Take for example the different designs and architecture used by the railroad companies in Britain in the 19th Century or the use of symbolism by the Roman Catholic Church throughout its history (Olins, 1978, pp. 13-21).

[32] Behrens was a well known architect and designer at his time and at his architecture and design studio in Potsdam worked now famous architects and designers such as Walter Gropius, Ludwig Mies van der Rohe, und Charles-Édouard Jeanneret-Gris later known as Le Corbusier (Buddensieg and Rogge, 1993).

also *see* Large, 1989), Adriano Olivetti at Olivetti in Italy (Woodham, 1997), the integrated design efforts at Container Corporation of America (Brown, 1998), or International Harvester in the US (Furman, 2010). But it was after World War 2 that the idea of a consistent visual and spatial representation of a company based on a coherent corporate design was widely accepted as an important aspect of business practice (Olins, 1978; Birkigt, Stadler and Funck, 2002). Design consistency seemed to demand relatively little effort, could be quickly implemented, and its application easily monitored (Balmer, 1995, 1998).

This development was accompanied by a growing concern for the concept of *corporate image* throughout the 1950s (that continued during the 1960s/1970s and to a lesser degree until today) and the realisation that there was a strategic necessity for organisations to influence the perceptions/associations about a company (corporate image[33]) held by its various publics (*e.g.* Gardner and Rainwater, 1955; Martineau, 1958a, 1958b, 1960; Eells, 1959; Bolger, 1959; Bristol, 1960; Spector, 1961; Tucker, 1961).

Hence, beginning in the latter half of the 1950s and during the 1960s design and PR consultants increasingly argued that by the coordinated use of visual and other design elements in addition to corporate communications (*e.g.* PR or corporate advertising) organisations could not only be imbued with a unique and differentiated (fashionable) visual identity (Balmer, 1995), but also signal and communicate changes in strategy or purpose (*e.g.* due to diversification, mergers and acquisitions) *vis-à-vis* its publics that would have a positive impact on their subsequent formation of impressive corporate images in the stakeholders' minds (*e.g.* Lippincott and Margulies, 1957 cited in Cornelissen and Harris, 2001, p. 51; Schladermundt, 1960; Henrion and Parkin, 1967).

In fact, the latter half of the 1960s witnessed a plethora of corporate name changes accompanied by corporate visual identity programs that were driven by internationalisation, diversification, and a growing number of mergers and acquisitions (Feldman, 1969; Dreyfus, 1970) that further highlighted the importance of corporate identity; but it was not yet accepted as a universal necessity for all business organisations (Click, 1973). This development continued throughout the 1970s and 1980s with an increase in the interest in and reference to corporate identity exemplified by an extensive amount of popular business literature published by communication and design consultants during that period (*e.g.* Pilditch, 1970; Selame and Selame, 1975; Margulies, 1970, 1977a, 1977b; Olins, 1978, 1989; Birkigt and Stadler, 1980, 1986; Antonoff, 1982, 1987; Bernstein, 1984; Achterholt, 1988; Chajet, 1989;

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[33] It has to be noted here that there is no unequivocal definition of corporate image and that the term is often described as elusive and problematic (*e.g.* Dowling, 1986; Abratt, 1989; Grunig, 1993; Moffitt, 1994; Furman, 2010). However, there is a tendency in the marketing literature to use corporate image as an umbrella term that denotes all mental associations, perceptions, knowledge structures that a receiver forms about an entity. Hence it usually refers to what is in appendix B.2.1 (p. 394ff.) called the 'impressive image'.

Ind, 1990). However, there was growing criticism towards the traditional focus on symbols and design as to narrow and restrictive and consultants started to argue that no company could achieve individuality and a positive impressive image solely by means of symbolism (van Riel, 1995; Balmer, 1998).

2.3.1.2   *The practitioner's inspired formation of a new field*

The work of Olins (1978) somewhat represents a watershed in that it heralded a broadening in the conceptualisation of corporate identity that would dominate popular and academic discourses of the 1980s (Balmer, 1998). While earlier accounts were predominately focused on mostly external expressive aspects of an organisation's identity (corporate communications and corporate design), Olins (1978) explicitly linked the more tangible expressive aspects of the corporate identity to its internal 'reality' based on behavioural traits of a company or what he referred to as 'corporate personality' that he defined as the often intangible manifestation of an organisation's culture.

In a similar vein Bernstein (1984) argued – taking an integrated corporate communications perspective – that the 'actual' should not and cannot be divorced from the 'perceived' (Bernstein, 1984, pp. 10-15) and that a company's identity "*must come from within*" (Bernstein, 1984, p. 39). An early academic study by Kennedy (1977) on the importance of employees for the formation process of impressive images provided empirical evidence for the significance of the behavioural dimension influenced by employees' perceptions of the company[34]. A focus on the cultural and behavioural internal aspects of an organisation's identity was also mirrored in the early writings of Larçon and Reitter (1979, 1985, cited in Moingeon and Ramanantsoa, 1997, p. 383ff.). Moreover and to reiterate the discussion in section 2.2.2 (p. 36ff.), with the advent of the 1980s the concept of corporate (organisational) culture gained in popularity amongst professionals, consultants and academics further highlighting the importance of internal and less tangible manifestations of organisations as socio-economic entities that concurrently also exhibit socio-cultural qualities (*e.g.* Deal and Kennedy, 1982; Peters and Waterman, 1982; Schein, 1985)[35].

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[34] Dowling (1986) later incorporated Kennedy's (1977) insights into his image management model that can be seen to some degree as a precursor to the process oriented models developed throughout the 1990s following Abratt's (1989) work (*see* section 2.3.1.3, p. 65ff.).

[35] One has to mention the seminal work of Albert and Whetten (1985) that introduced the concept of 'organisational identity' being defined as the claimed centrality (of institutional identity traits), distinctiveness (from other institutions), and enduringness (continuity over time) of an organisation's identity as a collectively shared phenomenon that would not only trigger the subsequent interest in the identity construct amongst organisational behaviour and management scholars from the 1990s onwards but also provide theoretical impulses for the further conceptual development of corporate identity and corporate marketing as well (*e.g.* Balmer, 1998, 2008; Hatch and Schultz, 1997; van Rekom, 1997; He and Balmer, 2007a).

Table 1: Selected early corporate identity definitions (before 1990)

Authors	Selected Corporate identity definitions (before 1990)
Pilditch (1970)	*A good corporate identity is the one that will identify and express the personality of the corporations as it will be when the scheme is substantially in use.*
Selame and Selame (1975)	*...corporate identity is the firm's visual statement to the world of who and what the company is – of how the company views itself – and therefore has a great deal to do with how the world views the company. (p. 2)*
Margulies (1977a)	*...identity means the sum of all the ways a company chooses to identify itself to all its publics... (p. 66)*
Olins (1978)	*[The corporate identity is] the tangible manifestation of a corporate personality [–] the soul, the persona, the spirit, the culture of the organisation [–] that projects and reflects the reality of the corporate personality. (p. 212)*
Henrion (1980)	*Corporate identity embodies, besides all visual expressions, also all non-visual expressions and behaviour in the social, economic and political field. (cited in van Riel, 1995, p. 30)*
Birkigt and Stadler (1980/1986)	*[transl.] Corporate identity is the strategically planned and operationally applied internal and external self-presentation and behaviour of a company. It is founded on a defined corporate philosophy, a long term corporate purpose and a specified [desired] image – with the volition to inwardly and outwardly represent all corporate identity instruments in a coherent way [...] It is the coherent integration of corporate communication, corporate design and corporate behaviour with the corporate personality as the manifested self-understanding of a company. (in Birkigt, Stadler and Funck, 2002, p. 18)*
Pharoah (1982)	*...the visual cues by which consumers recognize [sic] and discriminate one business from another and which may be used to represent or symbolize [sic] the company. (cited in Furman, 2010, p. 68)*
Hannebohn and Blöcker (1983)	*Corporate identity is the strategy that helps to increase the economic performance and the efficiency of a company. It coordinates achievements, values and information, and leads to integration in the sense of cooperation. (cited in van Riel, 1995, p. 30)*
Topalian (1984)	*An organisation's corporate identity articulates what the organisation is, what it stands for, and what it does [...] [and][...] will include details of size; products manufactured/or services offered; markets and industries served; organisational structure; geographic spread; and so on. (citied in Abratt, 1989, p. 66)*
Bernstein (1984)	*Corporate identity (as opposed to identity in the fuller sense) is the sum of the visual cues by which the public recognises the company and differentiates it from others. (p. 156)*
Downey (1986/87)	*...corporate identity is the sum of all the factors that define and project what an organisation is, and where it is going – its unique history, business mix, management style, communication policies and practices, nomenclature, competences, and market and competitive distinction. (p. 7)*
Portugal and Halloran (1986)	*The comprehensive and orchestrated presentation of what a corporation is, where it is going, and how it is different. It facilitates the communication of a corporation's strategic commitments, business competencies, market participants, competitive positioning, organisational character and standards of performance. (p. 43)*
Abratt (1989)	*Corporate identity is an assembly of visual cues – physical and behavioural by which an audience can recognise the company and distinguish it from others and which can be used to represent or symbolise the company. (p. 68)*

Nonetheless, the most relevant contributions that shaped the marketing concept of corporate identity during that period were made by corporate identity practitioners and consultants. Table 1 (p. 61) presents a number of corporate identity definitions from the early period.

According to van Riel (1995), the most influential model that exemplifies the change triggered by identity consultants in the conceptualisation and understanding of corporate identity during the 1980s, especially in the European context, is the 'corporate identity mix' (Figure 7, p. 62) introduced by identity consultants Birkigt and Stadler (1980).

Figure 7: Birkigt and Stadler's Corporate Identity Mix (derived/transl. from Birkigt, Stadler and Funck, 2002, p. 23)
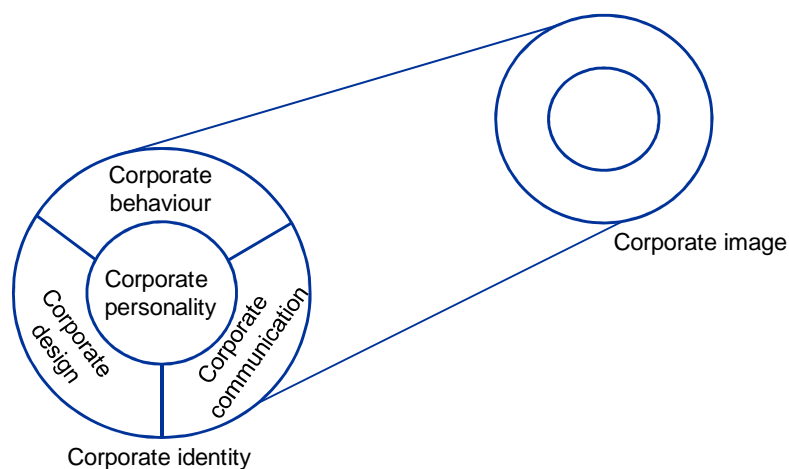
This seminal work seems to some degree synthesise and mirror earlier insights by consultants such as Bernstein (1984) and Olins (1978) and conceptualises corporate identity as a holistic management instrument and strategy linking the internal (referred to as corporate personality by most authors at that time) with the external realms of an organisation (corporate image[36]) as well as combining and integrating the visual, communicative, and behavioural aspects of an organisation's identity (*i.e.* corporate design, corporate communication, and corporate behaviour[37]).

Birkigt and Stadler (1980) understood the management of corporate identity as an essentially strategic task managed by means of design, communication and behaviour, as such as to present the company's 'self' (what the company actually is) based on a collectively shared *self-understanding* (*Selbstverständnis*) in regard to its, for example, history, philosophy, purpose, objectives, and its economic and societal role in order to generate a desired impressive image "*in the heads and hearts* [transl.]" ("*in den Köpfen und Herzen*", Birkigt,

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[36] Understood as 'impressive image', *see* appendix section B.2.1.
[37] Unternehmenserscheinungsbild, Unternehmenskommunikation, Unternehmensverhalten.

Stadler and Funck, 2002, p. 23) of internal and external stakeholders (Wiedmann, 1988; van Riel, 1995).

Thus, they clearly differentiated between the *actual identity* (*Ist-Status*) or the status quo ('what its identity currently is') that needs to be analysed and understood prior to embarking on an identity strategy that would ideally lead to a *desired/strategic future identity* ('What its identity ought to be') taking into account the environmental context (*e.g.* economic, societal) and the status quo of the company (*e.g.* history, capabilities, resources) as well (Birkigt, Stadler and Funck, 2002, pp. 18-23). Hence, they defined organisations as a kind of *historical persona* (*historische Person*) that evolve and develop specific organisational traits over time, which afford strategic opportunities as well as limitations, providing the necessary backdrop for any future corporate identity management (Birkigt, Stadler and Funck, 2002, pp. 18-23). This argument mirrors the importance accorded to an organisation's history by French identity scholars (Moingeon and Ramanantsoa, 1997) as well as similar arguments made in organisational theory (*e.g.* Kimberly and Bouchikhi, 1995).

In summary, Birkigt and Stadler's (1980) seminal work not only delivered an operational framework (corporate identity mix), but also formed a fundamental basis for a new understanding of corporate identity (Wiedmann, 1993; van Riel, 1995). First, the concept clearly linked corporate identity to strategy. Second, the importance of all means of communication (in contrast to the focus on symbolism and design only) was emphasised. Third, the concept recognised the impact of behavioural aspects on corporate identity management and impressive image formation. Fourth, it introduced a kind of reality to the extent that actual organisational characteristics and attributes are seen as necessary antecedents for corporate identity management and impressive image formation, a notion consistent with the work by other design and communication consultants such as Olins (1978) and Bernstein (1984). Finally, the importance of internal audiences and the behavioural dimension was stressed, consistent with the arguments already made by Kennedy (1977).

Despite conceptual inconsistencies, a lack of theoretical depth, and a rather prescriptive-normative undertone (*see* Wiedmann, 1988, 1993; van Riel, 1995), Birkigt and Stadler's work provided a conceptual platform for and helped to initiate interest amongst academics who subsequently published a number of early academic conceptual works and empirical studies, particularly in German speaking countries (*e.g.* Tafertshofer, 1982; Kreutzer, Jugel and Wiedmann, 1986; Lingenfelder, 1987; Wiedmann and Jugel, 1987 all cited in Wiedmann, 1988, pp. 236ff.; Kammerer, 1987; Keller, 1987; Tanneberger, 1987 all cited in van Riel, 1995, p. 28ff.; Wiedmann, 1988, 1993) but also other European countries such as the Netherlands (*see* van Riel, 1995 ,p. 28ff. for a review of these early contributions). This development somewhat

foreshadowed the concept's later rise as an area of academic inquiry during the 1990s and the ongoing scholarly interest in identity perspectives within corporate marketing and beyond today.

Interestingly, an inspection of some of the early academic works reveals an implicit conceptual overlap with certain ideas later developed in the research tradition of 'organisational identity', especially in regard to the aforementioned importance of a commonly shared 'self-understanding' (*Selbstverständnis*)[38] within a company that is manifested in the corporate identity (Birkigt and Stadler, 1980) and the 'mediation of identity' (*Identitätsvermittlung*) that leads to internal identification or a collective 'we-awareness' (*Wir-Bewusstsein*) and 'stakeholder identification' externally (Wiedmann, 1988, 1993).

Of note is here, for example, the work of Wiedmann (and others[39]), Mannheim University in Germany, (*see* Wiedmann 1988, 1993) who developed a holistic concept of corporate identity management as an important aspect of an identity-based corporate strategy (Figure 8, p. 65), which might be labelled the 'German school of thought'.[40]

Wiedmann (1988) argued that corporate identity management needs to take into account and is based on the tangible and intangible ('hard' and 'soft') manifestations of corporate culture (*e.g.* organisational structure, products and services, norms, routines, myths) that is closely intertwined with the articulation of a corporate philosophy (which together would constitute the corporate personality) and the representation of corporate identity. Hence, identity management is as much about managing the manifestations of corporate culture and the representations of corporate identity as it is about influencing the impressive images (perceptions/associations) held by different internal and external stakeholders about the company. These arguments, again, partly overlap with the 'French school of thought' of corporate identity (Larçon and Reitter, 1979, 1985; Moingeon, 1991 all cited in Moingeon and Ramanantsoa, 1997, p. 383ff.) and the 'Commonwealth school of thought' (Balmer, personal conversation) represented by Bernstein (1984) and Olins (1978) and later by Abratt (1989) and Balmer (1995, 1998). Finally, Wiedmann (1988) also already stressed the importance of the issue of identification with an organisation by internal and external stakeholders (Figure 8, p. 65) as that has significant internal and external effects relevant for the overall performance of a company. At the same time, Wiedmann (1988, 1993) was adamant that corporate identity

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[38] Birkigt and Stadler are not clear about which group within a company is actually sharing that 'self-understanding'. Implicitly they seem to refer to a shared 'self-understanding' amongst the management team that subsequently engages in identity management with other groups internal and external to the company.

[39] Notable is also the work of Ingrid Keller (1987, 1990) discussed in Wache and Brammer (1993, p. 41ff.) and in van Riel (1995, p. 55ff.).

[40] This literature is discussed in more detail in this paragraph, because it has not been translated into English and is hardly mentioned in the international academic literature but represents, in the author's opinion, an important early contribution nonetheless.

cannot be reduced to a collective identity within an organisation (*i.e.* 'organisational identity') nor to an outward representation (*i.e.* 'corporate visual identity') but needs to be understood as a holistic concept.

Figure 8: Wiedmann's corporate identity strategy framework, derived/transl. from Wiedmann (1988, 1993)
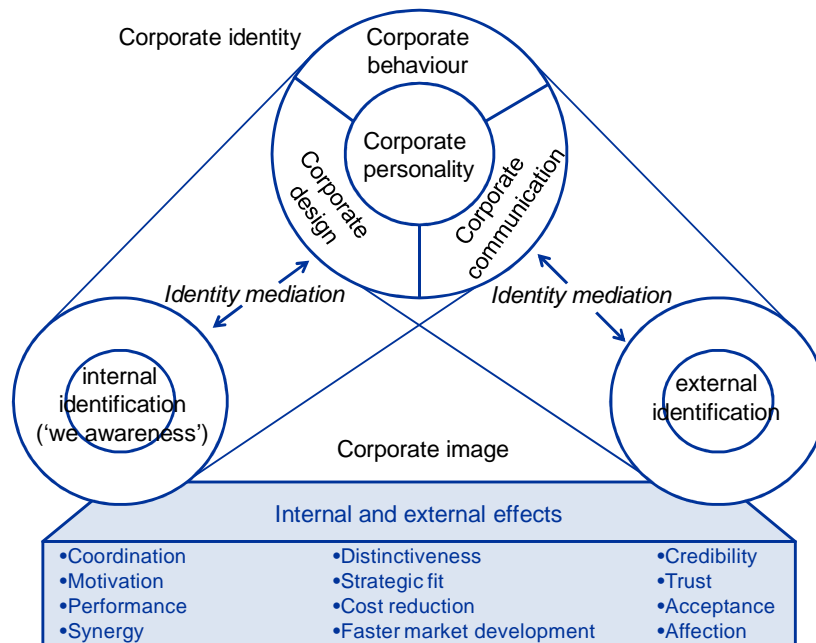
Notwithstanding, most of the earlier models and discussions were descriptive and normative, firmly rooted in a rather instrumental, monolithic, and unidirectional understanding of corporate identity and its management as a communicative and representational device mostly neglecting the multi-faceted, plural, and dynamic nature of the empirical phenomena that are today commonly associated with the corporate identity construct and/or metaphor.

2.3.1.3   *The academic elaboration of corporate identity*

By the end of the 1980s and during the early 1990s there was not only continued popularity of the corporate identity concept amongst practitioners and consultants, especially in Europe (*see* Schmidt, 1995, 1997), but also a growing number of academic articles (*e.g.* Wiedmann, 1988; Abratt, 1989; Stewart, 1991; Balmer and Wilkinson, 1991; Balmer, 1994, 1995) and first academic books (*e.g.* Bungarten, 1991, 1993; van Riel, 1995) published, as well as a burgeoning interest in corporate identity amongst academic researchers at doctoral level (*e.g.* Large, 1989; Moingeon, 1991 cited in Moingeon and Ramanantsoa, 1997, p. 383ff.; Schneider, 1991; Kleinfeld, 1992; Wache and Brammer, 1993; Melewar, 1994; Heller, 1994; Glöckler, 1995;

Nietsch, 1995; Balmer, 1996). The growing academic interest during that period in the UK and beyond culminated in the foundation of the 'International Corporate Identity Group' (ICIG) in 1995 advocating a multi-disciplinary approach to corporate identity and related corporate-level constructs (Balmer, 1998; Balmer and Greyser, 2003).

At this juncture the contribution made by Abratt (1989) has to be mentioned, that represents one of the first comprehensive academic models (also *see* Kennedy, 1977; Bernstein, 1984; Dowling, 1986 for relevant precursory models/frameworks) available to the international community of scholars interested in corporate identity management that incorporated and systematised the predominately professional literature (in English) at the time in regard to corporate image, corporate [visual] identity and corporate personality (Figure 9, p. 66). This model is also exemplary for a shift in research focus that occurred during the 1990s.

Figure 9: Abratt's Corporate Image Management Process (Abratt, 1989, p. 71)
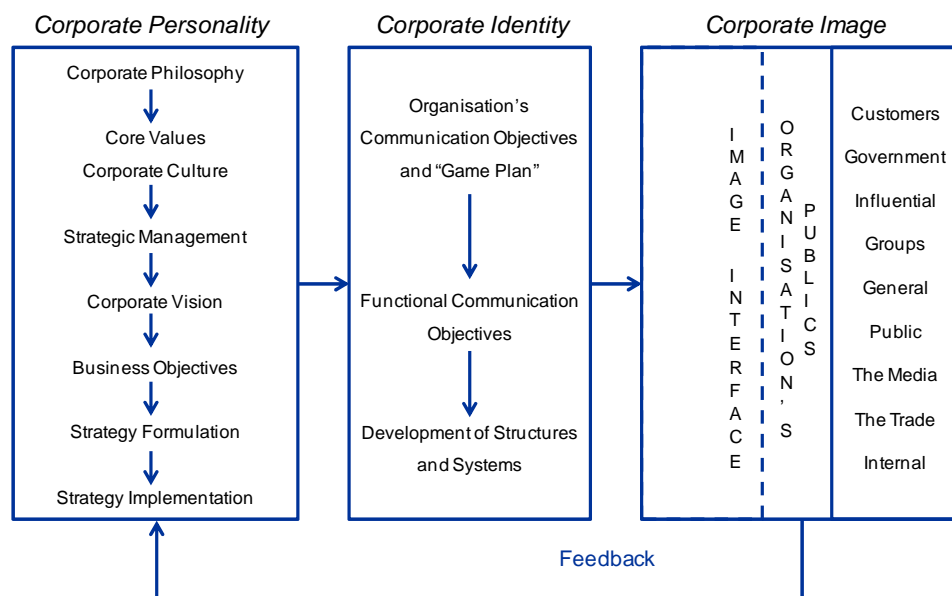
Most relevantly, Abratt (1989) not only introduced the idea of an identity-image[41] interface *vis-à-vis* multiple stakeholders, which was later further elaborated by Stuart (1998, 1999) and Balmer (1998), but also conceptualised the interplay between different corporate-level constructs as a multi-step strategic process. However, the conceptualisation of corporate identity in Abratt's (1989) work was still very much focused on the expressive aspects of an organisation's identity (Stuart, 1999) with corporate identity understood as functioning as the representation of *corporate personality*, which constituted an underlying 'corporate reality'.

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[41] Understood as 'impressive image', *see* appendix section B.2.1.

Although Abratt (1989) denoted his model as the 'image management process' and despite the aforementioned limitations, his work is today widely regarded as representing a conceptual watershed in focusing on the process of identity management and the linkages between different corporate level constructs on the one hand and in acknowledging that an organisation does not have much control over the actual impressive images held by different stakeholders, but that it rather influences its identity by managing the material and non-material manifestations and their expressive properties on the one hand and the identity-image interface on the other (Balmer, 1998; Stuart, 1999; Bick, Jacobson and Abratt, 2003).

Following the work of Abratt (1989) a number of management and process-oriented models were developed throughout the 1990s in particular (*e.g.* Balmer, 1995, 1996; Markwick and Fill, 1997; van Riel and Balmer, 1997; Gray and Balmer, 1998; Balmer and Gray, 1999). The contribution of Stuart (1999) is most notable in that she synthesises and consolidates various process-oriented models that had been developed by different authors (*i.e.* Kennedy, 1977; Dowling, 1986; Abratt, 1989; Stuart, 1998; Markwick and Fill, 1997; Baker and Balmer, 1997; van Riel and Balmer, 1997) taking into account their shortcomings and limitations as well as other conceptual developments that had been made; for example, by Balmer (1995, 1997) in regard to corporate identity; by Hatch and Schultz (1997) in regard to the interplay between organisational image, identity, and culture; by van Riel (1995) in regard to corporate communication; and by Fombrun (1996) in regard to corporate reputation (Figure 10, p. 67) until that time.

Figure 10: Stuart's model of the corporate identity management process (Stuart, 1999, p. 206)
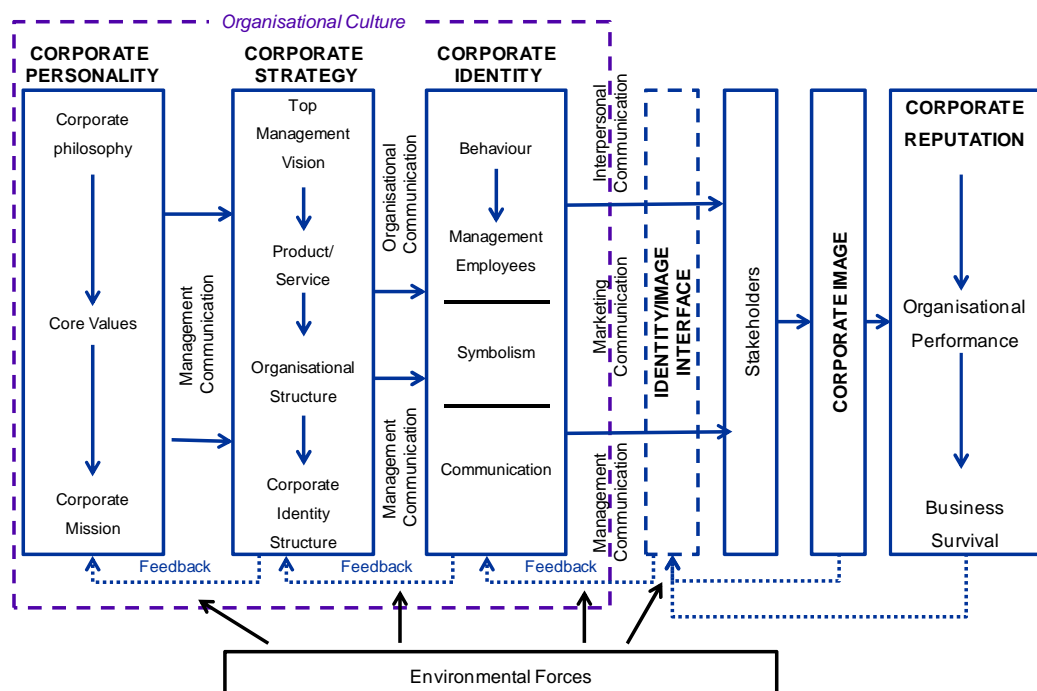
During the 1990s, Balmer (1995, 1998) and van Riel (1995) provided additional insight by reviewing the different literatures on corporate identity and related corporate-level constructs both showing the inherent complexity and multiplicity of the corporate identity construct. While Balmer (1995) mainly focused on the 'Commonwealth school of thought', van Riel (1995) also reviewed non-English literature from continental Europe (including the 'German school of fought').[42]

However, many of the earlier academic contributions were largely – often descriptive or normative – conceptual, practitioner-oriented, or review-based papers with a general tendency to depict corporate identity development and management as a stepwise process and the linkages between different corporate-level constructs in a linear fashion (for a critique *see* Cornelissen, 2000b; Suvatjis and de Chernatony, 2005). Published empirical academic work that could contribute to the elaboration of the corporate identity construct only gradually emerged during that time, often case-based studies (*e.g.* Stewart, 1991; Balmer and Wilkinson, 1991; Balmer, 1994; Wilkinson and Balmer, 1996; Baker and Balmer, 1997; Balmer and Stotvig, 1997; Wilson, 1997; Morison, 1997; Balmer and Wilson, 1998a; Stuart and Kerr, 1999; Balmer and Dinnie, 1999; Leitch and Motion, 1999; Kiriakidou and Millward, 2000; Melewar and Saunders, 2000).

The relative dearth of empirical papers in regard to corporate identity and related corporate-level constructs was identified by Balmer (2001) as one of the 15 explanations he provided for the confusions, inconsistencies, and controversies that surrounded issues of identity and identification in an organisational/corporate context (Balmer, 2001). Others later identified a lack of a theoretical underpinning as an additional problem of the still nascent academic area emerging from corporate identity consultancy and marketing practice (Alessandri, 2001; Cornelissen and Harris, 2001). As a result of the emerging and empirical work as well as the conceptual critique of the early models' more instrumental nature authors now started to stress the dynamic, interdependent, and holistic qualities of corporate identity and related corporate-level constructs (*see* Bick, Jacobson and Abratt, 2003 as an example for the conceptual shift from a linear to a more holistic model, Figure 11, p. 69).

Table 2 (p. 71) presents a number of exemplary definitions of corporate identity advanced during the formative period of the 1990s.

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[42] Nonetheless, most of the contributions to the development of the corporate identity concept from continental Europe not published in English are still inaccessible for an international audience.

Figure 11: Revised model of the corporate identity management process (Bick *et al.*, 2003, p. 851)
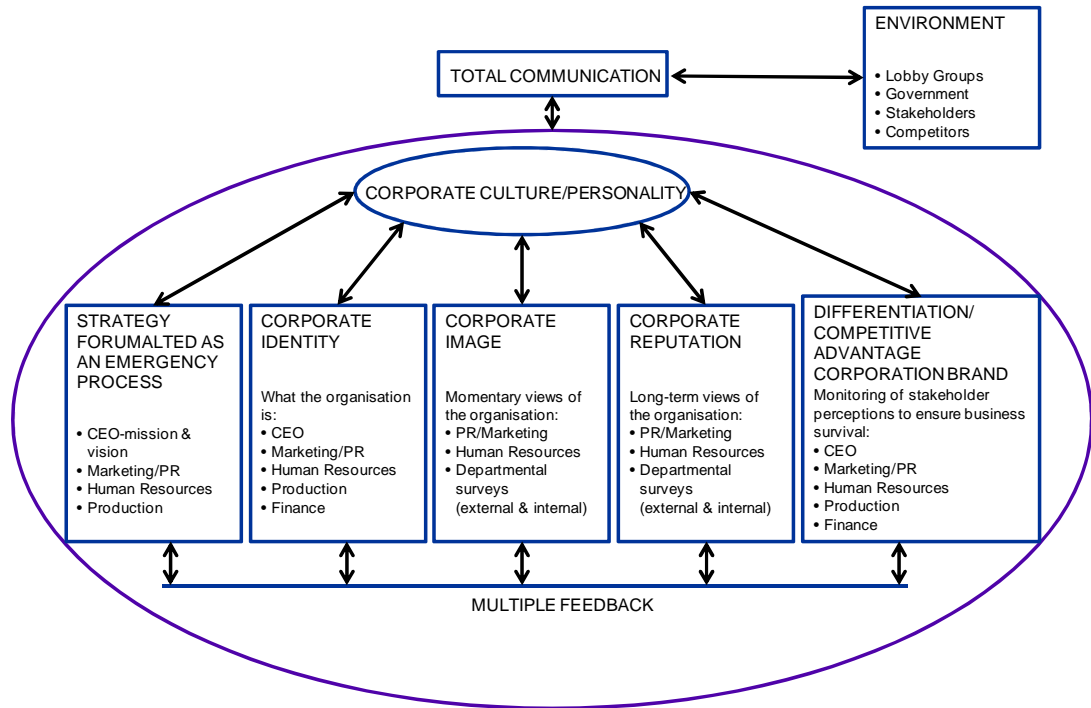
2.3.1.4   *The maturation into a distinct academic field*

An indication of the growing and unabated interest amongst academics is the increasing number of academic journals that have devoted special editions to the field of corporate identity and related corporate-level constructs from the latter half of the 1990s onwards, for example:

- *European Journal of Marketing* (Balmer and van Riel, 1997, Balmer, 2001, Balmer, 2003; Balmer, Mukherjee, Greyser and Jenster, 2006; Balmer and Powell, 2011; Melewar, Gotsi and Andriopoulos, 2012; Abimbola, Trueman and Iglesias, 2012);

- *International Studies of Management and Organization* (Marziliano, 1998; Balmer, 2002a; Mukherjee and Balmer, 2007/2008);

- *Corporate Communications: An International Journal* (Balmer, 1999; Powell, Balmer and Melewar, 2007a, Balmer, Powell and Elving, 2009; Balmer and Illia, 2012);

- *Journal of Brand Management* (Melewar and Karaosmanoglu, 2006b; Powell, Balmer and Melewar, 2007b; Schwaiger and Sarstedt, 2011);

- *Corporate Reputation Review* (Schultz and de Chernatony, 2002);

- *Journal of Business Ethics* (Fukukawa, Balmer and Gray, 2007); and

- *Management Decision* (Balmer and Greyser, 2009).

Further, a number of edited books have been published in an attempt to grasp and synthesise the diverse nature of identity and identification issues in a corporate context in general (*e.g.* Balmer and Greyser, 2003; Melewar, 2008; Melewar and Karaosmanoglu, 2008)[43]. This growing body of academic literature in the area has significantly contributed to the conceptualisation and further elaboration of the corporate identity construct, but also revealed its dynamic, multi-faceted, and variegated nature (*see* Table 3, p. 72 for some recent definitions of corporate identity in the literature).

The maturation of the area is characterised by specialisation and sophistication in the way corporate identity is conceptualised and subsequently scrutinised. The review of the extant academic literature reveals four main trends in this respect. First, some authors, who often tend to continue to conceptualise corporate identity as an instrumental representation, have further elaborated the constituent components of the corporate identity construct and the 'corporate identity mix' (also *see* Balmer and Soenen, 1999; Balmer, 2001a) into comprehensive taxonomies based on the extant body of literature in the field and practitioners' perceptions. The work by T.C. Melewar and colleagues is most notable in this respect (*e.g.* Melewar and Saunders, 2000; Melewar and Jenkins, 2002; Melewar, 2003; Melewar, Karaosmanoglu and Paterson, 2003; Melewar, Bassett and Simões, 2006; Melewar and Karaosmanoglu, 2006a; Bartholmé and Melewar, 2009, 2011). Their comprehensive taxonomy of corporate identity elements, which has been expanded over time, now includes:

- **Corporate communication** (controlled, uncontrolled, indirect);
- **Corporate design** (corporate sensory identity system: visual, auditory, tactile, olfactory and gustatory identity and all applications thereof)[44];
- **Corporate culture** (philosophy, values, mission, principles, guidelines, history, founder of the company, country of origin, subcultures);
- **Corporate behaviour** (corporate conduct, employee and management behaviour);
- **Corporate structure** (brand architecture, organisational structure);
- **Corporate strategy** (differentiation and positioning strategy);
- **Industry identity**.

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[43] It has to be noted that there is a much larger body of literature on identities and organisations. However, this literature usually deals with individual and/or collective identities in organisational contexts (*e.g.* occupational identity, role identity, work group identity, organisational identity) rather than the identity of an organisation as a corporate entity *per se.*

[44] Corporate design is understood in its broadest sense as referring to the corporate sensory identity system that has been defined as "*the totality of sensory cues by which an audience can recognise the company and distinguish it from others*" (Bartholmé and Melewar, 2011, p. 59) and the combined application of all/multiple sensory dimensions of seeing, hearing, tasting, smelling, and touching, such as corporate literature, advertising, and promotional materials, corporate architecture, interior and spatial design, corporate sound *etc.* (*see* Bartholmé and Melewar, 2009, 2011; Bartholmé, 2011). This draws on an earlier notion advanced by Balmer (1998, 2001).

Table 2: Selected corporate identity definitions 1990-2000

Authors	Selected Corporate identity definitions (1990-2000)
Ind (1990)	*An organisation's identity is its sense of self – much like our own individual sense of identity. Identity is formed by an organisation's history, its beliefs and philosophy, the nature of its ethical and cultural values and its strategies. It can be projected or communicated through corporate identity programmes, but identity per se is very difficult to change. It is not something cosmetic, but is the core of an organisation's existence. (p. 19)*
Blauw (1994)	*Corporate identity is the total of visual and non-visual means applied by a company to present itself to all its relevant target groups on the basis of a corporate identity plan. (cited in van Riel, 1995, p. 30)*
Balmer (1995)	*Corporate identity is what the organization [sic] 'is', e.g. its innate character. Everything an organization [sic] says, does and makes impacts upon the organization's identity [sic] e.g. products and services, formal and informal communications, company policies, the behaviour of personnel etc. (p. 25)*
Schmitt, Simonson and Marcus (1995)	*'Identity' refers to the degree to which the firm has achieved a distinct and coherent image in its aesthetic output. (p. 83)*
van Riel and Balmer (1997)	*[Corporate identity] is now taken to indicate the way in which an organization's [sic] identity is revealed through behaviour, communications, as well as through symbolism to internal and external audiences. (p. 341)*
Moingeon and Ramanantsoa (1997)	*[Corporate] identity is a 'set of interdependent characteristics of the organization [sic] that give it specificity, stability, and coherence' (Larçon and Reitter, 1979, p. 43), and thus make it identifiable (Reitter and Ramanantsoa, 1985, p. 2). More precisely, 'the identity goes back to the existence of a system of characteristics which has a pattern which gives the company its specificity, its stability and its coherence' (Moingeon and Ramanantsoa, 1995a, p. 253). It is not the characteristics themselves that make it possible to identify the organisation [sic]; it is the configuration or pattern of the system which give it its uniqueness. (p. 385)*
van Riel (1997)	*Corporate identity [is defined] as the self presentation of an organisation, rooted in the behaviour of individual organisational members, expressing the organisation's 'sameness over time' or continuity, 'distinctiveness' and 'centrality'. Whereas distinctiveness comprises features that differentiate the organisation from other organisations, centrality consists of features that are perceived as the essence of the organisation and that are spread over all organisational units. (pp. 290-291)*
van Rekom (1997)	*[Corporate identity is] the set of meanings by which an object [a company] allows itself to be known and through which it allows people to describe, remember and relate to it. (p. 411)*
Markwick and Fill (1997)	*Corporate identity is the organization's [sic] presentation of itself to its various stakeholders and the means by which it distinguishes itself from all other organizations [sic]. Corporate identity is the articulation of what the organisation [sic] is, what it does and how it does it and is linked to the way an organization [sic] goes about its business and the strategies it adopts... (p. 397)*
Balmer (1998)	*The concept of corporate identity is fundamentally concerned with reality, 'what an organisation is', i.e. its strategy, philosophy, history, business scope, the range and type of products and services offered and its communication both formal and informal... Corporate identity is multi-faceted and draws on several disciplines... Corporate identity is based on the corporate personality, i.e. it is based on the values present within the organisation. (p. 979-980)*
Kiriakidou and Millward (2000)	*[Corporate identity is] the visible expression of what an organisation is, as interpreted and enacted by employees in the way they go about their work. (p. 50).*

Table 3: Selected recent corporate identity definitions (after 2000)

Authors	Selected Corporate identity definitions (after 2000)
Balmer (2001)	*An organisation's identity is a summation of those tangible and intangible elements that make any corporate entity distinct. It is shaped by the actions of corporate founders and leaders, by tradition and the environment. At its core is the mix of employees' values which are expressed in terms of their affinities to corporate, professional, national and other identities. It is multidisciplinary in scope and is a melding of (past) strategy, structure, communication and culture. It is manifested through multifarious communications channels encapsulating product and organisational performance, employee communication and behaviour, controlled communication and stakeholder and network discourse (p. 280).*
Alessandri (2001)	*Corporate identity... is a firm's strategically planned and purposeful presentation of itself in order to gain a positive corporate image in the minds of the public. A corporate identity is established in order to gain a favourable corporate reputation over time... [It includes] all the observable and measurable elements of a firm's identity manifest in its comprehensive visual presentation of itself, including − but not limited to − its name, logo, tagline, colour palette and architecture. Corporate identity also includes the firm's public behaviour, including − but not limited to − its reception of employees, customers, shareholders and suppliers. (p. 177)*
Trux (2002)	*[transl.] ...the identity of a company is constituted by the sum of its characteristic traits that distinguish it from all other companies in an industry and of similar size... [T]he identity of a company is predicated on: the current realities in terms of market offerings, resources, processes and know-how; its historical development and the impact thereof on its own [collective] consciousness, possibilities and limitations; its corporate culture as the nexus of history, values and behavioural norms. (p. 68)*
Topalian (2003)	*Corporate identity is the articulation of what an organisation is, what it stands for, what it does and how it goes about its business (especially the way it relates to its stakeholders and the environment)... [It is] revealed through 'physical', operational and human characteristics − a mix of 'hard' and 'soft' factors − all of which are open to interpretation... (p. 1119)*
Bick, Jacobson and Abratt (2003)	*Identity is the embodiment of the organisation. It is the communication (via visual and behavioural media) of the core values, philosophy, and strategy of the organisation through the delivery of its products and/or services. (p. 839)*
Argenti and Druckenmiller (2004)	*[Corporate identity] [c]onsists of a company's defining attributes, such as its people, products, and services. (p. 369)*
He and Balmer (2005)	*Corporate identity refers to those critical attributes and traits that make us distinctive and which defines who we are and what we are as an organisation. (p. 338)*
Melewar and Karaosmanoglu (2006)	*Corporate identity is the presentation of an organisation to every stakeholder. It is what makes an organisation unique and it incorporates the organisation's communication, design, culture, behaviour, structure, industry identity, and strategy. It is thus intrinsically related to both the corporate personality and image. (p. 864)*
Barnett, Jermier and Lafferty (2006)	*[Corporate identity is defined] as the underlying 'core' or basic character of the firm [;] a representation of the firm that equates to its current state. It is not identifying with a firm, but rather, the identity of the firm – what the firm actually is. (p. 33)*
Balmer (2010)	*...corporate identity refers to the defining identity attributes of every organisation. Every organisation, therefore, has a corporate identity. Corporate identity is − to a large degree − based on fact. It is an institutional, economic, and legal identity type. (p. 186)*

Second, related to the previous research tradition, attempts have been made to operationalise the construct in order to develop quantitative measurement models for the corporate identity construct itself, for different elements of corporate identity and for relationships between them, as well as their link with other corporate-level constructs (*e.g.* van Rekom, 1997; van Rekom and van Riel, 2000; Melewar, Saunders and Balmer, 2001; Melewar and Jenkins, 2002; Alessandri and Alessandri, 2004; van den Bosch, Elving and de Jong, 2006; Jun, Cho and Kwon, 2008; Arendt and Brettel, 2010; Money, Rose and Hillenbrand, 2010; Podnar, Golob and Jančič, 2011).

Although, taxonomies and measurement models represent a valuable contribution by providing a good conceptual map of the area in general, help to assess the impact of different elements on other constructs or vice versa, facilitate the identification of various antecedent and consequential dimensions/factors, and establish their distribution and the concepts' scope within and across different empirical domains they are limited in their ability to uncover the inherent contradictions, dynamics, and interdependencies of corporate identities as embedded and multifaceted phenomena within an unstable and constantly shifting societal environment.

Third, other contributions have focused on the multifaceted nature of a corporate identity and have developed conceptual and analytic models that integrate different perspectives and try to grasp multiple aspects of corporate identities and identification issues in a holistic and dynamic way (*e.g.* Balmer and Soenen, 1999; Balmer, 2001, 2008; Balmer and Greyser, 2002, 2003; Soenen and Moingeon, 2002; Bick, Jacobson and Abratt, 2003; Balmer and Stuart, 2004; Suvatjis and de Chernatony, 2005). Balmer's ACID Test and AC^2ID^{TM} (Balmer and Soenen, 1999; Balmer, 2001b; Balmer and Greyser, 2002) – despite being primarily devised as an analytic tool and management instrument – constitutes an important milestone in regard to the articulation of the construct's multiplicity (conceptual, perspectival). The more recent AC^3ID Test (Balmer and Gresyer, 2003, Figure 12, p. 74) articulates different identity types that need to be in dynamic alignment constituting different aspects of the same identity (that are broadly associated with different corporate-level constructs):

- **Actual** (currently manifested identity – corporate identity);
- **Communicated** (expressed/represented identity – corporate communications);
- **Conceived** (perceived/interpreted identity – corporate image[45] and reputation);
- **Covenanted** (promised identity – corporate brand);
- **Ideal** (positioned identity – corporate strategy);
- **Desired** (visionary identity – corporate leadership).

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[45] Understood as 'impressive image', *see* appendix section B.2.1.

This model and analytic tool has been continuously further developed and refined over the years (Balmer and Greyser, 2003; Balmer and Stuart, 2004; Balmer, 2008; Balmer, Stuart and Greyser, 2009; *see* Balmer, 2012a for its most recent discussion) and has influenced other cross-disciplinary conceptualisations of the identity construct in an organisational context in general (*see* Soenen and Moingeon, 2002).

Figure 12: Balmer's AC³ID-Test™ (Balmer and Gresyer, 2003, p. 251)
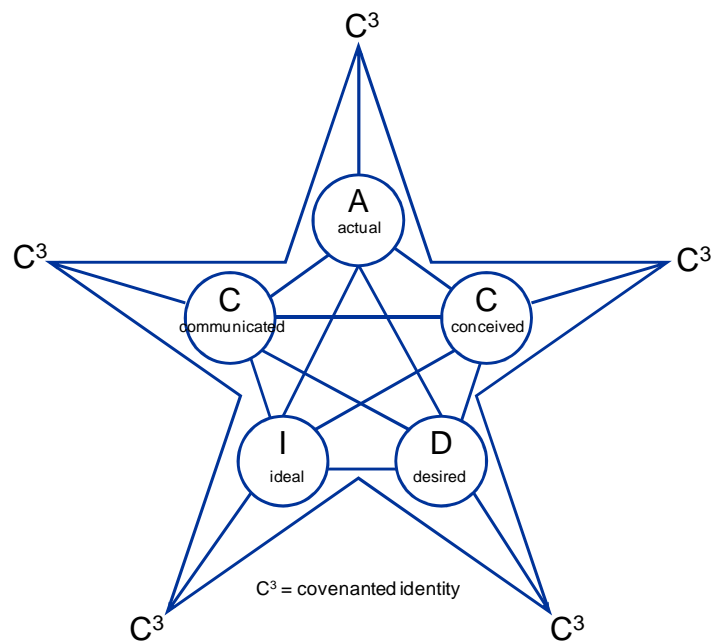
In the light of the preceding discussions, corporate identity conceptualisations in the literature can be said to reflect one or more of four generic approaches:

- 'Mix' models (*e.g.* Birkigt and Stadler, 1980, 1986, Schmidt, 1995; Balmer and Soenen, 1999)
- Taxonomies and measurement models (*e.g.* Melewar and Karaosmanoglu, 2006a; van den Bosch, Elving and de Jong, 2006)
- Process and interface models (*e.g.* Abratt, 1989; Balmer, 1995; Stuart, 1999)
- Multi-dimensional and multi-perspectival models (*e.g.* Balmer and Soenen, 1999; Balmer and Greyser, 2002; Bick *et al.*, 2003; Balmer, Stuart and Greyser, 2009; Balmer, 2012a)

Hence, He and Balmer (2007a) in reviewing the literature concluded that the conceptualisation of corporate identity has shifted along three main dimensions:

- A shift from peripheral elements (corporate visual identity and graphic design) to central aspects of an organisation such as strategy, culture, or structure.

- A shift from external focus over an internal focus to a holistic focus acknowledging multiple (internal and external) sources of identity.

- A shift from a tactical and instrumental understanding to a strategic and integrative perspective.

Most fundamentally, the conceptual understanding of corporate identity has been broadened from being largely understood as a *representation* of the company (or its corporate personality) by various means (*e.g.* corporate design, corporate communication, or corporate behaviour) to being concerned with all the different internal and external as well as material and non-material *manifestations* of an organisation contingent on a specific socio-historical context that are not only 'representational' but also constitutive for 'what the company actually is' (Balmer, 1995, 1998, 2001, 2008, 2011a); its defining *central*, *distinctive* and *enduring* characteristics (Albert and Whetten, 1985 in Balmer and Greyser, 2003) that form a particular pattern, giving a company *specificity*, *stability,* and *coherence* (Moingeon and Ramanantsoa, 1997). In addition, it is concurrently predicated on the multiple *interpretations* (meanings, cognitions, discourses) of these corporate identity manifestations by a multitude of internal and external stakeholders adding a dynamic, interactive, and polyvocal dimension to the construct (*see* Hatch and Schultz, 1997; Balmer, 1998, 2008; Balmer and Greyser, 2003; He and Balmer, 2007a, 2007b; He, 2012).

In summary, the elaborations and refinements of the corporate identity construct over the last twenty-five years or so have not only shown the construct's conceptual, empirical, and pragmatic efficacy, but have contributed to the salience of identity-based views of corporations that inform and underpin the corporate marketing framework in general (Balmer, 2008, 2011; *see* section 2.2.3, p. 38ff.). However, despite these advancements the concept is understood and approached in different ways, partially due to paradigmatic and disciplinary differences and vantage points (*see* Balmer, 2001, 2008; Cornelissen, Haslam and Balmer, 2007; Abratt and Kleyn, 2012).

Consequently, the next section of this chapter will focus on the main theoretical and conceptual foundations that underpin the corporate identity construct as it is understood in the context of this thesis.

2.3.2 Theoretical and conceptual foundations

2.3.2.1 Theoretical underpinnings

According to The Oxford Dictionary of English (Stevenson, 2010) the term identity has three main usages in modern English. Identity can denote:

- "*The fact of being who or what a person or thing is*"

- "*The characteristics determining who or what a person or thing is*"

- An expression of "*a close similarity or affinity*" between different entities.

Further, the look in the dictionary reveals that the meaning of the term identity in its modern usage can be traced to the late Latin word *identitas* describing the essentiality or definitive 'sameness' of an entity. The word is derived from its etymological origin in the Latin word *idem* meaning 'same' (Stevenson, 2010). In addition, Bernstein (1984, p. 63) suggests that it might as well relate to the Latin term *identidem* denoting 'repeatedly' or 'over and over again' (also *see* Balmer, 1998 tracing the same etymological origins of the term). The different definitions identified indicate that the term may have strong existential import in daily life.

Moving towards a more academic point of view, Jenkins (2008) in his work on the identity concept in social science in general argues, from a sociological perspective, that the term identity concurrently "*involves two criteria of comparison between persons or things: similarity and difference*" (Jenkins, 2008, pp. 16-17), which implies that to be identifiable any entity needs to be characterised by definitive traits based on consistency and continuity over time leading to actual or apparent '*selfsameness*'[46] of that entity. At the same time, however, these characteristics can only be meaningfully comprehended as definitive traits in a context of other similar and/or different entities (Jenkins, 2008). Hence, the identity of a person or thing (and by implication a collective and an institution/organisation) is relationally and reflexively constituted; being inherently predicated on social practices of identification, understood either as *to classify* or as *to associate with* (Jenkins, 2008, p.17). Thus, questions of identity (*e.g.* 'who or what an entity is for itself or others') are intricately intertwined with questions of identification (*e.g.* 'how an entity relates to or is related to by others and vice versa'); it is concerned with "*playing the vis-à-vis game*" (Boon 1982 cited in Jenkins, 2008, p. 18).

This further implies that identities are not only *relational* and *reflexive* but also *positional* in nature in the sense that an entity's identity is constituted in a socio-historical context of other

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[46] The idea of 'selfsameness' over time is often attributed to Erikson's (1959, 1963, 1968 cited in Côté and Levine, 2002) identity theory (*see* Côté and Levine, 2002, p. 14ff.) – but can as well be attributed to John Locke's much earlier conception of the personal self (*see* Ricoeur, 2006, p. 102ff.) – that has had a significant (often implicit) impact on the development of the concepts of corporate and organisational identity (Christensen and Askegaard, 2001; Simões, Dibb and Fisk, 2005; Albert and Whetten, 1985 in Balmer and Greyser, 2003) and identity theories in general (*see* Côté and Levine, 2002, p 47).

entities (objects, persons, collectives, institutions), which affords specific (necessary or contingent) societal 'positions' related to social categories that are differentiated and change over time (*see* appendix B.1.1, p. 382ff.); an aspect of identity that is based on more sociologically informed theories of identity (*see* Côté and Levine, 2002, pp. 32-46). If identities are conceptualised at a theoretical level as relational, reflexive, and positional entities and when concurrently taking into account the societal conditions outlined in the preceding section 2.2.1 (also *see* appendix B.1, p. 381ff.) it can be argued that both premises lead to a definition of identities as social (material and ideational) constructions that can be further defined as being dynamic and adaptive in nature. Hence, identities are dynamically constituted in time and space. Figure 13 schematically depicts the different aspects of identity as a general concept.

Figure 13: A schematic depiction of identity
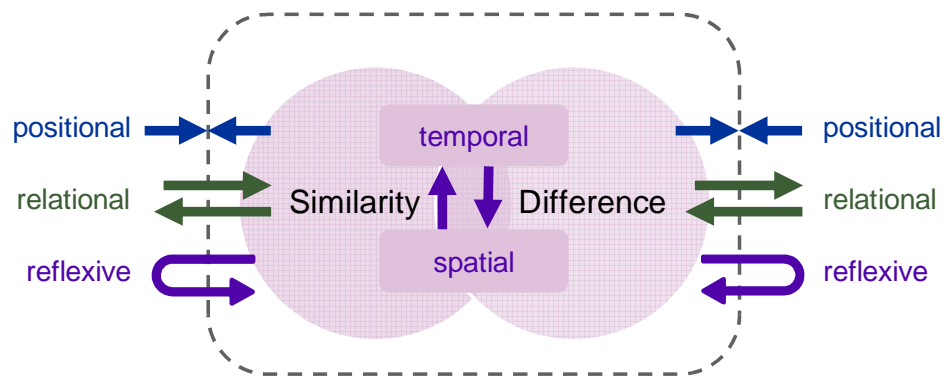
2.3.2.2 The temporal dimension

The above discussed dynamism and adaptability of identities at different levels (individual, social, institutional/organisational) also implicates an important role of the *temporal dimension*, which is of particular relevance in the context of this thesis's focus on corporate heritage. Hence, the aforementioned central definitional aspect of identities, the interplay between similarity and difference, does not only refer to the comparative aspect *vis-à-vis* other persons, things, or groups in the present, but to 'others' in the context of the past and the future as well (*see* Schütz, 1962 on personal identities being constituted, in addition to associates and contemporaries, also *vis-à-vis* predecessors and successors as particular *alter egos*). Theoretically this implies that the temporality of identities is not only relevant in respect to their self-referential consistency and continuity over time (self-attributed or attributed by others), which is necessary to establish a person, thing, or group as an identifiable entity in the present (*see* above; also *see* Halbwachs, 1992, 2011 on the constitutive relevance of collective memories for individual and group identities), but that an identity is concurrently constituted

as a relational, reflexive, and positional entity in reference to the past and the future (being 'in a time' and 'of a time' as much as being 'over a time', so to speak, *see* Ricoeur, 2006). Consequently, an entity's link to the past or future can be as important as its various linkages that define that entity in the present.[47] Further, for some identities those links with the past or future might even constitute its central definitional traits or characteristics in the present. Corporate heritage identities – as is later shown (*see* chapter 3, p. 86ff.) – represent such a particular type of institutional identity where a special link to the past represents the central characterising aspect of such an identity (Balmer *et al.*, 2006; Balmer, 2011c).

2.3.2.3 Conceptual foundations

Identity and identification are one of the central issues within our contemporary societies (*see* appendix B.1.1, p. 382ff.). Not surprisingly, identity has been discussed and has become a salient construct in various academic disciplines (*e.g.* psychology, social psychology, anthropology, sociology, human geography, or cultural studies) approaching identity related empirical phenomena at the individual, collective and institutional level from different vantage points and loci of interest (*see* Côté and Levine, 2002 for a review of identity theories in psychology, social psychology and sociology or a more general overview by Vignoles, Schwartz and Luyckx, 2011).

At the organisational level in general – while more or less explicitly drawing on identity theories from personal/developmental psychology (*e.g.* Erikson 1959, 1963, 1968 cited in Côté and Levine, 2002, p. 14ff.), social psychology (*e.g.* Turner, 1975, 1982; Tajfel and Turner, 1979; Turner, Hogg, Oakes, Reicher and Wetherell, 1987 cited in Spears, 2011; also *see* Haslam and Ellemers, 2011), or sociology (*e.g.* Mead, 1934; Goffman, 1959; Strauss, 1959 cited in Côté and Levine, 2002, p. 32ff.) – the identity construct has been conceptualised in various ways drawing on different paradigmatic, disciplinary, and pragmatic traditions (Cornelissen, Haslam and Balmer, 2007).[48]

More specifically, in the context of corporate identity as a marketing construct that primarily emerged from professional rather than academic discourses these differences and linkages have not always been made explicit (Christensen and Askegaard, 2001). Earlier,

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[47] Of course, the problems of time and temporality in relation to identity (individual and collective) have been discussed by various philosophers or social scientists, from Augustine, Locke, Bergson, Husserl, or Heidegger; to Mead, Cooley, Halbwachs, Giddens, or Zerubavel and Ricoeur. Thus, it is not claimed here that my insights are new or original in reference to these and other great thinkers but add something to the corporate marketing discourse nonetheless (also *see* appendix C.3, p. 441ff. discussing various past-related constructs with identity relevance).

[48] For example, in discussing the development of the adjacent concept of 'organisational identity' Gioia (1998) differentiated between functionalist, interpretative and postmodern perspectives, while Cornelissen (2006b) identified six different research traditions and associated 'root metaphors'.

Balmer (1998) had already argued that the analogy with human personality is to some degree warranted as organisations are, for example, legally imbued with person-like qualities[49] (and rights and obligations conferred upon them) – a legal identity (Balmer, 2008) – but that there are conceptual and empirical limits and differences when applied in corporate contexts. However, as the preceding discussion of the theoretical foundations of the identity construct in abstract terms has shown, there is no inherent need to define institutional identities purely in an analogical way referring to human personal identities only.

In addition to these ontological difficulties, corporate identity has often been used interchangeably and imprecisely and has been conflated with other corporate-level constructs such as corporate image, corporate personality, or corporate culture. This conceptual confusion has frequently been criticised and discussed in the literature (*e.g.* Abratt, 1989; Grunig, 1993; Balmer, 1995, 1998, 2001; van Riel, 1995; van Rekom, 1997; Cornelissen and Harris, 2001; Christensen and Askegaard, 2001; more recently *see* Cornelissen, Christensen and Kinuthia, 2012; Abratt and Kleyn, 2012).

Nonetheless, to reiterate what has been alluded to in the preceding section 2.3.1, corporate identity has received much academic scrutiny since the mid 1990s and several categorisations of the different perspectives, paradigms or schools that inform the corporate identity construct have been proposed, which have contributed to a growing consensus amongst marketing scholars in regard to key conceptual properties of the corporate identity construct (Bick, Jacobson and Abratt, 2003). The ongoing academic discourse has significantly broadened the conceptual and disciplinary breadth and depth of corporate identity as a marketing construct beyond a mere analogical or metaphorical use of the identity concept predicated on human psychology. Hence, Balmer (2008, 2011a) recently suggested that an identity-based view of organisations in its various permutations represents a logical next integrative step in the development of corporate identity as the central construct of corporate marketing.

It has been argued earlier in the text that the corporate identity construct can be conceptualised from different vantage points often depending on the paradigmatic and pragmatic origins of the concept. Hence, Balmer (1995, 1998) in tracing the construct's development identified seven different schools of thought that have contributed to the development of corporate identity as a marketing concept (*i.e.* strategic, behavioural, communications, four graphic design schools). Later van Riel and Balmer (1997) synthesised

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[49] Interestingly, this observation was already made by early writers such as Martineau (1960) or Winick (1960) who used the legal status of organisations as an argument for the efficacy of the conceptual analogy between individual and corporate personalities. Also *see* Marchand (1998, p. 7ff.) for similar arguments *re* the rise of corporate symbolism and the quest for societal legitimacy (in addition to legal legitimacy) in the US.

these schools into three paradigms – graphic design, integrated communication and interdisciplinary – that largely reflect the concept's pragmatic origins and the conceptual shift from the representational aspects of an organisation's identity to a holistic and integrative understanding of various manifestations of identity and identification issues in an organisational context alluded to earlier in this section. Similarly, Cornelissen and Harris (2001) differentiate three metaphorical uses of the identity construct in the marketing literature predicated on different paradigmatic convictions or 'root metaphors' that largely mirror the previous discussions but stress the inherent multiplicity of identity interpretations (Cornelissen and Harris, 2001).

More recently, He and Balmer (2007a) discuss different conceptualisations of identity in an organisational context taking a broader paradigmatic vista that integrates issues of identity representations based on graphic design and corporate communication (expressive aspects of an organisation's identity), identity constituted by manifestations of organisational traits and characteristics (formative aspects of an organisation's identity), an institution's identity as it is perceived by members of the organisation themselves (impressive aspects of an organisation's identity), as well as issues of individual and collective identities within and without organisations. The authors argue that different perspectives are necessary for a comprehensive understanding of contemporary organisations and that the different aspects, although conceptually and paradigmatically distinct, are intricately intertwined and interdependent (He and Balmer, 2007a). The conceptual linkages between different identity discourses within various academic disciplines have also been acknowledged and further elaborated on by Cornelissen, Haslam, and Balmer (2007). Taking a broader conceptual vista within corporate marketing, the interdependence between manifestation, representation, and interpretation of identity traits has recently been discussed by Abratt and Kleyn (2012) in the context of extant corporate-level constructs (*i.e.* corporate identity, corporate brand, corporate reputation).

Following Balmer (2008) it can be argued that the conceptual understanding of corporate identity as a marketing construct has shifted towards a holistic understanding of the concept taking into account its multifaceted character, which is informed by different 'schools', 'paradigms', or 'theories'; what Balmer (2008) has developed into the 'identity-based view' of organisations by identifying and relating ten different identity-based perspectives within the broader canon of corporate marketing. Balmer (2008) does not only take into account the multifaceted and multi-disciplinary character of the identity construct and issues of identification in an organisational context, but he also shows the centrality and efficacy of the

identity perspective in regard to the comprehension of companies and other organisations and their management *per se*.

Following on from the above, an identity-based understanding of organisations as it is advanced in the context of this thesis is predicated on the assumption that organisations as socio-economic and socio-cultural entities can be comprehended as institutional identities that are conceptually different (although linked to) from other identity categories such as individual and collective identities (also *see* King, Felin and Whetten, 2010 for their discussion of organisations as social actors having a distinct ontological status). As such, an organisation's identity is actualised through the interplay between representations of identity (*e.g.* communication, behaviour, and aesthetics; in other words the 'expressive dimension' of corporate image, *see* appendix B.2.1.1 , p. 398), manifestations of identity (corporate culture, an organisation's material and non-material traits and characteristics), and its interpretation by internal and external stakeholders (*e.g.* perceptions, associations, cognitions, meanings *etc.*; the 'impressive dimension' of corporate image, discussed in appendix B.2.1.2 , p. 398).

For a recent parallel but conceptually different discussion of that interplay *see* Abratt and Kleyn (2012) who situate the corporate identity at the nexus between identity manifestations and identity representations (corporate expressions). However, the conceptualisation of corporate identity articulated in this thesis goes beyond this dualistic nexus in that it advocates a tripartite conceptual nexus of corporate identity constitution (*i.e.* manifestations, representations, and interpretations).

Similar, He and Balmer (2007) in their article conceptually discuss the dualisms of substance *vs.* cognition and source *vs.* instrument that provide different loci for the comprehension of an organisation's identity. However, the understanding followed in this thesis transcends a dualistic conceptualisation of an organisation's identity and argues that corporate identity is formed, can be comprehended, and subsequently meaningfully managed by taking a holistic view that acknowledges that interdependence between representations as well as the material and immaterial manifestations of identity on the one hand and how that identity is perceived, interpreted, and integrated *vis-à-vis* the individual and collective identities of internal and external stakeholders. Such an understanding of corporate identity is consistent with the general and theoretical understanding of identities discussed at the beginning of this section as relational, reflexive, and positional entities that are dynamically constituted in a socio-historical context. As such, it differs from He and Balmer (2007) in that it eschews the dualism between substance and cognition and the notion of corporate identity being associated only with the former. Of course, Balmer has frequently stressed the multiple

identity dimensions of corporate identities taking into account material and ideational aspects (*e.g.* Balmer, 1998, 2008, Balmer and Soenen, 1999; Balmer and Greyser, 2002).

Thus, corporate identity is conceptually understood in this thesis as being predicated on the concurrent interplay between identity manifestations, identity representations, and identity interpretations. It also rejects the dichotomy between source (corporate identity) and instrument (corporate visual identity) as conceptually different, albeit useful in instrumental terms, because the manifestations and representations of a corporate identity are seen as interdependent or mutually constitutive (in conjunction with multiple interpretations thereof).

Building on the previous discussions corporate identity is defined in the next section.

2.3.3 Defining corporate identity within the corporate marketing framework

In section 2.2.3.3 (p. 45ff.) it has already been argued that corporate marketing as the meta-level framework of this study is characterised by an '*identity-based view of the corporation*' (Balmer, 2006a, 2008) that emerged gradually from the various discussions and the synthesis of different corporate-level marketing constructs such as corporate image, corporate culture, corporate reputation or corporate brands; all of them, to varying degrees, concerned with or predicated on identity and identification issues in regard to an organisation. Thus, it was further said earlier, that the corporate identity construct provided the central platform for these corporate-level constructs as well as associated pragmatic corporate policies such as corporate communication, corporate strategy, corporate management, and corporate leadership (Balmer, 2008). A discussion and delineation of various corporate-level constructs (*i.e.* corporate image, corporate reputation, corporate culture, and corporate brands) is included in appendix B.2 (p. 393ff.).

It was also argued earlier that the identity-based perspective draws on and is informed by different academic disciplines and traditions, such as marketing, communications (*e.g.* corporate identity) and organisational behaviour (*e.g.* organisational identity), but also social psychology (*e.g.* social identity theory) or other identity discourses in the social sciences (*e.g.* politics, history, sociology) in general (Balmer, 2008; He and Balmer, 2007a). Hence, this perspective not only acknowledges the multi-disciplinary scope of corporate-level phenomena, but also articulates the multifaceted and multidimensional nature of identity and issues of identification.

Next, issues of identity and identification at all levels of society (individual, collective and institutional) have become more important but are at the same time more problematic and difficult to be sustained within a society broadly characterised by velocity, instability, fragmentation, polyvocality and collapsing boundaries between social categories and

institutions (*see* appendix B.1.1, p. 382ff.). Hence, in the context of (business) organisations it has been argued that identities and identification need to be actively managed without management having perfect control over these matters and that these issues are of strategic importance; with senior managers having a pivotal role (Balmer and Greyser, 2003; Balmer, 2008). The identity-based view of organisations is therefore of "*considerable utility in revealing, comprehending and managing organisations*" (Balmer, 2011a, p. 1339). Thus, it was argued that an identity-based view has *conceptual* and *instrumental* as well as *normative* and *descriptive* relevance.

In the light of the above and the theoretical foundations discussed in the preceding sections this section articulates the corporate identity construct as it is understood and comprehended in the context of this thesis situated within the meta-level theory framework of corporate marketing.

It was earlier alluded to that Balmer (2008, 2011a) distinguishes the identity-based view – as a consequent elaboration of corporate identity as a multi-faceted construct and as a synthesis of the conceptual and empirical advances made in regard to corporate-level constructs in general – into different perspectives that are based on *three generic identity types* that refer to the notion of the 'identity *of* an entity' (*i.e.* corporate identity, corporate brand identity, corporate cultural identity).

The focus of this thesis is on corporate identity as the identity of an institution/organisation. As such, corporate identity is understood within the context of this thesis as a composite of defining material and ideational traits and characteristics (Balmer, 1995, 1998, 2001, 2008, 2010; Trux, 2002; Topalian, 2003; He and Balmer, 2005), which are predicated on the interplay between manifestations, representations, and interpretations of that corporate identity. These traits and characteristics are in the words of Albert and Whetten (1985)[50] *central*, *distinctive* and *enduring* (Albert and Whetten, 1985 in Balmer and Greyser, 2003) and form a particular pattern over time giving a company *specificity*, *stability,* and *coherence* (Moingeon and Ramanantsoa, 1997); affording agentive qualities or a *self-determining capacity* to an organisation predicated on its status and incorporation as a legal person (Balmer, 2008, p. 886). Defining characteristics can be material or non-material, "*a mix of 'hard' and 'soft' factors*" (Topalian, 2003, p. 1119; also *see* Wiedmann, 1988, 1993), and

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[50] Although Albert and Whetten (1985 in Balmer and Greyser, 2003) developed the concept in the context of 'organisational identity' and mainly referred to collective identity claims by organisational members, the principles are relevant for corporate marketing, especially as they partially draw on institutional theories with a social actor conception of organisations, a notion that has been accentuated by Whetten recently (Whetten and Mackay, 2002; Whetten, 2006; King, Felin and Whetten, 2010). Consequently their concept has had a significant impact on the conceptual development of corporate identity and other corporate-level constructs. This being said, the danger of negating marketing's own provenance and valuable contributions need to be cautioned against (*see* Balmer, 2008).

reflect a company's "...*current realities in terms of market offerings, resources, processes and know-how* ... [but also] ... *its historical development ..."* (Trux, 2002, p. 69 [transl.]). Thus, corporate identity is fundamentally a product of an organisation's history (Moingeon and Ramanantsoa, 1997; Balmer, 2008). As such, the centrality, distinctiveness, and enduringness of certain organisational characteristics are contingent and relative to a particular socio-historical context rather than fixed and invariant to change; a corporate identity is evolving over time (Balmer, 2001, 2008). Consequently, history has long been identified as a constitutive aspect of the more taxonomic corporate identity models identified earlier (*see* Melewar and Karaosmanoglu, 2006a) but also in the practitioner literature (*e.g.* Olins, 1978; Ind, 1997) and other academic contributions (*e.g.* Balmer, 1995, 1998; Moingeon and Ramanantsoa, 1997). Despite the importance generally accorded to history for corporate identity and identities in general there is palpable dearth of conceptual and empirical work in regard to temporal aspects of corporate identities in general and the relation between past, present, and future in particular; a gap in the literature that will be addressed in chapter 3 (p. 86ff.).

Further, as understood in the context of this thesis, within a particular socio-historical context corporate identities are relationally and comparatively constituted *vis-à-vis* other identities at the individual, collective, and/or institutional level. Balmer (2008, p. 888) describes this as the "*perspectives of the other",* which represents a notion reminiscent of the (social) psychological concepts of the direct 'significant others' or indirect 'generalised others' (*see* Côté and Levine, 2002, p. 108ff.; also *see* Chen, Boucher and Kraus, 2011; Burkitt, 2011). It is also consistent with the argument advanced earlier that identity characteristics can only be meaningfully comprehended as definitive traits within a context of other similar and/or different entities (*see* section 2.3.2, p. 76ff.). Thus, corporate identities are constituted by drawing on or "*making reference to other identities: not simply in terms of what we are but what we are not*" (Balmer, 2008, p. 888) and examples of such *comparative corporate identities* (Balmer, 2008, p. 888) in the corporate and organisational world abound (*e.g.* Adidas *vs*. Puma; Mercedes Benz *vs*. BMW *vs*. Audi; Coca Cola *vs.* Pepsi; McDonalds *vs.* Burger King; Microsoft *vs*. Apple; Ferrari *vs*. Lamborghini *etc.*).

Finally, as discussed earlier (*see* section 2.3.2.2, p. 77), the relational and positional nature of corporate identities is not necessarily confined to the present but certain types of corporate identity might be concurrently constituted in relation to the past and the future as well. This particular type of corporate identity represents the focus of this thesis and is reviewed and discussed in the next chapter.

Figure 14: A schematic depiction of corporate identity
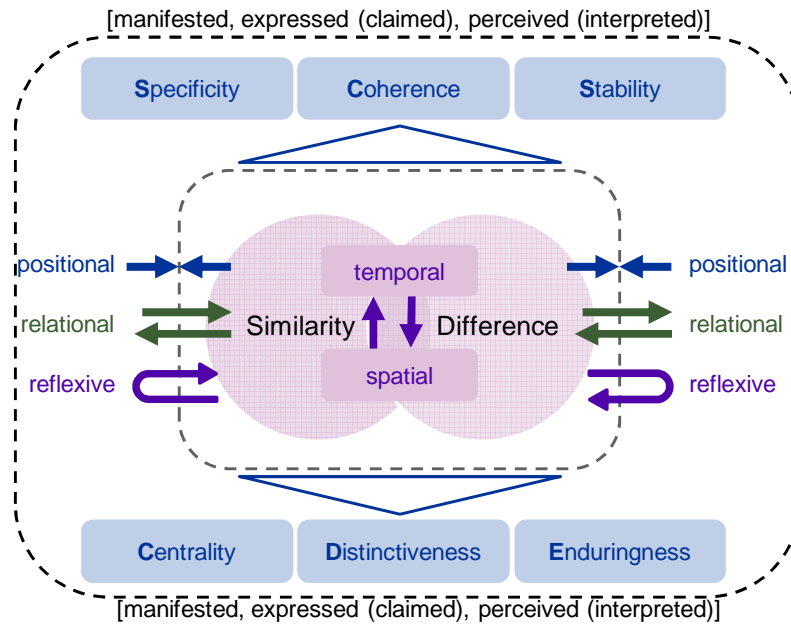
In light of the above and the theoretical foundations discussed earlier the understanding of corporate identity informing this thesis is schematically depicted in Figure 14 (p. 85).

2.4   Summary of chapter 2

Chapter 2 has argued that *corporate marketing* represents a suitable framework for understanding marketing phenomena at the corporate-level. In particular the review has shown that corporate marketing is based on theoretical foundations that make it an appropriate meta-level framework for the current inquiry, which are: its institutional focus, its identity-based view of the firm, and its transtemporal stakeholder orientation.

Further, the concept of *corporate identity* was discussed and introduced as the general central construct of this thesis. The chapter outlined the evolution of corporate identity as a strategic marketing concern and three main dimensions of a corporate identity were deduced from the concept's evolution underpinning the study and its research design: representations, interpretations, and manifestations. It also demonstrated that the temporal dimension represents an inherent feature of the identity construct, which may also have a much broader instrumental and analytic relevance. Finally, corporate identity was conceptualised and situated within the corporate marketing framework and it was argued that it provides a valid central concept informing this thesis.

In the light of the above, the next chapter will discuss the aforementioned temporal dimension of corporate identity and the relevance of a transtemporal perspective (past-present-future) within the corporate marketing framework in more detail, indentifying gaps in the extant research literature that warrant further conceptual and empirical scrutiny.

3   From heritage to corporate heritage identity

3.1   Introduction to chapter 3

The third chapter of this doctoral thesis contains the second main literature review chapter of this thesis document. It builds on the preceding chapter, which framed the thesis and study in general terms (disciplinary and conceptual), by discussing the literatures relevant for the particular conceptual focus of the thesis. Thus, this second literature review chapter reviews principle approaches in which temporal links between past, present and future are discussed and appropriated in the context of marketing in general and corporate marketing in particular. The review of the literature shows that growing reference is made in the literature to the concept of heritage and corporate heritage. It was also found that the concept is underspecified and there is a lack of conceptual work on the topic that warrants further elaboration.

Next, the wider academic literature on the concept of heritage is reviewed and heritage is delineated from other past related constructs (for a more elaborate discussion of these constructs *see* appendix C.3, p. 441ff.). It is argued that this literature provides important conceptual insights for comprehending and scrutinising the concept of heritage in organisational contexts.

Further, in drawing on both discussions the concept of corporate heritage is defined and it is argued that through corporate heritage as a conceptual lense the understanding of a particular category of corporate identity and empirical instances thereof can be furthered.

Subsequently, the nascent area of corporate heritage brand and corporate heritage identity scholarship within corporate marketing is discussed and the concept of corporate heritage identities is specified as the focal theoretical construct of this study. It is shown that their particular requirement of managerial stewardship represents a viable gap in the extant literature, which warrants further empirical scrutiny.

Finally, the chapter summary synthesises the literature review and outlines the research gaps addressed in this thesis.

3.2   Historical references and marketing

A review of the marketing literature revealed different ways in which references to the past are already conceptualised and utilised in marketing and corporate-level marketing contexts. Anecdotal evidence abounds showing that companies increasingly utilise historical references and heritage claims for present management and marketing purposes (*e.g.* the use of history in corporate advertising or heritage and history sections on corporate websites).

Consequently, there has been an upsurge of scholarly interest in concepts such as nostalgia, retro branding, history marketing *etc.* for some time now and adopting historical and retrospective perspectives appears to be part of the current *zeitgeist*. For instance, British TV programmes (BBC) on the past (*e.g.* 'Who do you think you are?' since 2004, 'The making of modern Britain' in 2010, 'Turn back time' in 2010 and 2012, 'Britain's heritage heroes' in 2012; or 'Britain's hidden heritage' in 2013) and antiquities (*e.g.* 'Antiques Road show' since 1979) abound within the UK. Genealogy is a popular spare time activity and design, fashion, popular culture, and music frequently tap into the rich resources our past times provide. In the light of this trend different perspectives on the past in the corporate marketing literature are identified before the most prevalent concepts that are discussed in the marketing literature are presented (a cursory reference to a quite similar discourse in the management literature *re* the role of the past in organisational contexts can be found in appendix C.1, p.430ff.[51])

3.2.1 The past in corporate marketing

Within marketing the past of a brand or an organisation have been identified as contingent factors as well as constituting elements of brand identities (*e.g.* Aaker, 1996; Kapferer, 1997; Meffert and Burmann, 1996; Keller, 2001; Wilson, 2005; Simms and Trott, 2006) and corporate identities (*e.g.* Downey, 1986/87; Ind, 1990; Balmer, 1994, 1998; Wilkinson and Balmer, 1996; van Riel and Balmer, 1997; Moingeon and Ramanantsoa, 1997; Balmer and Soenen, 1999; Melewar and Jenkins, 2002; Melewar and Karaosmanoglu, 2006a). In the context of this thesis the discussion is largely limited to the latter contributions (*see* section 3.3, p. 94ff.).

Further, the notion of temporality and with it a certain relation to the past is inherent in the concept of corporate identity itself (a similar observation can be made in regard to other corporate-level constructs such as reputation, culture or image, *see* appendix B.2, p. 393ff.) as it always implies some degree of consistency and continuity over time (van Riel, 1997a). For example, the practitioner Nicholas Ind (1990) argued that, amongst other factors, corporate identity "*is formed by an organisation's history* [...]" (Ind, 1990, p. 19), while Balmer (1994) asserted in regard to his study of the BBC's corporate identity that "[i]*n examining their past, organisations sometimes find their future*" (Balmer, 1994, p. 3347). Thus, an organisation's history is usually seen as an essential part of "*what an organisation is*" today (Balmer, 1998, p. 979) that is "*shaped by the actions of corporate founders and leaders, by tradition and the environment*" (Balmer, 2001, p. 280), thus corporate identities are predicated on current

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[51] This literature is not included here due to the thesis being situated within the domain of corporate marketing. However, it lends further support to the argument advanced in this thesis by showing a growing relevance and interest in temporal issues in business and management in general).

realities in the present as much as the historical trajectory of an organisation (Trux, 2002, p. 68). In addition to the aforementioned, the so called 'French school' of corporate identity – derived from institutional theory, identity theory, and Bourdieu's sociology (Moingeon and Ramanantsoa, 1997) – argues that:

> *"[t]he concept of identity is tightly connected to the concept of history. Identity is the product of the history of the organisation. In this sense, identity provides the organisation with a certain stability. But identity also produces history. It contributes to the shaping of perceptions and the actions of organisation members. It limits or opens realms of possibility by acting as a force of inertia or as a force of progress" (Moingeon and Ramanantsoa, 1997, pp. 386-387).*

Hence, this conception is close to the notion of a fusion of Koselleck's (1979/1985) prospective *horizon of expectations* with the retrospective *space of experience* (Ricoeur, 2006, p. 362; *see* appendix C.3.1, p. 441ff.).

Taking a broader vista reiterating earlier discussions, the temporal dimension of organisation's and corporate identities and the relations between past, present and future represent a central concern of corporate marketing as a theoretical framework and the importance of the past in regard to the constitution of corporate identities in the present is generally accepted in the corporate-level marketing literature.

The extant views of an organisation's past (or its history) within the corporate-level marketing literature can be differentiated into two principle perspectives.

First, the past and history are treated as *contingency factors* that impinge positively (enabling) or negatively (constraining) on the development of an organisation in general with subsequent implications for corporate-level marketing phenomena, for instance, the central role accorded to history in general and to the founder in particular regarding the development of corporate culture and identity (Moingeon and Ramanantsoa, 1997; Balmer, 2001; Melewar and Karaosmanoglu, 2006a; Blombäck and Brunninge, 2009), the development of reputations over time (Fombrun and van Riel, 1997; Gotsi and Wilson, 2001), or in terms of possible constraints on corporate-rebranding activities (Gotsi and Andriopoulos, 2007; *see* Blombäck and Brunninge, 2009). This understanding is consistent with general ideas in business and management in reference to historically determined enabling or constraining resource and institutional configurations in the present (Barney, 1991; Kimberly and Bouchikhi, 1995; Schreyögg, Sydow and Holtmann, 2011).

On the other hand, the corporate past and history are often described as *constitutive elements* of a particular corporate-level marketing construct. Here the past and history represent a substantive or symbolic resource for the constitution of corporate-level concepts , for instance, as *historical associations* in a stakeholder's mind linked to a corporate brand

(Aaker, 2004a), as *historical references* used in corporate communication (Blombäck and Brunninge, 2009), as a symbolic and cultural product (artifacts and practices) of identity construction (Moingeon and Ramanantsoa, 1997), or simply as a characteristic trait or *identifiable attribute* of a corporate identity or corporate brand in general (Balmer, 1998, 2001). Hence, organisations and associated corporate-level constructs such as corporate identity, corporate culture and corporate brands are understood as 'being in history' as well as 'having a history' both manifesting as substantive or symbolic resources, constraints as well as characteristic traits that interact in various ways, hence, being a product of history as much as producing history (Moingeon and Ramanantsoa, 1997). Figure 15 (p. 89) schematically synthesises these principle understandings of the past that can be deduced from the corporate marketing literature.

Figure 15: Different perspectives of the past in corporate marketing
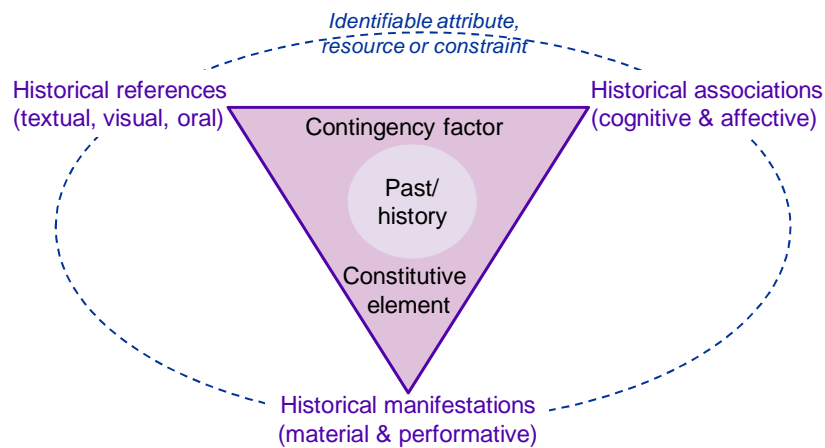
However, the symbolic and semiotic relevance and utility of historical references as manifestations of corporate identities (Blombäck and Brunninge, 2009) as well as the fundamentally constructed and contested nature of what constitutes time and the past itself (Zerubavel, 2004) and its role and impact on the constitution of corporate identities remain underspecified within the literature. Nonetheless, there is a growing recognition and acknowledgement that these aspects represent important conceptual and empirical domains that warrant further scrutiny (Blombäck and Brunninge, 2009; Balmer, 2011c; Hudson, 2011).

3.2.2   Nostalgia and marketing

In terms of academic interest, nostalgia (*see* appendix C.3.6, p. 453ff.) usually defined as "*a warm feeling of yearning and longing towards a past time*" (Gabriel, 1993 p. 121) has been conceptualised in the context of consumer culture and individual consumer behaviour as well

as discussed in regard to advertising and customer communication (*e.g.* Stern, 1992; Holbrook, 1993; Holbrook and Schindler, 1996, 2003; Holak and Havlena, 1998; Muehling and Sprott, 2004; Loveland, Smeesters and Mandel, 2010; Merchant and Rose, 2012). For example, Stern (1992) attributed rising collective and individual nostalgic sentiments amongst consumers during the last two decades of the 20th century to a '*fin de siècle* effect' (end of century), mirroring similar developments at the end of the 19th century, aggravated by the turn to a new millennium (Stern, 1992). Further, consumer nostalgia has been associated with demographic effects due to ageing populations in the West and as the so called 'baby boomers' approached middle age (Stern, 1992) in combination with an existential tendency by individuals to prefer the formative period of their childhood and adolescence in terms aesthetic tastes and emotional attachment (Holbrook and Schindler, 1996).

However, it has been also shown that nostalgic sentiments are not restricted to an autobiographical past but can be vicariously attached to any past period (Merchant and Rose, 2012) as well as experienced by younger age groups not only the middle aged or the elderly (Goulding, 2001, 2002a). Moreover, apart from the escapist notion of dealing with problems, anxieties, or negative feelings in the present by way of consuming nostalgic products or brands (Orth and Gal, 2012) it has recently been shown that nostalgic sentiments may also serve a more fundamental existential need for belonging independent of any negative inclination towards the present (Loveland, Smeesters and Mandel, 2010). Nonetheless, neither the end of century thesis nor the demographic composition of societies or an existential need do fully explain the continued importance accorded to the past in general (in Western and non-Western contexts alike) and the increased use of historical references in marketing in particular.

Apart from nostalgia in a consumption context, some authors have explored the collective dimension of nostalgia within organisations (*e.g.* Gabriel, 1993; Strangleman, 1999; Brown and Humphreys, 2002) as well. In this stream of research nostalgia has been described as "*a strategy for resistance, a defence against anxiety, and a means of sense-making...*" (Brown and Humphreys, 2002, p. 156) usually by workers or other subordinate members of the organisation (Gabriel, 1993), but more importantly as a emotive collective mentality towards the past within an organisation that "*gives access to a shared* [organisational] *heritage of identity-relevant beliefs and values, functions as an emotional support during periods of change, and plays a role in individual-group identification*" (Brown and Humphreys, 2002, p. 156). Moreover, it has also been argued that the management of organisations actively utilise (or manipulate) nostalgic sentiments for different purposes giving nostalgic emotions either a negative connotation in order to facilitate change or a positive one in order to strengthen

affinity and identification based on past successes (Strangleman, 1999). These findings are indirectly supported in regard to the selective use of historical references for management purposes in general (Chreim, 2005; Brunninge, 2005, 2009, also *see* section 3.2.4, p. 91ff.).

However, nostalgia (*see* appendix C.3.6, p. 453ff.) differs from heritage as it provides an idealising retrospective angle, often but not always with some negatively inclined connotations towards the present and a glorifying view of the past (Davis, 1977), while heritage – as understood within the context of this work – makes the past relevant for the present (Lowenthal, 1998) with the potential to project aspects of it into an envisaged future (*e.g.* Graham, Ashworth and Tunbridge, 2000).

3.2.3   Retro branding and marketing

Indicative of the heightened awareness for the past in contemporary societies and consumer cultures and its subsequent appropriation for marketing purposes, has been the trend towards *retro branding* or *retro marketing* (*e.g.* Brown, 1999, 2006; Brown *et al.*, 2003). The 'retro' in product design, packaging, brand symbolism, and so forth commonly refers to a specific past period (Brown *et al.*, 2003) in the development of a brand or a historical period in general (*e.g.* VW New Beetle, Chrysler PT Cruiser, Ford Mustang, 'Victorian-styled' pubs). Moreover, the resurrection or revival (Brown *et al.*, 2003) of a discontinued brand from a past period is another interesting development in this context (*e.g.* German beverage brand 'Sinalco' or skin care brand 'Creme 21' reminiscent of the 1970s; Cadbury's Wispa chocolate bar). Retro branding often travels either on a nostalgic undercurrent shared by a particular generational segment of customers or due to some existential inclination as discussed in the preceding section as well as simply on the aesthetic appeal of retro-styles/designs as such that are used as cultural material for the individualisation of lifestyles as an expression of identity and a source of 'self-authentication' (Brown *et al.*, 2003). Again, retro branding and marketing use the past in a specific yet restricted way that does not account for the full potential of corporate heritage and corporate heritage identities as discussed by corporate marketing scholars (Urde *et al.*, 2007; Balmer 2011b; 2011c).

3.2.4   History marketing

The most relevant (for this thesis) indicative trend of the past's growing importance in a business context is what has been called 'history marketing' (Schug, 2003), 'history management' (Herbrand and Röhrig, 2006), or 'heritage communication' (Bühler and Dürig, 2008) that refer to the growing appropriation of historical references for corporate-level

marketing and internal and external communication and branding purposes at an organisational level (Carson and Carson, 2003; Delahaye *et al.*, 2009; Blombäck and Brunninge, 2009); also exemplified by the growing number of communication and brand consultancies now offering specialised services in regard to corporate history (Carson and Carson, 2003; Delahaye *et al.*, 2009). Concurrently, the specific nature and role of references to the past is changing (Lundström, 2005; Heinemann, 2006; Buß, 2006, 2007) apparently reflecting general socio-cultural trends within societies and changes in the collective temporal and historical sentiments to be discussed in section 3.4.1.

Thus, while until the 1970s the main focus was on the difference between past, present, and future in accordance with the prevailing modernist narrative of progress, late modern or post-modern sensitivities appear to favour actual or apparent temporal continuity as a source of identity and identification within and without organisations (Lundström, 2005; Heinemann, 2006; Buß, 2006, 2007). Consequently, historical references have become almost omnipresent not only in the light of attempts by companies and other organisations to legitimise and differentiate their corporate identities *vis-à-vis* internal and external audiences, but also as a cultural manifestation of the aforementioned historical sentiment or *zeitgeist* in current societies (Lundström, 2005; Heinemann, 2006; Buß, 2006, 2007) as well as the inherent historicity (or temporality) of organisations as socio-economic and socio-cultural institutional entities (Delahaye *et al.*, 2009).

For instance, many companies now utilise the past for the creation of 'experiential brandscapes', such as brand/corporate museums (*e.g.* Nissley and Casey, 2002; Hölschen, 2005; Lehman and Byrom, 2007; Hollenbeck, Peters and Zinkhan, 2008) as an expression of an organisation's identity (Stigliani and Ravasi, 2007). The past also functions as a source for the corporate story (Buß, 2006, 2007, Simoudis, 2008; Suddaby *et al.*, 2010) facilitated by the narration of mostly glorifying and officially sanctioned corporate histories in various forms ranging from printed history books to heritage sections on company websites (Carson and Carson, 2003, Theobald, 2008; Delahaye *et al.*, 2009) in order to legitimise the current corporate identity and managerial agendas (Suddaby *et al.*, 2010).[52] Moreover, references to the corporate past are used more often for staged events, exhibitions, trade and consumer

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[52] Usually these storied and narrated pasts of a company are overtly glorifying and idealised accounts representing a mythical past of founders, milestones, and achievements seldom acknowledging misconduct or failure in the past (Mai, 2010), political and ideological conflicts (Taylor and Freer, 2002), or the contested nature of these histories within an organisation (Parker, 2002). In the rare cases that negative or outright criminal aspects are accounted for, for instance, German companies that were involved in slave labour and the Holocaust during the Third Reich, these acceptations of guilt are usually externally triggered such as the public discussions (and pressure) in regard to the belated compensation of former slave labourers by German companies towards the end of the 1990s. However, this in parts exemplary treatment (although belated) of the *dark side of corporate history* (Booth *et al.*, 2007) by some German companies (by far not all) remains an exception (Mai, 2010). Nonetheless, the aforementioned does not imply a negation of the symbolic relevance of myths, legends, anecdotes, and historical storytelling within a corporate context (Simoudis, 2008).

shows (Peñaloza, 2000; Herbrand, 2006), point of sale displays (Thiemer and Stejskal, 2006), merchandise materials (Gneithing, 2006) as well as media campaigns and corporate advertising (*e.g.* Sainsbury, Adidas, Audi, Siemens, Mercedes-Benz) usually in conjunction with corporate, brand, or other anniversaries (Brandejsky, Kemplin and Bross, 2006). Historical references have been described as relevant for the support of brand communities/tribes (McAlexander, Schouten and Koenig, 2002; Cova and Cova, 2002) or brand collectors (Slater, 2001) as well. Finally, the appropriation of a company's past has been described as relevant for internal branding (Angerer and Zirkler, 2010), for internal communication (Rother, 2006), and for the affiliation and identification of organisational members with the corporate brand and the corporate identity (Feldenkirchen, 2006; Bühler and Dürig, 2008; Angerer and Zirkler, 2010).

Thus, the corporate past is increasingly seen as an important strategic resource and an asset to be leveraged for the legitimation and differentiation of corporate identities and corporate brands (Schug, 2003, Herbrand and Röhrig, 2006; Buß, 2006, 2007; Blombäck and Brunninge, 2009; Suddaby *et al.*, 2010). Therefore, corporate history can be seen as a particular genre or "*type of discourse that tells the past of an organisation, whether in print, on the web, or in the physical space of the organisation's buildings*" (Delahaye *et al.*, 2009, p. 30). As such, it is different from the concerns of more academic business history, for instance in the tradition of Alfred D. Chandler (*see* Jones and Zeitlin, 2009), with its own set of formal (*e.g.* type of media used, the combination of textual and audio-visual materials, authorship) and thematic (*e.g.* type and content of narrative, characters and plotline used) features and instrumental purposes (Delahaye *et al.*, 2009).

In summary, within the domain of corporate-level marketing the importance of references to the past for the construction and reconstruction of collective and institutional identities and their legitimation *vis-à-vis* internal and external stakeholders have been highlighted. In principle any organisation of a certain age[53] can refer to its past and utilise historical references for corporate-level marketing purposes. However, this alone does not explain the concept of corporate heritage nor does it account for the notion of corporate heritage identities as a particular type of corporate identity. History marketing activities usually explain and celebrate a company's past or make the past available to stakeholders for emotive (*i.e.* nostalgic), educational, or other reasons, but it is always retrospective in that these references

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[53] It is assumed here that the necessary period of time that constitutes the relevant perceived temporal distance between past and present is relative and contingent on an organisation's industry or a brand's category. For example, the period of 'clock' time passed within relatively recent information- and communication technology industries is shorter in comparison to mature industries such as brewing, but both can legitimately draw on relevant historical references, albeit within much different timeframes. There is a lack of empirical studies that would underpin this theoretical assumption, though (similarly *see* Hudson, 2011 arguing for research into the relevant timeframes).

refer to the past as a particular temporal period that is – albeit relevant for various present purposes and interpreted in the light of contemporary concerns – temporally closed and differentiated from the present. Thus, although the content of history marketing can be similar to the content of corporate heritage (and both usually overlap), the concept of corporate heritage as will be argued later goes beyond the notion of referring to the past only in that it concurrently focuses on the past, present, and future being at once retrospective and prospective.

3.3   Heritage and marketing

Growing reference is made in the academic and popular marketing literature to the term heritage and it can be assumed that this constitutes a partial reflection of the inflationary use of the term in academic and vernacular discourses in general as it will be discussed in section 3.4.2. However, marketing operates at the intersection between socio-economic (*e.g.* value generation) and socio-cultural (*e.g.* consumer culture) concerns. Thus, the growing interest in heritage and historical references in general (*see* section 3.2) is also indicative of pragmatic reactions by businesses and other organisations answering and utilising broader contemporary socio-cultural developments and sentiments towards heritage and the past in general (*see* McDonald, 2011 for a recent study on popular heritage sentiments in an Australian context) – a development that has been identified as a 'heritage boom' in society and will be discussed later (*see* sections 3.4.1 and 3.4.2).

For instance, heritage has been identified as an important dimension of brand authenticity[54] (*e.g.* Beverland, 2005, 2006; Pine and Gilmore, 2008) or as a concomitant aspect thereof (Ballantyne *et al.*, 2006) imbuing a brand with an 'aura' (Brown *et al.*, 2003, p. 21; Alexander, 2009) and prestige enabling consumers' emotional and symbolic attachment to a brand (Ballantyne *et al.*, 2006), which is especially relevant for luxury brands (Moore and Birtwistle, 2005; Beverland, 2006; Fionda and Moore, 2009; Morley and McMahon, 2011) or culturally anchored so called 'iconic' brands (Alexander, 2009; *see* Holt, 2004, 2006) both selectively drawing on the past to create brand meaning in the present. However, luxury and iconic brands are different from heritage-based brands in terms of the relevance accorded to the temporal dimension *per se* (Urde *et al.*, 2007; also *see* footnote 56, p. 98).

The term heritage is also increasingly utilised by a growing number of brands and companies in general referring to their 'heritage' rather than mere 'history' in order to

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[54] Authenticity is understood as the socially constructed and individually perceived genuineness or 'realness' of a cultural product or social entity that is contingent on personal and socio-cultural factors and as such a relative and dynamic rather than absolute and universal construct referring to an ascribed rather than innate quality of an entity (Beverland and Farrelly, 2010, p. 839).

authenticate the brand or company. Further, the relevance of experiential and emotional aspects of heritage has been stressed in the context of consumer and service marketing as well (Peñaloza, 2000; Ponsonby-Mccabe and Boyle, 2006). Thus, heritage is generally perceived as an important driver of customer value (Aaker, 2004a; Wiedmann *et al.*, 2011a, 2011b) and as such constitutes a brand asset for companies (Ballantyne *et al.*, 2006). In more general terms, heritage has been associated with the marketing concepts of reputation and identity (Buß, 2006, 2008) and has been articulated in the context of planned 'heritage communication' (Bühler and Dürig, 2008) relevant for multinational enterprises as much as family businesses (Micelotta and Raynard, 2011).

However, despite the growing relevance accorded to heritage there appears to be a lack of conceptual clarity and consistency in the use of the term within the marketing literature. There are seven principle ways in which heritage is used and/or understood within the marketing literature:

- Heritage as denotation of the temporality of a marketing construct
- Heritage as mental associations based on historical references
- Heritage as cultural/institutional legacy
- Heritage as collective memory
- Heritage as provenance, roots and origin
- Heritage as denotation of longevity
- Heritage as synonym for the past/different modes of referencing the past

First, heritage is sometimes used to denote the **temporality of a construct**. For instance, Berthon, Holbrook and Hulbert (2003) refer to *brand heritage* as all the over time accrued patterns of established brand associations in a customer's mind. Rindell (2007), on the other hand, refers to the concept of *image heritage* as "*the consumer's earlier company-related experiences from multiple sources over time activated for interpreting company-related experiences today*" (Rindell, 2007, p. 165).

More often though, brand heritage and corporate brand heritage are understood as a customer's mental **associations based on historical references** (*e.g.* Aaker, 1996, 2004; Keller, 2001, Keller and Lehmann, 2006).

Next, some authors allude to brand heritage or corporate heritage as some kind of **cultural legacy**, in the sense of a residue of a brand's or organisation's past actions accrued over time, carrying the notion of a bequest of, for instance, accumulated values, principles, and achievements as well as cultural artifacts and practices – as such closely associated with the concept of corporate culture (*see* appendix B.2.3, p. 411ff.) – that are venerated as an

'*accretive past*' (Lowenthal, 1985, p. 61; *see* appendix C.2.1.2 , p. 436ff.) central for the constitution of identities in the present (*e.g.* Kapferer, 1997; Hatch and Schultz, 2001; 2008; Schultz and Hatch, 2003; Ravasi and Schultz, 2006; Banerjee, 2008).

Others again understand heritage as a legacy derived from the **collective memory** shared by consumers as members of a community associated with a brand (Leigh, Peters and Shelton, 2006) or the shared collective identity of former members of a defunct organisation based on the question of 'who we were' (Walsh and Glynn, 2008).

Further, heritage as legacy has been linked to an organisation's founding stages and the founder her- or himself (Kimberly and Bouchikhi, 1995; Kapferer, 1997; Ogbonna and Harris, 2001; Carson and Carson, 2003; Dall'Olmo Riley, Lomax and Blunden, 2004; Blombäck and Brunninge, 2009) as well as a company's or brand's '**roots**' (Aaker, 2004a), '**provenance**' (Wilson, 2005; Balmer, 2011c), or '**origin**' (Thakor and Kohli, 1996; Lim and O'Cass, 2001; Blinda, 2003; Simms and Trott, 2006).[55]

Moreover, the term heritage is also commonly used as a suffix (*e.g.* heritage brand) in order to simply **denote a brand's maturity, longevity**, or its long-established position within a market or category (*e.g.* Blackston, 1992a, 1995; Aaker, 1996; 2004; Liebrenz-Himes *et al.*, 2007).

Finally, despite these rather divergent applications of the term heritage within the marketing literature, there is a strong tendency to use heritage as a broad **synonym for the past** of a brand or company as such and/or as a **generic label** for various modes of linking past and present predicated on historical references (Blombäck and Brunninge, 2009) such as history or traditions (often conflating them or using heritage interchangeably) without much further appreciation of the differences between the underlying temporal concepts implicitly used (*e.g.* de Chernatony and Segal-Horn, 2001; McAlexander *et al.*, 2002; Melewar and Sambrook, 2004; Aaker, 2004a; Burmann and Zeplin, 2005; Ballantyne *et al.*, 2006; Hatch and Rubin, 2006).

Hence, there is already a well established academic and popular discourse concerning the purpose, value, and utility of heritage and the corporate past in general, but a palpable muteness in regard to heritage as a marketing concept. Consequently, heritage appears to be often used 'naively' as a vernacular term that carries at once a variety of denotative and connotative meanings rather than as a specified academic concept.

Thus, heritage as a marketing concept remains underspecified and is often implicitly and inadvertently conflated with adjacent concepts (*e.g.* history, memory *etc.*). This lack of

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[55] The concept of origin understood in a social and cultural sense ('roots') rather than as a solely geographical understanding of origin (*e.g.* country-of-origin; *see* Blinda, 2003 for a comprehensive discussion of different concepts of origin).

conceptualisation can be partially attributed to a general dearth of academic work in regard to the temporal and historical dimension of corporate-level marketing phenomena in general (Rindell, 2007; Blombäck and Brunninge, 2009; Leitch and Davenport, 2011) with the past and the different modes of its appropriation in the present being largely treated as an external factor, contingent variable, or 'unproblematic' element of other constructs such as corporate identity or corporate culture (*e.g.* Moingeon and Ramanantsoa, 1997; Melewar and Karaosmanoglu, 2006a) rather than as interrelated but independent concepts; 'independent' in the sense that they warrant further empirical and conceptual scrutiny. Similar observations have been made in regard to management research and the use of the past in organisations in general with the past being treated as a contingent factor or a constraint rather than as an important cultural tool and collective construction having strategic utility (Brunninge, 2009; Suddaby *et al.*, 2010).

This being noted, there are a growing number of contributions in the marketing literature that attempt to rectify these shortcomings and to fill the conceptual void that is still inflicting the nascent concept of heritage within marketing; with most contributions either conceptualising brand heritage in the context of consumer marketing (Liebrenz-Himes *et al.*, 2007; Banerjee, 2008; Wiedmann *et al.*, 2011a, 2011b; Hakala *et al.*, 2011), or more specifically, within the domain of corporate-level marketing, scrutinising corporate heritage as asset and strategic marketing resource (Urde *et al.*, 2007; Balmer, 2011b, 2011c). As such, attempts are being made to delineate corporate heritage from other past-related concepts and to define heritage in a marketing context.

However, most extant discussions focus on the delineation and conceptualisation of instrumental concepts (*e.g.* retro brands, heritage brands, corporate heritage brands) and definitions are usual instrumental with a focus on constitutive parts that underpin corporate or brand heritage rather than the foundational differences between various past-related concepts (*e.g.* heritage, history, nostalgia, tradition *etc.*).

Urde *et al.* (2007), for instance, define corporate brand heritage in instrumental terms as "*a dimension of a brand's identity found in its track record, longevity, core values, use of symbols and particularly in an organisational belief that its history is important*" (Urde *et al.*, p. 4-5) but focus in their seminal article on the discussion of heritage brands and corporate heritage brands as a particular type of brand.

In an attempt to differentiate brand heritage from cultural heritage from a consumer marketing perspective Banerjee (2008) argues that "*brand history, brand image, brand expectancy, and brand equity are four pillars of the brand heritage*" without further discussion the fundamental nature of heritage *per se* (Banerjee, p. 314).

Hakala *et al.* (2011) in a recent attempt to operationalise brand heritage draw on both contributions and define brand heritage as a "*composite of the history as well as the consistency and continuity of a company's core values, product brands and use of symbols*" (p.449) without substantially articulating what brand heritage actually is, while Liebrenz-Himes *et al.* (2007) only implicitly defined heritage as "*the meaningful and relevant past*" (p. 141) by quoting a consultant's explanation of heritage but do not appear to be overly concerned with conceptual clarity or theoretical support for this assertion.

Blombäck and Brunninge (2009) discuss the instrumental relevance of heritage in general but do not provide a foundational definition of heritage and how it differs from other past-related concepts they subsume under the umbrella term historical references.

Micelotta and Raynard (2011) conducted a study into the relevance of corporate and family heritage for corporate branding strategies in family firms but appear to conflate heritage with history and nostalgia without clearly differentiating between the concepts.

Hudson (2011) identifies the underspecified and nascent character of the heritage concept within the marketing literature but draws on Urde *et al*. (2007) in order to provide empirical evidence for the concepts relevance and potential for marketing rather conceptually expanding on their heritage definition.

Wiedmann and colleagues (Wiedmann *et al.*, 2011a, 2011b) as well adopt the definition suggested by Urde *e al.* (2007) but differentiate heritage brands from other brand categories or past related marketing and branding approaches (*e.g.* retro branding, iconic branding, nostalgic branding, brand revival, history marketing).

Balmer (2011c) in a recent commentary discusses corporate heritage in the context of other corporate-level concepts but conflates foundational past-related constructs (*e.g.* heritage, nostalgia, tradition *etc.*) and instrumental marketing-related constructs (*e.g.* heritage marketing, retro branding, corporate heritage brands *etc.*).[56]

It has to be noted at this point that the understanding of heritage as a corporate marketing concept to be advanced in this thesis differs from what has been called 'heritage marketing' (Misiura, 2006), 'heritage tourism' (Timothy and Boyd, 2003) or 'heritage management' (Howard, 2003), which are usually associated with the institutions (*e.g.* museums) and practices of representing and managing historical and cultural heritage objects, sites, habitats, and landscapes for conservational, developmental, educational, and/or recreational purposes

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[56] Please note that I do not discuss the concept of iconic brands or cultural branding advocated by Holt (2004, 2006) and included by Balmer (2011c) and Wiedmann *et al*. (2011a, 2011b) in their overviews. Albeit iconic brands are historical entities constituted in a particular socio-historic context creating a myth that might draw on the past, their main definitional trait is cultural relevance in the present rather than the temporal link with the past *per se*. As such, heritage brands may qualify as iconic brands in terms of their cultural relevance, while iconic brands may also constitute a link between past, present, and future and become 'timeless', the iconic status of such brands is nonetheless primarily predicated on the cultural relevance in the present (*see* Holt, 2004, 2006).

(*e.g.* Walsh, 1992; Rowan and Baram, 2004; Misiura, 2006) and as such are a part of the so called 'heritage industry' (Urry, 1999)[57]. Although, certain aspects and insights from this literature are potentially informative for understanding various practices of corporate heritage appropriation (*e.g.* heritage representation within corporate museums, retail outlets or other 'servicescapes'), this literature has a narrower and more specific focus on the appropriation of cultural heritage in its various forms for economic and other purposes. Hence, it does not constitute a re-conceptualisation of heritage as a distinct marketing concept and does not account for the concurrently more expansive and differently focused concept of corporate heritage and corporate heritage identities to be advanced in this thesis and as discussed in the corporate-level marketing literature.

Building on the tentative taxonomies of past-related concepts discussed by Bamer (2011c) and Wiedmann *et al.* (2011a, 1011b), it is suggested to clearly differentiate foundational corporate-level constructs (*e.g.* corporate heritage, corporate tradition) from instrumental corporate marketing concepts such corporate heritage brands or corporate heritage identities. The former concepts are more general and fundamental in nature and as such underpin and inform the latter. Such a differentiation requires a clear conceptualisation of both types of temporal corporate-level constructs avoiding the conceptual confusion that seems to inflict the marketing literature in regard to heritage as a basic marketing construct (Table 4, p. 100 provides an overview of the different constructs already mentioned/discussed in the extant literature differentiated into foundational and instrumental constructs).

However, due to the lack of conceptual work in regard to the foundational marketing concepts relative to the more elaborate discussion of instrumental concepts and in the light of the latter being predicated on the former, a more broader vista is adopted. On the one hand, this instrumental focus may be partially attributable to the applied character of marketing as an academic discipline. On the other hand, however, marketing often borrow concepts from other academic disciplines and there is no *in principle* obstacle that would prevent the continuation of that enviable disciplinary tradition. Thus, the next section reviews and discusses heritage as general social science concept in order to develop a sound conceptual understanding of the heritage concept. It is later argued that there is sufficient overlap between the different academic domains that allows the transposition of heritage into a corporate marketing concept borrowed from social sciences and humanities.

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[57] Please not the term 'heritage industry' is used here in a descriptive and non-derogatory way, which is different from the term's usage in the context of the often ideologically charged 'heritage debates' in the UK (*see* Boswell, 1999, p. 111ff.).

Table 4: Foundational and instrumental past-related corporate-level constructs (Balmer, 2011c, *added from Wiedmann *et al.*, 2011a, 2011b; ** own additions/amendments)

Corporate-level concept	Succinct explanation	Concept type **
Tradition	*"Maintaining the ceremonies of the past"*	foundational
Custom	*"Maintaining the activities of the past"*	foundational
Nostalgia	*"Seeking the happiness of the past"*	foundational
Melancholia	*"Seeking the sadness of the past"*	foundational
Iconic branding	*"Deriving meaning from culturally dominant brands from the past"*	instrumental
Retro branding	*"Linking with a particular period of the past"*	instrumental
Heritage marketing	*"Marketing the past of a community"*	instrumental
History marketing *	*"Marketing the past of a company"* **	instrumental
Heritage tourism **	*"Marketing the places of the past"*	instrumental
Corporate heritage brands	*"Going forwards with a brand's meaningful past"*	instrumental
Corporate heritage identities	*"Going forwards with a corporate identity's meaningful past"*	instrumental

3.4 Heritage as a social science concept

3.4.1 The rise of heritage

It is difficult to ascertain precisely when and where the origins of heritage can be found (Samuel, 1996). There are various 'strands' (Harvey, 2001) or 'discourses' (Smith, 2006) of heritage that are predicated on different disciplinary and pragmatic orientations towards the socio-cultural phenomena that are today usually associated with the term heritage or its equivalents in other languages (Carman and Sørensen, 2009). Further, the term heritage has only fairly recently acquired its modern usage (*see* next section), but that does not necessarily indicate that the *idea of heritage* (Swenson, 2007, p. 62) or the socio-cultural practices associated with it are of similar recency (Harvey, 2001, 2008).

Nevertheless, in the literature on heritage, the contemporary concept of heritage and the societal concern for heritage in its different forms are often linked to the development of what is generally referred to as modernity (Graham *et al.*, 2000; Smith, 2006). Thus, the roots of heritage are frequently located somewhere between (or as an amalgam thereof) the Enlightenment of the 18th century, the French Revolution of 1789 (*see* Chastel, 2009 for an overview), as well as the emergence of the nation state and with it nationalism, colonialism,

and imperialism, the upheavals and societal changes in the wake of the industrial revolution, but also the concerns of romanticism during the 19th century (Lowenthal, 1998; Graham *et al.*, 2000; Harvey, 2001, 2008; Howard, 2003; Smith, 2006; Carman and Sørensen, 2009).

These accounts usually refer to heritage as it is manifested in what Smith (2006) has labelled the *authorised heritage discourse* (Smith, 2006, p.29ff.), which is characterised by "*a sense of pastoral care of the material past*" (Smith, 2006, p. 17), which innately represents the grand and good of a nation and is therefore in need of protection and preservation due to constant development and progress (Smith, 2006).

On the one hand, it emerged from conservationist or preservationist concerns of a "*passionate, educated, and generally influential minority*" (Graham *et al., 2000*, p. 14) during the Victorian era in Britain exemplified by people such as John Ruskin and William Morris and their advocacy of the protection of ancient buildings with a "*conserve as found*" ethos (Smith, 2006, p. 19) looking for *absolute authenticity* of material cultural artifacts (Harvey, 2008, p. 27). These movements, whether conservative or progressive, were largely a reaction to the "*perceived evils of modern society*" (Harvey, 2008, p. 27) and the onslaught of urbanisation and industrialisation that run against their shared romanticist convictions and the perceived superiority of an idealised vision of medieval society (Graham *et al., 2000*).

A similar concern for the protection of cultural artifacts and historical buildings – albeit based on fundamentally different convictions and reasons – emerged in the wake of the French Revolution of 1789 (Chastel, 2009). Widespread revolutionary zeal, iconoclasm, and sometimes blatant pillage of (former) aristocratic and ecclesiastic property (from books to buildings) not only spawned the term 'vandalism' (Chastel, 2009, p.7), which was almost immediately adopted in English and German as well (Swenson, 2007), but also the *idea of patrimoine* or heritage as the collective cultural and historic inheritance of the nation (Chastel, 2009, p. 7) that helped to legitimise the new state *vis-à-vis* the 'Ancien Régime' (Chastel, 2009).

Both developments unfolded against the dominating 'meta-narrative' of nationalism (Smith, 2006) as an *ideology of belongingness* (Hall, 1995 cited in Graham *et al., 2000*, p. 12) legitimising the newly emerging idea of a secularised nation state as a territorially bound *imagined community* (Anderson, 1991) constituted by individual citizens with civil rights (Carman and Sørensen, 2009) on the grounds of a common destiny or a shared past, present, and future (Harvey, 2008), where "*patrimony spelled patriotism*" (Lowenthal, 1998, p. 63), predicated on ethnicity, language, residence *etc.* (Graham *et al., 2000*; Smith, 2006). This was concurrently underpinned by the *idea of progress* as the notion of constant evolutionary improvement of humanity that originated in the rationality of the Enlightenment (Smith, 2006,

also *see* Shils, 1981; Zerubavel, 2004; Ricoeur, 2006) and was validated by the subsequent material consequences of technological, scientific, social, and cultural developments in the wake of the industrial revolution (Smith, 2006). In combination, these developments, which mainly came to fruition during what Koselleck (2002, p. 5) has labelled *saddle period* ('Sattelzeit') from 1750 to 1850, coalesced into a new awareness of the historicity of being (*see* Ricoeur, 2006, p. 296ff.); the "*historicisation of all human experience*" (Ricoeur, 2006, p. 303) that lead not only to a general awareness of the qualitative difference between past periods and the present (and a potential future), which was not the case before the advent of early modernity (Koselleck, 1979/1985), but also the realisation that one was actually existing and acting in history with historicity becoming a defining feature of individual and collective identities (White in Koselleck, 2002).

In contrast to the preceding accounts, however, some authors argue that the current *cult of heritage* (Lowenthal, 1998, p. 1) and the development of heritage as a contemporary concern occurred during the later parts of the 20th century (Harvey, 2001). These accounts associate the rise of heritage with the societal conditions and developments of what is often called late or post modernity (Lash and Urry, 1994; Lowenthal, 1998), the socio-economic processes associated with the term globalisation (Appadurai, 1996; Isar *et al.*, 2011) in more general terms, as well as attributed to the rise of leisure and tourism industries – often referred to as the 'heritage industry' appropriating the past for economic and other purposes – (Urry, 1999; Rojek, 1999) or depicted as a result of 'neo-conservative' political and economic agendas and as a sign of economic and societal decline during the 1980s, especially in a British context (Wright, 1985; Hewison, 1987 both cited in Samuel, 1996, p. 242ff., also *see* Boswell, 1999, p. 111ff.). These arguments are usually predicated on a postulated "*shifting temporal sensibility*" (Huyssen, 2011, p. 432) from the progressivist narrative of modernity with a focus on the future to post-modern concerns for *present pasts* as a reaction to spatial and temporal discontinuities and insecurities (Hyussen, 2011, p. 430ff., also *see* appendix B.1.1, p. 382ff.).

The variety of possible roots indicates not only that the concern for heritage might have multiple origins, but also that the precise articulation of heritage may depend on specific socio-historical conditions. Indeed, the specifics of the 'heritage debates' in Britain during the 1980s (Boswell, 1999, p. 112) do not necessarily explain today's growing concern for heritage at a global level and in multiple geographical and cultural contexts (Harvey, 2001, p. 320; *see* Isar *et al.*, 2011 on heritage and globalisation). Harvey (2001, 2008), for instance, shows and argues that heritage, if understood as a general cultural process (*see* the next section defining heritage) that is contingent on specific cultural and temporal conditions making the past purposefully relevant for some present issue or concern, is not confined to any recent societal

developments or a specific historical period. Put another way, he argues that "[i]*n all ages people have used retrospective memories as resources of the past to convey a fabricated sense of destiny for the future*" (Harvey, 2008, p. 22). In this sense heritage "*has always been with us*" (Harvey, 2001, p. 320).

3.4.2 Defining and conceptualising heritage

Similar to many terms and constructs in social science, there is no commonly agreed definition of heritage and the concept has been discussed from different vantage points and in different academic and professional camps (Graham *et al., 2000*; Howard, 2003). Concurrently, the proliferation in the scholarly and even more so quotidian use of the term heritage – being all at once everywhere (Lowenthal, 1998, p. xiii) giving it an '*inflated status*' in contemporary societies (Samuel, 1996, p. 227) – and its denotative and connotative expansion into ever new territories (Nora, 2011) has not helped to develop a consistent conceptualisation of heritage (Schofield, 2008) with the term being "*more widely used than understood* ..." (Ashworth *et al.*, 2007, p. 207). Lowenthal (1998, p. 94) states that "[h]*eritage today all but defies definition*", while Samuel (1996, p. 205) asserts that it is a "*nomadic term, which travels easily, and puts down roots – or bivouacs – in seemingly unpromising terrain* ..." ranging from historic buildings and national parks to classic cars and real ale. Accordingly, heritage is seen as "*virtually anything by which some kind of link, however tenuous or false, may be forged with the past*" (Johnson and Thomas, 1995 cited in Harvey, 2001, p. 319). Thus, heritage can be described as a broad and malleable concept (Harvey, 2001) and its denotative and connotative meaning has changed over time (Graham and Howard, 2008). The growing concern for heritage is a global phenomenon (*see* Isar *et al.*, 2011) and the concept is, for instance, discussed as 'patrimoine' in France (*see* Chastel, 2009), 'Kulturerbe' in Germany (*see* Swenson, 2007), or 'kulturarv' in a Scandinavian context (*see* Ronström, 2005).

The Oxford dictionary (Stevenson, 2010) entry defines the term heritage either as "*property that is or may be inherited*", as "*denoting or relating to things of special architectural, historical, or natural value that are preserved for the nation*", or more generally referring to "*valued objects and qualities* [...] *that have been passed down from previous generations*" (Stevenson, 2010). It generally reflects the *vast inflation* (Samuel, 1996, p. 208) of the term's usage in common parlance. The French term 'patrimoine' derives from the Latin word 'patrimonium' generally referring to familial legitimacy predicated on an inheritance, thus carrying material and ideational connotations (Chastel, 2009), but today largely denotes – despite various semantic differences between language communities (Swenson, 2007) –

similar socio-cultural phenomena that are commonly associated with the English term 'heritage' (Chastel, 2009).

In principle therefore, the concept of heritage is derived from 'inheritance' or 'patrimony' that in 'pre-modern' times represented a particular type of exchange of material possessions (*e.g.* castle) and rights (*e.g.* title) for memory (*e.g.* being honourably remembered) – "*in times past, lineage and kinship were vital to heritage, if not synonymous with it*" (Lowenthal, 1998, p. 192) – that has today morphed into an 'intergenerational contract' between the young (*i.e.* good upbringing, education and prospective inheritance) and the elderly (*i.e.* care and respect in old age), thus carrying the notion of rights but also obligations (Weigel, 2008) based on a material bequest, but also an ideational legacy (Lowenthal, 1998, p. 32). Apart from its material and social relevance, the cultural practice of inheritance has been likened to an "*attempt to achieve the vicarious immortality of our family*" (Howard, 2003, p. 94), thus heritage acts as a "*surrogate for our inability to avoid death and, thereby, to conserve ourselves*" (Howard, 2003, p. 94).

Although heritage as a concept starts with a notion of inheritance and bequest of heirlooms, property, or more ideational 'things' at an individual and familial level, the term is now commonly associated with a collectively shared inheritance or cultural legacy as well (Lowenthal, 1998; Weigel, 2008; Graham and Howard, 2008) and refers to "*almost any sort of inter-generational exchange or relationship, welcome or not, between societies as well as individuals*" (Graham *et al., 2000*, p. 1). The notion of inheritance also implies activity and agency (Harvey, 2001; Smith, 2006); accepting and validating something as one's heritage in the sense that "[...] *things actually inherited do not become heritage until they are recognised as such*" (Howard, 2003, p. 6). Hence, heritage is not innate to an object or a practice, but something that is assigned to it by an individual or a group based on shared (negotiated) values and meanings (Smith, 2006) that are predicated on specific socio-economic and socio-cultural conditions and requirements in the present (Littler, 2005; Harvey, 2001, 2008; Graham and Howard, 2008). Different generations relate to the past differently and heritage and its value and meaning is concurrently inherited from previous and reinterpreted by current generations (Byrne, 2008, p. 162).[58] Consequently, heritage "*does not exist, it is made*" (Bendix, 2009, p. 255) in an attempt to '*ennoble*' (Bendix, 2009, p. 263) or '*valorise*'[59] (Isar *et*

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[58] See Karl Mannheim's (1952, p. 276ff.) seminal account of the concept of generation as a variegated and dynamic socio-cultural phenomenon predicated on shared (albeit often contested and conflictual) interpretative frames used by various generational groups that give rise to a, not necessarily homogeneous, generational *zeitgeist* ('spirit of the times') rather than as a mere demographic one and Georg Simmel's (1898) early account of the importance of intergenerational contact and transmission for the constitution and persistence of collectives in society in general.

[59] Valorising is different from valuing something. The latter simply refers to the appreciation of extant value, while the former denotes a process of adding value through interpretation and action (*see* Isar *et al.*, 2011, p. 18).

al., 2011, p. 3) certain tangible or intangible cultural manifestations of the past by imbuing them with added values that in turn justify their preservation, remembrance, and transmission into the future (Bendix, 2009; Isar *et al.*, 2011). As such, heritage is '*present-centred*' (Ashworth *et al.*, 2007, p. 3) and '*value-laden*' (Harvey, 2001, p. 327), concurrently retrospective in reflecting a link with the past and prospective in its concern for transmitting heritage into the future (Harvey, 2008).

However, heritage is selective in the way the past is appropriated for contemporary purposes (Graham *et al., 2000*) and assigned particular elevated meanings and values (Smith, 2006; Graham and Howard, 2008; Bendix, 2009). Although, almost anything can become heritage, not everything from the past does. Thus, heritage is not only about what and how the past is preserved, remembered, commemorated, appropriated and referred to by an individual or a group that claims 'ownership' of a heritage but as much about what is forgotten, ignored, discarded and in a way 'disowned' by them as well (Harvey, 2001; Smith, 2006; Bendix, 2009). The notion of remembering and forgetting links the concept of heritage to the concept of memory in its various forms (Smith, 2006; McDowell, 2008; Nora, 2011; Isar *et al.*, 2011).

In the light of the above it can be argued that the notion of ownership is central to the concept of heritage (Howard, 2003), a concept of ownership, however, that is not restricted to the legal sense of the word as a property right, which belongs to someone as heir(s) or heiress(es) of familial heirlooms, but an ownership that can be claimed and shared by disparate individuals or groups of people based on some, in Anderson's (1991) terminology often 'imagined' (*see* Graham *et al., 2000*), sense of community or belonging (Howard, 2003; Smith, 2006). It is also a *psychological* and *spiritual ownership* (Davison, 2008) or a *moral ownership* (Byrne, 2008) and as such, although 'things' considered heritage often have considerable monetary value as well and surely can become an economic resource (Graham *et al., 2000*), it is the *sentimental value* of heritage (Howard, 2003) – the attachment or affinity to an object, practice, place, or even an idea or values – that makes people wanting to hold on to something as their heritage and to preserve it for themselves, but more importantly for future generations that often defies presumably rational or economic logic (Howard, 2003).[60] Thus, the concept of heritage is closely associated with questions of meaning, values, and emotions (Smith, 2006; Harvey, 2008). It is an emotionally charged term that represents a particular interpretation of the past that belongs to or is claimed by an individual or a collective (Jameson, 2008). It is something to someone (an individual or a collective) that is significant,

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[60] The notion of heritage involving ownership beyond legal ownership and having 'sentimental value' provides an interesting conceptual link to Balmer's distinction between legal and emotional ownership of corporate brands (*see* Balmer, 2010) and links it closely to the concept of identification as 'affinities' towards an identity or brand (Balmer, 2008).

important, and indeed valued in the present and as such worth to be protected, maintained, and preserved for posterity (Smith, 2006; Harvey, 2008). Hence, the notion of 'our' or 'my' heritage is closely linked to questions of personal and collective identities and their (perceived) temporal continuity (Howard, 2003; Smith, 2006; Ashworth *et al.* 2007; Graham and Howard, 2008; Harvey, 2008; Sørensen and Carman, 2009; Bendix, 2009; Isar *et al.*, 2011). However, it might be in a sense qualified as an *extended continuity* (Lowenthal, 1985, p. 48) that retrospectively and prospectively transcends the lived experiences and memories of individuals and collectives in a given contemporary context (Lowenthal, 1985).

Still, the 'things' valued as heritage can be appropriated in a predominately retrospective fashion being constitutive of identities (national or other subaltern collectives) that are "*fundamentally driven by the past*", while others are "*fundamentally future-driven*" projective accounts of identities based on some shared heritage (Appadurai, 2008, p. 216). Although both aspects do not constitute a strict dichotomy, the former in an extreme and excessive reading can be accused of an unduly fixation to an idealised and sentimentalised version of a past that never was (Lowenthal, 1985) that might lead to problems of stagnation (Lowenthal, 1998) – by rendering the past sacrosanct and perpetuating with it its conflicts, antagonisms, and mistakes as well – with collective identities increasingly becoming *time warped* (Samuel, 1996, p. 266)[61] and with a tendency to become exclusionary and predatory (at the expense of others) in the heritage claims that are taken to be constitutive of a particular identity (Appadurai, 2008). However, heritage understood as the aforementioned temporally transcending intergenerational exchange and as a concept that has to be imbued with meaning by each generation adopting it anew in the light of changing contemporary contexts gives the concept of heritage a more dynamic and forward looking connotation. Thus, heritage interpreted in this way might better accommodate the notion of future-oriented identities that draw on the past, celebrate it, and appropriate it for present and future purposes in a more inclusive and conciliatory fashion (Appadurai, 2008).

Nonetheless, the notion of ownership, the concept's close link to identity and to ways of remembering and forgetting (memory) as well as the earlier mentioned need for something

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[61] See Samuel's (1996) discussion and rebuttal of the often derogatory and ideologically inspired accounts of 'heritage' in the UK context during the 1980s that usually painted heritage as a 'reactionary' and 'inauthentic' endeavour of 'Thatcherism' underpinned by conservative ideologies propping up nationalist and nostalgic sentiments for a 'sanitised' past in order to conceal societal turmoil and economic decline in the present (*e.g.* Wright, 1985; Hewison, 1987 cited in Samuel, 1996, p. 259ff.) or what he described as 'heritage baiting' (Samuel, 1996, p. 259ff.). Similarly, Merriman (1991 cited in Carman and Sørensen, 2009, p. 19) has shown that the growing interest in heritage cannot be reduced to a particular ideology or the interests of any societal elite (Carman and Sørensen, 2009). Others have argued that the growing concern for heritage, although not necessarily labelled as such, has had a much longer gestation (Harvey, 2001; Swenson, 2007). Nonetheless, these rather 'polemic' contributions along with Lowenthal's more nuanced tome (1985) *The Past is a Foreign Country*, triggered academic interest in and a more systematic approach to the heritage concept afterwards (*see* Carman and Sørensen, 2009, p. 18-19).

being recognised as heritage by someone in the first place also implies that heritage is often fought over with conflicting and multiple claims of ownership and contested in terms of "*what counts as heritage, and whose heritages are valued*..." (Graham *et al., 2000*, p. 34); including or benefiting someone and often excluding and disadvantaging someone else (Howard, 2003). Thus, it is closely associated to questions of power and legitimacy within societies (Graham *et al., 2000*), since it is usually 'the powerful' (economically and culturally)[62] who largely determine what Smith (2006) has labelled the *authorised heritage discourse*. Thus, the focus on ownership of heritage is complemented by a concern for who controls the meaning and values attached to it (Graham *et al., 2000*; Smith, 2006).

However, the same societal conditions that were earlier discussed in regard to the need for corporate-level marketing (*see* section 2.2.1) also contribute to the fragmentation and pluralisation of heritage claims and heritage discourses between different groups within societies (*see* Graham *et al.*, 2000; Ashworth *et al.*, 2007) and globally as well (Isar *et al.*, 2011). Hence, heritage is not only appropriated by the dominant cultural, economic, and political elites, but is increasingly appropriated as a "*tool of opposition and subversion*" by minorities or other (actual or proclaimed) disadvantaged groups in society (Smith, 2006, p. 52). Put another way, there is "*an increasing number of cultural groups* [that] *now articulate their struggles for rights and recognition around the ownership and representation of their cultural heritage*..." (Viejo-Rose, 2007, p. 102). Hence, heritage is increasingly appropriated as a marker of collective identity (Graham and Howard, 2008) providing a group with the aforementioned collective sense of temporal continuity. However, it is often a *dissonant heritage* based on conflicting and divergent accounts of the past as it is remembered or interpreted by various groups in different ways (Graham *et al.*, 2000, pp. 23-26 referring to Tunbridge and Ashworth, 1996).

It was argued in the beginning of this section that the concept of heritage has been increasingly expanded into new realms and has acquired broader meaning. This expansion can be categorised into different interrelated domains: social, material, and spatial.

3.4.2.1 *Expanding the social reach of heritage*

First, the conceptual reach of heritage has developed from a concern for the grand and extraordinary (*e.g.* cathedrals, castles, palaces, country houses), the exceptional, seminal or traumatic (*e.g.* landmark buildings and works of art, sites of historical significance such as

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[62] These are individuals, groups and by implication institutions with relevant economic, social, cultural, or other forms of capital in Bourdieu's (Bourdieu, 1990) sense that dominate and shape societal fields and the taken-for-granted interpretative frames or vernacular 'truths' that underpin them.

battlefields) to the typical and quotidian such as cottages, industrial buildings, local festivals and crafts, or drink and food (Samuel, 1996; Lowenthal, 1998; Howard, 2003). This development was accompanied by an expansion from a more narrow understanding of heritage being associated with societal elites (cultural, economic, political, religious) and defined by experts (*e.g.* curators, collectors, academics) to a recognition of the heritage claimed and constructed by common, disadvantaged, or minority groups (ethnic, class, gender, religious) within society (Lowenthal, 1998; Graham *et al.*, 2000; Smith, 2006; Bendix, 2009). Thus, despite the concepts "*long-standing elitist connotations*" (Littler, 2005, p. 3) with its initial focus on the grandeurs of 'high' culture and the hegemony of the "*well-born and well-off*" (Lowenthal, 1998, p. 14), it has been democratically revitalised (Littler, 2005), equally concerned with the quotidian (Lowenthal, 1998) in a pluralising and polyglot fashion (Samuel, 1996) allowing diversity, but also dissonance in its wake (Graham and Howard, 2008).

3.4.2.2   *Expanding the material dimension of heritage*

Further, the variety of objects and manifestations that qualify as heritage today is much broader and not solely confined to, for example, a concern for "*places of historic interest or natural beauty*": the initial focus of the National Trust in the UK founded in 1895 (Harvey, 2008, p. 28). Thus, heritage in its contemporary understanding refers as much to more tangible (not necessarily only ancient) cultural artifacts, landscapes and natural habitats, built environments and urban spaces, as to less tangible heritage such as languages, shared values, customs and traditions, knowledge and skills, communal experiences or cultural performances (Samuel, 1996; Lowenthal, 1998; Peckham, 2003; Graham and Howard, 2008). For example, the 'culinary heritage' (Salomonsson, 2002 cited in Welz, 2007, p. 323) of food and its production and their role for the collective identities of communities (apart from the economic relevance for regional development and marketing) has been acknowledged by the European Union and legislatively protected accordingly (Welz, 2007).[63]

3.4.2.3   *Expanding the heritage space*

Next, although heritage as a collective concept (vs. personal inheritance), which emerged as a public concern (vs. familial heritage) in the wake of the genesis and secularisation of nation states and the very concept of a 'public' (vs. the state) after the enlightenment and the French Revolution in particular as well as 19th and early 20th century nationalism (Smith, 2006;

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[63] For example, EU product certification as PGI – protected geographical indication, or PDO – protected designation of origin.

Ashworth *et al.*, 2007; Swenson, 2007; Harvey, 2008) – it initially largely meant 'national heritage' (Peckham, 2003; Davison, 2008), the concept now relates as well to heritage at sub-national and supra-national levels including familial, local, regional, pan-continental (*e.g.* European) and global heritage (Howard, 2003; Peckham, 2003; Carman and Sørensen, 2009).

Exemplary for the expansion of heritage concerns and the broadening of the concept are the various heritage related charters, guidelines, declarations, and conventions issued and agreed under the auspice of international organisations and supra-national bodies such as UNESCO (United Nations Educational, Scientific and Cultural Organisation), ICOMOS (International Council on Monuments and Sites), EU (European Union), or ASEAN (Association of Southeast Asian Nations), which largely reflect as well as inform similar policies at the national and local level (Ahmad, 2006, Schofield, 2008). Despite persisting variations in terminology and the specific categorisation of heritage and the nature of its authenticity at the national level, there is widespread international agreement on the scope of heritage to include cultural and natural as well as tangible and intangible heritages (Ahmad, 2006).

3.4.2.4   *Temporal compression*

As the social, material, and spatial reach and differentiation of the heritage concept has grown over the years the "*span of passed time that would qualify something to enter the realm of heritage decreased*" (Bendix, 2009, p. 256). The temporal compression of the concept to include ever more recent manifestations of heritage occurred gradually and slowly, in concurrence with the expansion into less homogeneous, material, and coherent domains of social realities, and is predicated on a general tendency within late modernity towards a '*temporal thickening*' characterised by a growing and highly differentiated awareness of history and multiple pasts (Bendix, 2009, p. 256, drawing on Kirshenblatt-Gimblett, 1995, 2004) and the acceleration of the velocity of social and economic life (Harvey, 1989; *see* appendix B.1, p. 381ff.). In the words of Lowenthal (1985) the growing concern for the past and the urge to protect it is partially "*a reaction to the increasing evanescence of things and the speed with which we pass them by*" (Lowenthal, 1985, p. 399). Consequently, manifestations of heritage do not need to be ancient or historic to qualify as heritage (Davison, 2008). The process of 'heritagisation' (Bendix, 2007, 2009), it can be argued, often starts instantly and is contemporaneous (Bendix, 2009); heritage "*once confined to a distant past* ... *now spreads into yesterday*" (Lowenthal, 1998, p. 17). Thus, heritage in its contemporary use refers to almost "*anything that someone wishes to conserve or to collect, and to pass on to future generations"* (Howard, 2003, p. 6) whether that 'someone' is an expert or a lay person, or an individual or a group and whether that 'anything' refers to an ancient site or recent

cultural and technical innovations of the internet area already in danger of becoming obsolete due to rapid technological change (Lohmeier, 2006 cited in Bendix, 2009, p. 256/57).

The definitional vagaries of the term and the malleability of the concept heritage can be partially attributed to these expansions and the concurrent inclusion of ever more recent manifestations of heritage; in the words of Lowenthal (1998):

> *"as heritage expands its range, it becomes less consensual and more ephemeral ... proximity to the present makes heritage ever more relevant to, but less distinct from, today's world" (Lowenthal, 1998, p. 19).*

3.4.2.4.1 Heritage definitions

The increased interest in and growing reference to heritage at the familial, local, national and global level in popular and professional discourses has contributed to the development of the interdisciplinary field of 'heritage studies' attempting to bring together the disparate disciplinary strands concerned with heritage in its varied forms and shapes such as archaeology, museology, history, geography, leisure and tourism studies, cultural anthropology or sociology (Howard, 2003; Bendix, 2009; Sørensen and Carman, 2009). This apparently diverse and multi-disciplinary area is united by the common interest in the relevance and different purposes of the past in contemporary societies (Carman and Sørensen, 2009) and the realisation that "*every society has had a relationship with its past, even those which have chosen to ignore it*" (Harvey, 2001, p. 320).

On the one hand, this cross-disciplinary dialogue is concerned with the cultural meaning of and societal relevance (for individuals and collectives) of heritage as cultural knowledge, as a cultural product, or as a political and economic resource (Graham *et al.*, 2000); the material or non-material representations of the past (factual or fictional) and their interpretations in the present for current purposes (Ashworth *et al.*, 2007). Although, heritage refers to the past its frame of reference is also the future as it partially derives its value from being worth to be handed down to future yet unborn generations (Davison, 2008). Thus, heritage might be defined as

> *"that part of the past that we [as individuals or collectives] select in the present for contemporary purposes, whether these be economic or cultural (including political and social factors) and choose to bequeath to a future, whatever posterity may choose to do with it" (Ashworth et al., 2007, p. 35).*

On the other hand, heritage is understood as a process, a practice and an activity linking the past to the present in a meaningful way (Harvey, 2001, 2008) – a range of cultural practices of remembering, commemoration, transfer of knowledge about the past that are performed and experienced, invoking emotions and memories, providing a specific shared 'mentality'

(habitual orientation towards the past) in which linkages with the past are forged by societal discourses that legitimate identities within society (Smith, 2006). Thus, heritage refers to a particular processual form of cultural production (of interpreted cultural artifacts and practices as manifestations of heritage) in the present that "*takes recourse to the past*" (Kirshenblatt-Gimblett, 1995 cited in Bendix, 2009, p. 256). Heritage is not simply a valued and preserved store (or archive) of material and non-material traces of the past that have meaning in the present, but it is predicated on a particular *cultural repertoire* (Isar *et al.*, 2011, p. 4) or *mentality* (Smith, 2006, p. 83). Consequently,

> "*heritage is not a 'thing', it is not a 'site', building or other material object ... they are not in themselves heritage ... [It] is a cultural process that engages with acts of remembering that work to create ways to understand and engage with the present ... [Heritage is] a discursive construction ... with material consequences*" (Smith, 2006, pp. 13 and 44).

At a more theoretical level, the conceptual shifts and expansions of heritage largely reflect the general discourses in social science – shaped by the various 'turns' (*e.g.* cultural, linguistic, critical) highlighting the fragmented, multiple and fluid as well as linguistically and culturally mediated nature of social phenomena in general – that have influenced the academy during the last third of the 20th century and into the new millennium as well (Moisander and Valtonen, 2006). While there is still a significant conceptual undercurrent, characterised by essentialist and positivistic inclinations, that focuses attention on inherent traits and qualities of cultural artifacts and practices that make them heritage (*e.g.* UNESCO world heritage listings), there is growing recognition for the constructed and mediated nature of heritage as a cultural product and social construction that is predicated on collective negotiations and discourses about heritage within a particular socio-historic context (Graham and Howard, 2008).

The paradigmatic plurality and conceptual expansion in regard to heritage as an academic concept, a social phenomenon, and a cultural practice provide the necessary breadth and depth in order to link a concept that originated in the arts and humanities not only with other social sciences (*e.g.* sociology), but also import it as a valid conceptual lense, it will be argued later (*see* section 3.6, p. 115ff.), into business and management in general and marketing and corporate marketing in particular.

3.5   Heritage in context

As has been shown in section 3.4.2, heritage carries a number of different connotations and has only recently acquired its semantic prominence (Swenson, 2007) as the past is us used in

various ways and serves different purposes (*see* Appendix C, p. 430ff.). Thus, there are a number of concepts and terms that articulate links with the past and its relevance and role in and for the present that often are used interchangeably and imprecisely, especially in vernacular usage (Lowenthal, 1998). Similar to heritage, many of these related concepts have been linked with questions of individual and collective identities and their legitimacy in specific socio-historical contexts. Therefore, in this section related terms and concepts that are frequently discussed in the literature as closely associated or partially overlapping constructs are defined. The concepts to be defined in this section are:

- Past
- History
- Memory
- Tradition
- Provenance
- Nostalgia

A more elaborate discussion of the literature that underpins these definitions and how they differ from heritage can be found in appendix C.3 (p. 441ff.).

3.5.1   The past as such (residual traces of the past)

In the context of this thesis – following Graham, Ashworth and Tunbridge (2000) –the past is defined in a rather broad fashion as a*ll that ever happened*, independent from concerns in regard to the precise ontological status of that henceforth defined past and its epistemological accessibility and veracity. Hence, the past denotes something that *has been*, but *is no longer* (Ricoeur, 2006) having left residual traces in material and non-material form (*e.g.* buildings, documents, objects, traditions, orally transmitted anecdotes *etc.*) that do not constitute the past as such, but nonetheless provide the only way to apprehend and appropriate it in the present for different purposes and in different forms, for instance, as history, memory, tradition, nostalgia, or indeed heritage (for a more detailed account of the literature *see* appendix C.3.1, p. 441ff.).

3.5.2   History (narrated and storied past)

History in the context of this thesis is understood as *all that is told* about the past (to introduce consistency with the initial definition of the past as 'all that ever happened' articulated above) representing multiple forms of a *narrated and storied past*, whether as an academic work

based on sound paradigmatic and methodological principles (*e.g.* the work of business historians) aspiring more to *res factae* (Koselleck, 1979/1985, p. 205), or as popular accounts of the past (*e.g.* corporate history brochures) akin more to *res fictae* (Koselleck, 1979/1985, p. 205) – to myths, sagas, and legends, for instance (*see* appendix C.3.2, p. 441ff. for a more elaborate discussion of the literature that underpins this definition). This understanding is also espoused by Delahaye *et al.* (2009).

3.5.3   Memory (remembering and forgetting the past)

In the context of this thesis memory shall refer to the all forms of 'knowledge' (understanding and meaning)[64] about the past (*e.g.* cognitive, social, or cultural) that is constructed by processes and practices of *remembering and forgetting the past* at the individual, collective, and institutional level (it carries the notion of memory as *all that is known* about the past) (*e.g.* Misztal, 2003).

Thus, history defined above as 'all that is told' represents a particular form of referring to the past that draws on that knowledge (direct and personal, or indirect and vicarious) and concurrently represents a special mode of remembering the past as well (Erll, 2010).

Heritage also draws on different forms of memory, but it appropriates and rearticulates what is 'known' about the past in the light of current and future purposes. Memory understood in this way is by definition, and similar to history, always retrospective – albeit constituted in the present and for current purposes as well – while heritage, as explicated earlier (*see* section 3.4.2, p. 103ff.), is concurrently retrospective and prospective in its outlook (Harvey, 2008). Appendix C.3.3 (p. 445ff.) provides a more elaborate discussion of memory as a social science concept and the literature from which this definition is derived.

3.5.4   Tradition (practiced and embodied pasts)

Traditions are defined in the context of this thesis as all *cultural practices* that are predicated on a *symbolic and/or substantial link to the past*. These practices might consciously or explicitly draw on cultural memories, but might also be embodied as implicit or tacit habitual memories (Connerton, 1989), in other words an embodied "*habit of mind*" (Hutton, 2011, p. 411), of individual social actors akin to the notion of a shared habitus (Bourdieu 1990). Thus, tradition denotes the *practiced and embodied past* (or *all that is done*) irrespective of the ontological status of the past it refers to or the epistemological veracity of the memories it draws on.

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[64] Please note that this notion of 'knowledge' does not make any statement about its epistemological status, hence incorporates a notion of belief as well. This is consistent with the broad conception of history as the narrated past that also includes the notion of myths, legends, or sagas.

Due to a conceptual proximity between tradition and heritage in terms of the notion of inter-generational exchange it can be argued that certain traditions can become part of heritage. However, heritage as understood in the context of this work is a much broader and more inclusive concept. Heritage always also implicates a prospective concern with the future (*see* section 3.4.2, p. 103ff.). Thus, heritage is retrospectively and prospectively legitimated while traditions derive their legitimacy solely in a retrospective fashion from their actual or alleged continuity with the past (albeit, with a similar intention to be continued into the future). Appendix C.3.4 (p. 449ff.) provides a more detailed account of the literature supporting this understanding of tradition.

3.5.5   Provenance (the situated past)

In the context of this thesis provenance refers to origins and roots constituted by a conflation of temporal beginning with cultural belonging (Lowenthal, 1998; Zerubavel, 2004). As such it denotes the temporally and culturally *situated past* of actual of mythical origins that are accorded a special status within our societies (*i.e. all that rooted*).

Although provenance can represent an important aspect of heritage (*e.g.* the legacy of a founder, brand origin, the ancestral line of a family) it is again a more restricted concept, with heritage being more expansive and transtemporal rather than retrospectively oriented to some common beginning in the past (*see* appendix C.3.5, p. 452ff. and appendix C.2.1, p. 432ff. for a discussion of the elevated role of provenance in our societies).

3.5.6   Nostalgia (the emotive past)

Nostalgia in the context of this thesis is defined as a particular collectively shared mentality (manifested in emotional and affective individual moods) towards the past (or *all that is felt*), not inherently negative or neurotic (Davis, 1977), predicated on socio-cultural conditions in the present (Pickering and Keightley, 2006). Although heritage can also refer to highly emotional aspects of the past, it is different from nostalgia as it is concurrently about the past in the present and the present in the future, while nostalgia is confined to a kind of affective retrospection (the *emotive past* so to speak) in the present. *See* appendix C.3.6 (p. 453ff.) for a discussion of nostalgia as a social science concept.

3.6 Defining and conceptualising corporate heritage

In the light of the previous discussions on the nature of corporate heritage and how the concept is already conceptualised within the wider social science and humanities literature, corporate heritage is in this section specified and defined as the central conceptual lense deployed in this thesis.

3.6.1 Preliminary conceptual considerations

The transposition of concepts and theories from one academic domain, empirical context, level of abstraction or ontological strata into a different one needs to be treated with care (*e.g.* the problem of anthropomorphism and psychologism in regard to collective or institutional conceptualisations of identity mentioned earlier, *see* section 2.3.2, p. 76ff.) but is usually seen as part of the *disciplined imagination* (Weick, 1989) or *disciplined reflexivity* (Weick, 1999) that generates novel insights and theories (Cornelissen, 2006a) in business and management (Whetten, Felin and King, 2009) as well as marketing research (Murray, Evers and Janda, 1995). Theoretical concepts represent one important building block of academic research and knowledge construction that provide a 'conceptual lense' for approaching and perceiving empirical phenomena in preconceived ways but more importantly in a new light or from a different angle by using new concepts or by creatively combining new and old ones (Astley, 1985; Weick, 1989; *see* Boxenbaum and Rouleau, 2011).

Corporate heritage, as has been shown earlier, is still in its infancy as a corporate-level construct and as such it is more akin to a broadly used metaphor rather than a well defined concept. However, it has also been expounded previously that in other disciplines heritage is already much further conceptually developed. Hence, an importation of heritage as a conceptual lense into the domain of corporate marketing, it is suggested, would facilitate the conceptual development and improve the empirical efficacy of corporate heritage as a foundational corporate-level marketing construct that informs and underpins more instrumental concepts such as corporate heritage brands and corporate heritage identities to be discussed in the final part of this chapter (*see* section 3.7, p. 119ff.).

At the same time, it has already been argued that heritage is conceptually linked to but often also conflated with other constructs of referencing the past. Hence, these constructs need to be broadly specified within the domain of corporate marketing as well. They can be equally defined as corporate-level marketing constructs by drawing on the discourses in other academic fields in which these constructs have already been elaborated in a more advanced way. However, as they do not constitute the main conceptual lense for this thesis the

definitions of these concepts in corporate marketing terms are included in the appendix (*see* appendix C.4, p. 455ff.).

Different methodological approaches have been suggested in the literature in order to guide the process, for instance, based on metaphors (Cornelissen, 2003; Cornelissen and Kafouros, 2008) and analogical reasoning (Tsoukas, 1991, 1993), facilitated by the systematic conceptual translation of a theory (Albert and Anderson, 2010) and the borrowing (Murray, Evers and Janda, 1995; Morgeson and Hofmann, 1999; Whetten, Felin and King, 2009) or blending (Oswick, Fleming and Hanlon, 2011) of theories across ontological/analytic levels (*e.g.* individual, collective, institutional) or across empirical/theoretical domains (*e.g.* family, community, market, organisation, society; psychology, sociology, economics, marketing). Hence, most of these recommendations and methodological reflections refer to the borrowing of well specified theories or concepts (in the case of metaphors) situated within a single level/domain that can be vertically or horizontally transposed by cross-level or cross-context borrowing respectively (Whetten, Felin and King, 2009). Although most recommendations refer to a rather meta-theoretical level of borrowing and translation between different domains they provide relevant criteria and dimensions that can be used for the assessment of the adequacy of a conceptual transposition of the heritage construct as discussed within social science and the humanities into the domain of corporate-level marketing, nonetheless.

The first criterion of adequacy is that of *conceptual proximity*, which refers to the degree of conceptual distance "*that exists between the phenomena that the lenses address in their original conception*" (Okhuysen and Bonardi, 2011, p. 7) and is concerned with the "*perceived similarity between a source and a target concept*" (Cornelissen and Kafouros, 2008, p. 368). Different aspects of two constructs' conceptual proximity have been discussed (Murray, Evers and Janda, 1995; Morgeson and Hofmann, 1999; Cornelissen, 2006a) but usually it refers to similarity or difference in terms of structural features, functional outcomes and purposes, and contextual conditions (Whetten, Felin and King, 2009).

The second criterion of adequacy is concerned with the *paradigmatic congruence* between two concepts taken from different domains in regard to their underling ontological, epistemological, and/or axiological assumptions (Murray, Evers and Janda, 1995; Okhuysen and Bonardi, 2011), as well as the associated disciplinary and scholarly traditions that shape the interests, motivations, and contexts of the researchers themselves who use the concepts and theories (Murray, Evers and Janda, 1995).

In the light of the above, the transposition of heritage into the domain of corporate marketing is deemed adequate because heritage has already been conceptually expanded within its source domain into a multi-level and multi-domain construct that covers a variety of

social phenomena predicated on temporal referencing at the individual, collective, and institutional level. It has been shown to be a relevant concept in regard to different material and social manifestations within various temporal and spatial contexts (*see* section 3.4.2, p. 103ff.). Hence, there is no inherent conceptual limitation in the source concept that would prevent an expansion into the corporate marketing domain.

Further, reiterating earlier arguments, organisations are understood in the context of this thesis not only as socio-economic but also as socio-cultural entities, thus they are embedded in and as much influenced by those temporal relations that have been discussed in the wider academic literature in regard to other societal groups and institutions (*e.g.* family, community, nation). Moreover, organisations exhibit institutional characteristics that are predicated on the same collective and individual-level phenomena that shape social reality in general; they are social constructions as well. Thus, they are as such prone to, while not necessarily the same, but at least similar tendencies that are encountered by other individual, collective, and institutional entities within society at large.

Hence, it can be assumed that there is at least a large degree of functional (outcome and purpose) similarity between heritage as conceptualised in social science and the humanities and the proposed conceptualisation of heritage in a corporate marketing context (a similar observation can be made for the other temporal constructs discussed earlier).

The preceding points also indicate a significant degree of paradigmatic congruence between the conceptualisation of heritage (and other temporal constructs) as a socio-cultural construction within the source and target domains – also consistent with the paradigmatic convictions advanced in this thesis – predicated on moderate constructionist convictions (*see* section 4.2, p. 131ff. and Appendix D, p. 460ff.).

Next, it has been argued earlier, the societal conditions that underpin the growing concern for corporate-level marketing and corporate identity (*see* appendix B.1, p. 381ff.) are quite similar to the conditions that favour the rising significance of heritage and other temporal concerns (*see* section 3.4.1, p. 100ff.). Therefore, a sufficient degree of contextual proximity can be assumed for heritage (and other concepts of referencing the past).

However, despite this apparent conceptual proximity and paradigmatic congruence total structural similarity between source and target concept in terms of features, processes, or substantial contents cannot be assumed because of the differences in the conceptual maturity of both constructs as well as the still remaining differences between the empirical contexts in which the concepts are used.

Nonetheless, albeit perfect similarity or isomorphism (Tsoukas, 1991) between source and target concept cannot be achieved it can be argued that at a higher level of abstraction there is

sufficient conceptual overlap that justifies a conceptual transposition into corporate marketing (*see* Tsoukas, 1991, 1993). In both domains, for instance, the concept of heritage is predicated on the notion of 'intergenerational exchange' as well as characterised by a transtemporal – at once retrospective and prospective – perspective (past, present, and future) and has been conceptually linked to identity and issues of identification.

Further, structural differences between source and target concept are said to be predicated on necessary contextual differences between empirical domains that nonetheless justify conceptual borrowing based on a sufficient level of functional similarity (Whetten, Felin and King, 2009).

In the light of the above discussion it is argued that there is a sufficient level of conceptual proximity and paradigmatic congruence that justify the importation of the heritage concept into the domain of corporate marketing.

Finally, the understanding advanced here focuses dedicatedly on the cultural and social dimension of business organisations without negating the importance of perspectives informed by economic theories, which focus on the instrumental and functional role and utility of organisations, and as such represents a complementary rather than substitutive perspective.

To reiterate, marketing operates at the conjunction of culture and economics. The 'cultural turn' in marketing (Moisander and Valtonen, 2006) requires the expansion of our conceptual toolkit to make sense of socio-cultural phenomena such as corporate heritage that often cannot be explained by purely economic and instrumental concepts alone.

Consequently, conceptual tools derived from other academic disciplines and empirical contexts function as conceptual lenses rather than as descriptions of definitive empirical instances of institutional phenomena albeit they may help to elaborate the latter.

3.6.2 A definition of corporate heritage

In the light of the above discussion, the previous articulation of heritage as a general social science concept in section 3.4.2 (p. 103ff.), and by synthesising extant discussions of corporate/brand heritage (Balmer *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2011b) the foundational construct is defined in the following way:

Corporate heritage is defined as all the traits and aspects of an organisation that link its past, present and future in a meaningful and relevant way. It refers to some aspect of an organisation's past that is still deemed by current stakeholders to be relevant and meaningful for contemporary concerns and purposes but concurrently perceived as worth to be maintained, nurtured, and passed on to future generations; it is the selectively *appropriated*

and valorised past of a company or '*all that is (still) relevant'* in the light of contemporary and future concerns and purposes.

Hence, what distinguishes corporate heritage from other modes of referencing the past (*see* appendix C.4, p. 455ff.) is that the latter are all retrospective in nature, despite the important notion of being similarly constituted in the present, while corporate heritage is appropriated and valorised not only because of its retrospective link between past and present (as an inherited legacy) but concurrently because it is perceived as relevant for future generations whoever they will be (as a bequeathed legacy).

Table 5 (p. 119) provides an overview of corporate heritage in the context of other past-related corporate constructs (modes of referencing the past) discussed in the preceding sections and in the appendix respectively (*see* appendix C.4, p. 455ff.; also *see* appendix C.3, p. 441ff.).

Table 5: Overview of foundational past-related corporate constructs derived from the literature review

Basic Concept	Succinct explanation	Conceptual explanation	Pragmatic explanation	Temporal focus
Corporate past	*"All that ever happened"*	discovered, rediscovered & invented past	Resourcing	Retrospective
Corporate memory	*""All that is known (accessible)"*	remembered & forgotten past	Knowing	Retrospective
Corporate history	*"All that is told"*	narrated & storied past	Telling	Retrospective
Corporate tradition	*"All that is done"*	enacted & embodied past	Doing	Retrospective
Corporate nostalgia	*"All that is felt"*	emotive past	Feeling	Retrospective
Corporate provenance	*"All that is rooted"*	situated past	Belonging	Retrospective
Corporate heritage	***"All that is (still) relevant"***	**appropriated & valorised past**	**'Relevancing' (making relevant)**	**Retrospective & prospective**

Although, corporate traditions, for instance, are as well predicated on the notion of intergenerational exchange, their relevance and legitimacy in the present is solely based on their reference to the past (*see* appendix C.4.4, p. 458ff.; also *see* appendix C.3.4, p. 449ff.). Corporate heritage, however, derives its legitimacy and relevance for the present retrospectively from its link with the past but at the same time from its prospective link to the future.

Hence, corporate heritage is transtemporal in that it refers to the three organisational timeframes of past, present and future at once and as such constitutes a different conceptual category altogether. Thus, corporate heritage may draw on the other forms of referencing the

past (within history and traditions 'becoming' heritage), but it expands their temporal reach and relevance by valuing the past not only for its contribution to the present but also for its role in the present as well as its potential role for the future of an organisation. As such, corporate heritage is constantly imbued with new value (*i.e.* valorised).

Further, due to its transtemporal qualities, the notion of corporate heritage is closely associated with questions of corporate identity and identification for which actual or perceived temporal continuity are a fundamental conceptual building block (*see* section 2.3.2, p. 76ff.).

3.7   The conceptual and instrumental relevance of corporate heritage

Having defined the foundational construct of corporate heritage that provides the focal conceptual lense for this study the nascent instrumental corporate marketing concept of corporate heritage brands is discussed before corporate heritage identities are introduced as the focal construct of this thesis.

Both constructs represent instrumental marketing concepts that are predicted on the notion of corporate heritage and constitute a particular type of corporate brand and corporate identity respectively. As such, both concepts are discussed in the next section and inform this study, due to the previously mentioned close conceptual overlap (making this possible) but also because of the limited number of extant conceptual and empirical papers within this nascent field of corporate marketing scholarship in general.

In the light of the preceding discussion, it has recently been suggested that certain corporate brands (Balmer *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2011b) and corporate identities (Balmer, 2011c) draw on the distinct notion of corporate heritage that are qualitatively different from corporate brands or corporate identities that happen to refer to their corporate pasts by engaging in history marketing, nostalgic branding or retro-branding.

Thus, the next two sections discuss the foundational but still tentative conceptualisations of corporate heritage brands (Balmer *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2011b) and corporate heritage identities (Balmer, 2011c) within the corporate-level marketing literature.

3.7.1   Corporate heritage brands

Based on earlier work on monarchies as corporate brands (Balmer *et al.*, 2004, 2006; Greyser *et al.*, 2006) the concept *corporate heritage brands* was first comprehensively articulated – also underpinned by illustrative case vignettes of commercial enterprises – in a paper by Urde *et al.* (2007). The authors originally argued that the conceptual perspective of an institutional heritage (*i.e.* heritage of an institution such as 'the Crown') was pertinent not only in the

context of monarchies as corporate brands but may also generate new insights into certain organisations – corporations an companies as well as non-profit organisations such as museums, universities, or charities – representing a particular type of heritage institution in general (Balmer *et al.* 2006, p. 160).[65]

Subsequently, Urde *et al.* (2007) suggested that some organisations that exhibit a particular institutional heritage comprehended as *corporate brands with a heritage* take the strategic decision to "*make heritage part of a brand's value proposition*" (Urde *et al.*2007, p. 5) and a central characteristic of its corporate brand identity positioning the brand as a corporate heritage brand (Urde *et al.*, 2007). They maintain that corporate heritage brands constituted "*a distinct branding category, with its own set of defining criteria and a specific approach for effective management and leadership*" (Urde *et al.*, 2007, p. 5). As such, they suggest it exhibits historical traits that are imbued with meaning and relevance for the present and potentially the future (Urde *et al.*, 2007, p. 7); hence embracing at once "*three time-frames: the past, the present, and the future*" (Urde *et al.*, 2007, p. 7) and in this way being "*about both history and history in the making*"[66] (Urde *et al.*, 2007, p. 7).

In a recent study, for instance, Hudson (2011) shows how these different timeframes are mutually constructed by the company and the customers of the Cunard brand of cruise ships. The brand was successfully re-positioned as "*historic, but not obsolete*" (Hudson, 2011, p. 1548) with constant references being made to state-of-the-art technology, while concurrently drawing on the collective memory (*see* appendix C.3.3, p. 445ff. on the concept of collective memory) of the heyday of transatlantic voyages by ship and Cunard's legacy therein (Hudson, 2011). Further, the customers were "*participating in an historical experience with modern relevance ... also creating new traditions that will be honoured in the future*" (Hudson, 2011, p. 1548).

In another study Byrom and Lehman (2009) evidence how the Australian Coopers brewery managed to facilitate its institutional heritage as a family business while maintaining the company's contemporary appeal and relevance. Thus, corporate heritage brands and heritage institutions in general are imbued with a quality of 'timelessness' of an institutional legacy that transcends the tripartite temporal dimension of past, present, and future (Urde *et al.*, 2007, p. 9-10) and as such often act as *a stable point of reference* (Balmer *et al.*, 2006, p. 160) for individual and collective identities within and beyond the individual institution (Balmer, 2011b, p. 5).

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[65] A not dissimilar argument is tentatively advanced by Bulotaite (2003) in regard to universities using an actual or 'invented' institutional heritage for marketing and branding purposes.

[66] Corporate history understood as *history in general* (Koselleck, 2002, p. 3) rather than as the narrated or storied past in the qualified way the term is used in the context of this thesis (*see* appendix section C.3.2, p. 442ff.).

Further, they may also be constituted in relation to the cultural heritage of other social entities such as communities or places as well as form meaningful bilateral relationships with other corporate heritage brands (Balmer, 2011b, p. 4, 12). For example, Foster *et al.* (2011) show in a recent study how the Canadian fast-food brand Tim Horton explicitly appropriates Canadian national heritage for its brand identity and brand positioning and insofar point out that it has become a stable reference point for Canadian collective identity.[67]

Urde *et al.* (2007) further identified five interrelated elements: a corporate brand's *track record* of demonstrated performance (kept promises) over time that warrants credibility and trust; its *longevity;* the consistency and continuity of *core values* and *use of symbols* over time; the general *importance accorded to the past* (*history*) as an integral aspect of the corporate brand's identity (Urde *et al.*, 2007, p. 9ff.). The five elements – Urde *et al.* (2007) argued – were characteristic for this type of institutional brand and conceptualised as the *heritage quotient* (Figure 16, p. 122).

Concurrently the notion of *brand stewardship* (Urde *et al.*, 2007) was introduced, which was apparently derived from a monarch's custodial role for 'the Crown' as institution with a specific focus on institutional longevity and intergenerational exchange (Balmer *et al.*, 2006, pp. 153-154), representing a particular "*management mindset of nurturing, maintaining, and protecting brand heritage*" (Urde *et al.*, 2007, p. 9).

**Figure 16: Heritage Quotient (HQ) framework (derived from Urde *et al.*, 2007, p. 9)**

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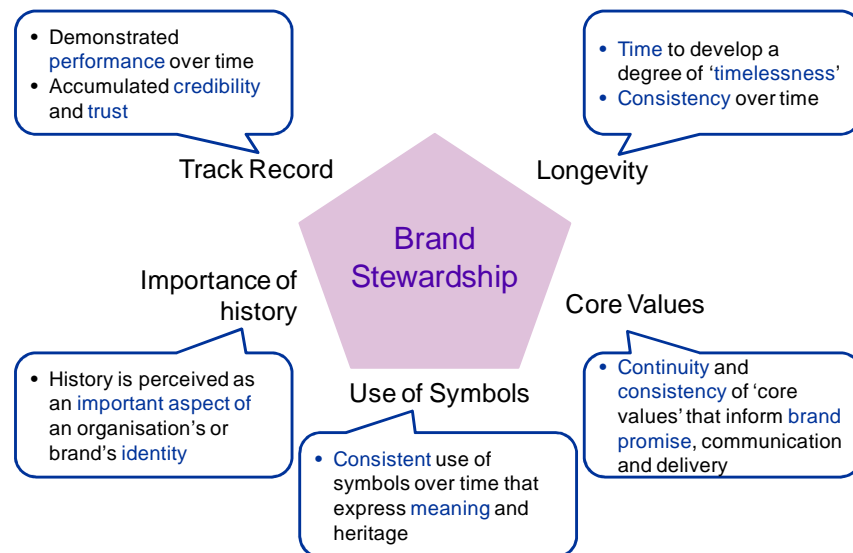
[67] In a similar vein, albeit not explicitly focussing on historical references, the close interplay between organisational identity and national identity construction at the collective and personal level within organisations has been discussed in the organisational identity literature (*see* Jack and Lorbiecki, 2007).

Hence, the management of brand heritage and its utilisation as a strategic asset entails on the one hand the active *uncovering* of brand heritage based on historical and stakeholder research that may even lead to the discovery or re-discovery of a hitherto hidden heritage (Urde *et al.*, 2007, p. 13) and the *activation* or re-activation of the prior discovered or re-discovered institutional heritage for corporate-level marketing purposes (Urde *et al.*, 2007, p. 13). The heritage of a brand or organisation is closely intertwined with the identity traits of that brand or organisation and as such an institution's *heritage footprint* (Balmer, 2011b, 2011c) is founded on a number of characteristics (*e.g.* purpose, activities, cultures, strategies, philosophies, design, communication *etc.*) that also constitute institutional identities in general (Balmer, 2011b, 2011c).

On the other hand, corporate heritage brands also require the brand stewardship of senior management (*protecting*), particularly the CEO, predicated on a sense of trans-generational responsibility for the brand and its heritage and a focus on long-term continuity that also entails adaptability and a dedication to continuous improvement in order to safeguard the brand's credibility and trust *vis-à-vis* its various stakeholders and changing demands and conditions over time (Urde *et al.*, 2007, pp. 15-16; *see* Figure 17, p. 123).

Further, according to Balmer (2011a) the management of corporate heritage brands requires the marriage of retrospective *brand archaeology*, which is a managerial "*concern with a brand's provenance and historic attractiveness*" (Balmer, 2011b, p. 4) based on a periodical revisiting or '*chronicling* [of] *the corporate brand*' (Balmer, 2009b), and of prospective *brand strategy* that involves "*marshalling the brand heritage in order to maintain its brand saliency and competitive advantage for the future*" (Balmer, 2011b, p. 4).

Figure 17: brand stewardship dimensions (derived from Urde *et al.*, 2007)
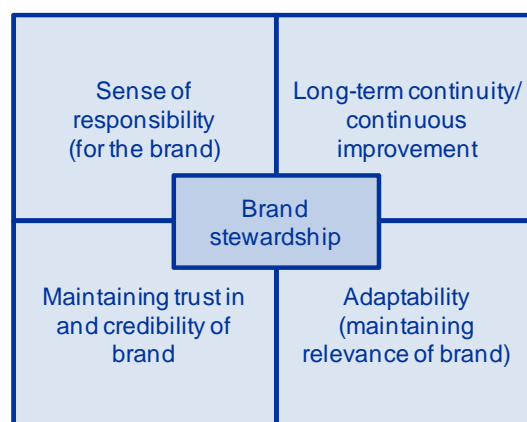
Moreover, in a recent conceptual elaboration of corporate heritage brands based on the earlier (Balmer *et al.*, 2004, 2006) and ongoing work (Balmer,2008, 2009b) on monarchies as

corporate heritage brands Balmer (2011a) identifies three fundamental tenets that underpin the construct's saliency, which are dynamically interlinked: *trust* based on reciprocity (mutual or bi-lateral trust), *authenticity* of key heritage attributes, and *affinity* of stakeholders with the corporate heritage brand (Balmer, 2011b, p. 16ff.; Balmer, 2011c, p. 1388).

These principle precepts need to be actively managed by being responsive to change over time without compromising core identity traits and symbolic continuity that underpin an institution's heritage status in order to maintain relevance and respect (in institutional terms: legitimacy) *vis-à-vis* stakeholders (Balmer, 2011b). For example, in support of this aspect Wiedmann *et al.* (2011a, 2011b) have shown that the perceived value customers' attach to heritage in the context of automobile corporate brands in Germany is related to higher trustworthiness and affinity due to credibility and orientation derived from long-term continuity and values expressed by the heritage status of a brand. However, heritage is only potentially valuable as a strategic resource for a company in regard to gaining competitive advantages (*e.g.* price premium, stakeholder loyalty, staff commitment) based on its differentiated positioning and status as a corporate heritage brand (Urde *et al.*, 2007, p. 11-12) and there remains conceptual and empirical ambiguity in regard to the conditions and factors that favour or inhibit a corporate heritage brand strategy (Hudson, 2011). Further, the notion of brand stewardship as a particular managerial mindset in regard to the brand heritage introduced by Urde *et al.* (2007) as a central aspect of their conceptualisation of corporate heritage brands has so far received little further empirical scrutiny.

A corporate brand represents a promise (covenant) to stakeholders based on a well defined value proposition and can be as such delineated from the corporate identity it is usually derived from (*see* appendix B.2.4, p. 418ff.). Although the articulation of corporate heritage brands advanced by Urde *et al.* (2007) represents a seminal contribution to the conceptualisation of heritage as a marketing construct in institutional contexts the work remained elusive in regard to the nature and role of the identity of a heritage institution from which a corporate heritage brand is derived and did not yet clearly differentiate between the institutional heritage of an organisation (*i.e.* corporate heritage) intertwined with an organisation's identity (*i.e.* corporate identity) and the heritage associated with a corporate brand (*i.e.* corporate brand heritage). Therefore, in a recent commentary Balmer (2011c) has introduced the notion of corporate heritage identities as distinct from corporate heritage brands that is discussed in the following section.

3.7.2   Corporate heritage identities

In articulating the notion of corporate heritage identities as a particular category of institutional identity, which is apparently derived from Balmer's more recent work on the British monarchy (Balmer, 2009b, 2011b), Balmer (2011c) appears to take up again the idea of heritage institutions already implied in an earlier collaborative paper on monarchies as corporate brands (Balmer *et al.*, 2006).

   To reiterate, initially the idea was advanced that the conceptual perspective of an institutional heritage (*i.e.* corporate heritage) may be applicable for a large number of business and non-business organisations that exhibit characteristics of being a heritage institution (Balmer *et al.*, 2006). Balmer (2011c) elaborates this notion – mainly drawing on heritage related discourses in the context of tourism research and the heritage industry debate in the UK – and argues that "... *heritage is a very rich construct and is pregnant with possibilities in terms of insight*" having the potential to be meaningfully transposed into a corporate marketing concept (Balmer, 2011c, p. 1386). This conceptual refocusing on corporate heritage identities is consistent with the central position accorded to the corporate identity construct within corporate marketing in general (*see* section 2.2.3.3, p. 45ff.) and a necessary step in the light of the conceptual differentiation between institutional identities (*i.e.* corporate identity) and brand identities (*i.e.* corporate brand) in organisational and corporate contexts (*see* appendix B.2.4.3 , p. 426ff.). Taking a broader vista Balmer (2011b, p. 1382-1383) discusses the concept of corporate heritage identities within the context of various established (*i.e.* nostalgia, iconic branding, retro branding, heritage marketing, heritage tourism, corporate heritage brands) but also more tentative (*i.e.* tradition, custom, melancholia) corporate-level and general marketing constructs that draw, in one way or another, on the past (*see* section 3.3, p. 94ff. and Table 4, p. 100)

   Taking a Weberian stance Balmer (2011c) argues that corporate heritage identities were imbued with *traditional authority* (Balmer, 2011c, p. 1381) and legitimated on the grounds of an apparent temporal transcendence of certain characteristic identity traits that constitute an institutional heritage. Concurrently, however, the salience and resilience of corporate heritage identities were also derived from the ability to substantially and semiotically adapt to changing requirements and demands in the present, which includes the acquisition of new institutional roles and by being associated with broader socio-cultural categories such as community, nation, or place, hence becoming part of the collective memory of different societal groups and their collective identities (Balmer, 2011c, 1387-1388). Thus corporate heritage identities were characterised by a *relative invariance* in which they "*appear to remain the same and yet change*" over time by being adapted and reinterpreted for present purposes and in the light of

expectations for the future (Balmer, 2011c, p. 1387). Hence, corporate heritage identities were 'transtemporal' in nature imbued with the quality of 'timelessness' that are neither retrospectively stuck in the past nor obliviously attached to the present or focused on the future alone, instead they are "[g]*oing forward with a corporate identity's meaningful past*" (Balmer, 2011c, p. 1383). However, it is not the temporal dimension alone but their cultural relevance as well that gives corporate heritage identities their salience and potential utility in corporate-level marketing contexts providing a much broader base for an organisation's legitimacy and stakeholder relevance (Balmer, 2011c). Nonetheless, Balmer (2011c) also cautions against the uncritical and unduly positive reading of corporate heritage identities and historical references for corporate-level marketing purposes in general that also entail the danger of organisational inertia and obsolescence (also *see* appendix C.1, p. 430ff.) on the 'hazard of inertia') if not managed properly; attested by businesses cases such as Polaroid where a strong institutional heritage largely based on a particular technology contributed to the company's demise (Balmer, 2011c).

Earlier it was argued that corporate heritage due to its transtemporal nature is closely associated with questions of identity and identification in corporate and organisational contexts. Hence, it can be argued that heritage represents an integral aspect of an institutional identity. Thus, the aforementioned definition of *corporate heritage* may be specified in so far in that *corporate heritage* refers to traits and aspects of an institutional identity that substantially and/or symbolically link its past, present, and future in a meaningful and relevant way *vis-à-vis* internal and external stakeholders.

Further, it has been said that corporate heritage is characterised by the notion of intergenerational exchange and the appropriation of selective aspects of an organisation's past as an inherited legacy, which is still imbued with relevance and purpose in the present (functional, symbolic or both), and valued as a potential bequest to the future. Although, most organisations may be able to appropriate and valorise selective aspects of their institutional pasts as corporate heritage, it is suggested that for a particular type of organisation the heritage dimension of their institutional identities becomes salient, thus these business and non-business organisations might be characterised as a heritage institution (Balmer *et al.*, 2006) that exhibit a particular type of corporate identity, *viz. corporate heritage identity*.

However, the question here is not so much the apparent or actual continuity of a corporate identity over time, which represents a fundamental dimension of corporate identities in general, but the 'authority' and legitimacy derived from the salience and centrality of the corporate heritage for the corporate identity (Balmer, 2011c). Due to the salience of the corporate heritage for the corporate identity these types of institutions are conferred with a

particular status as 'heritage institutions' that exhibit a quality of 'timelessness', which potentially imbues corporate heritage identities with cultural relevance *vis-à-vis* internal and external stakeholders having potential utility in corporate-level marketing contexts as a temporal and cultural point of reference for different stakeholders (Balmer, 2011c).

The conception of corporate heritage as a socio-cultural construction in the present also entails that corporate heritage identities, despite their transtemporal quality, are not static but are characterised by a "*relative invariance* [in which they] *appear to remain the same and yet change*" (Balmer, 2011c, p. 1387) over time by being adapted and reinterpreted for present purposes and in the light of expectations for the future (Balmer, 2011c).

3.8   Summary of chapter 3

The review of the heritage discourses and the concept's position within the wider domain of modes of referencing the past within social science and the humanities has identified heritage as a "*very rich construct* [that] *is pregnant with possibilities in terms of insight*" and as such having the potential to be meaningfully transposed into a corporate marketing concept (Balmer, 2011c, p. 1386). It was further suggested that corporate heritage provides a particular conceptual lense that has conceptual and empirical utility in regard to corporate heritage identities as a particular type of institutional identity.

This being said and making specific reference to heritage within the corporate marketing literature it was observed that there has been a palpable increase in the use of the term heritage in the marketing literature, the concept of heritage.

However, in reviewing the literature on corporate marketing it has been found that there is a general lack of empirical research in the area especially in respect to the practical relevance, efficacy, and structural specificities of historical references in the corporate marketing field in general and the notion of corporate heritage and corporate heritage identities in particular.

Hence, the concepts of corporate heritage and corporate heritage identities – derivative of earlier discussions of corporate brands with a heritage – were discussed in the preceding sections in order to provide sensitising conceptual tools for the empirical study of a heritage institution that exhibits important characteristics of a corporate heritage identity.

Despite the important conceptual contribution by Balmer's (2011c) latest commentary in regard to the concepts of corporate heritage and corporate heritage identities, both constructs remain underspecified. Further there is a lack of empirical research that either utilises corporate heritage as a particular conceptual lense in regard to corporate-level marketing phenomena in general (despite a notable increase in the number of academic articles referring to corporate heritage brands, for instance) or in the context of empirical instances of

institutional identities that might be characterised as corporate heritage identities in particular.

Hence, this thesis aims to go beyond the extant work – although in principle building on the pioneering work of Balmer (2009b; 2011b, 2011c) as well as Balmer and colleagues (Balmer *et al.*, 2004, 2006; Greyser *et al.*, 2006; Urde *et al.*, 2007) in regard to the above discussed concepts – in that it draws on the academic heritage discourse in other disciplines providing a broader conceptual underpinning for the use of the construct as a specific conceptual lense in a corporate marketing context. Thus, a review of the heritage concept as it is discussed in academic disciplines outside marketing was undertaken. Subsequently and in the light of the preceding discussions as well as the aforementioned contributions by Balmer and colleagues, corporate heritage is used as the central conceptual lense and corporate heritage identities constitute the focal construct of this thesis addressing the conceptual and empirical gaps identified within the corporate marketing literature.

In summary, the review of the extant literature in this chapter (within the general domains of corporate marketing and corporate identity articulated in chapter 2) reveals five general but interrelated research gaps that warrant further scrutiny.

First, paucity of empirical and conceptual work in terms of the temporal dimension of corporate identities, their temporality and temporal dynamics, leads to a scant theoretical understanding of its relevance and impact in the corporate-level marketing domain.

Second, albeit the conceptual lense of heritage is increasingly utilised in order to address the first gap there is terminological and conceptual inconsistency in regard to corporate heritage, in part, due to its insufficient delimitation from other past-related/temporal constructs. In this respect, the review chapter has already contributed – in a secondary more derivative fashion – to the conceptual specification of the corporate heritage construct within corporate marketing *per se.*

Third, recent contributions in the nascent field of corporate heritage scholarship constitute tentative but valuable attempts to address the first two gaps and two instrumental concepts have been suggested, *viz.* corporate heritage identities and corporate heritage brands. However, the field is still in its infancy, thus in need of further conceptual work and extant empirical insights are still slight.

Fourth, in light of the third gap, the suggested notion of corporate heritage stewardship in particular warrants further conceptual and empirical work. This is justifiable in view of the general interest in and the importance accorded to the managerial perspective within the corporate marketing canon but also in light of its embryonic state in terms of conceptualisation and empirical grounding beyond the original domains of its conception.

Fifth, corporate heritage scholarship in particular and the corporate marketing academy in general have so far focused on particular types of institutional identities and brands despite the *prima facie* pertinence of the area for other types of organisation, especially multi-generational and family-owned companies as well as SMEs.

In light of the above, this study addresses – taken as its primary focus – the theoretical/conceptual research gap identified in regard to corporate heritage identity stewardship (research gap four) while the fifth research gap identified functions as a justification for situating the study in the empirical domain (*see* chapter 5 section 5.2, p. 177ff.).

In more general terms and to reiterate the general argument made in chapter 2, the present work is situated within the field of corporate marketing representing the general meta-level framework of this study due to its institutional, identity-based, and transtemporal focus. Further, it draws on the general construct of corporate identity, which is central for corporate marketing, while utilising heritage as a conceptual lense informing the focal construct of this study *viz.* corporate heritage identity. Finally, the research focus on corporate heritage identity stewardship warrants and justifies the managerial perspective adopted (*see* chapter 1, section 1.4, p. 20ff.).

In consequence, the purpose of this empirical research is to further elaborate the emerging area of corporate heritage identities by making a theoretical and instrumental contribution to this nascent domain of corporate heritage scholarship.

Particularly focusing on senior and middle managers due to their important role for strategy enactment (*see* chapter 1, section 1.4, p. 20ff.) – following the three generic dimensions of a corporate identity (*i.e.* interpretations, representations, manifestations) discussed in chapter 2 (*see* section 2.3, p. 58ff.) – this study examines their expressed understanding of the empirical phenomena associated with the nascent concept of corporate heritage (managerial *interpretations*). This dedicatedly managerial perspective is corroborated against a second perspective focusing on corporate-level marketing activities by the organisation *per se* (*representations*) for both perspectives to illuminate the particular strategic *manifestations* of the phenomena associated with the nascent concept of corporate heritage identity in a corporate-level marketing context.

Therefore, the empirical study seeks to make a primary contribution in theoretical terms relating to the nature of managerial corporate heritage identity stewardship and especially the different dimensions that constitute the managerial mindset/self-understanding necessary for the successful management and strategic enactment of corporate heritage identities within a business context. In order to achieve the empirical research purpose of illuminating the

strategic manifestations of corporate heritage identity stewardship the following two broad and interlinked research questions – each covering a distinct perspective – were asked of this theory-building inquiry:

- Perspective 1: In what way do managers refer and relate to the organisation's corporate heritage and their organisation's corporate identity (managerial *interpretations*)?

- Perspective 2: In what way is the corporate heritage dimension appropriated for corporate-level marketing purposes (corporate heritage *representations*)?

Based on the research purpose deduced from the extant literature the next chapter outlines the paradigmatic framework and the research design with which the research questions are addressed by this study.

4   Methodology and research design

4.1   Introduction to chapter 4

This chapter outlines, develops, and justifies the research design of this study, while concurrently situating the research within a paradigmatic framework that informs the way the study is approached.

This chapter is partitioned into two main thematic parts. First, the paradigmatic framework is established by revealing the author's ontological, epistemological, axiological, and pragmatic convictions. These and the study itself are subsequently situated within the wider context of social science research paradigms. Appendix D (p. 460ff.) is associated with this chapter and provides an extended discussion of the ontological, epistemological, and axiological considerations that inform the paradigmatic framework and consequently the research design of this work.

The second part introduces and justifies the research design in terms of the chosen case study research approach, the abductive interpretative research strategy followed, and the qualitative research methodology used, which all inform case selection; data selection and collection; and data analysis and synthesis, which are all described in detail in chapter 5 (p. 176ff.). Finally, quality assurance strategies used for improving the study's trustworthiness are discussed.

4.2   Paradigmatic framework

This section provides an overview of the paradigmatic framework that underpins this thesis. As such, the author's ontological, epistemological, axiological, and pragmatic convictions are briefly articulated. Informed by this understanding the research is subsequently positioned within the context of social research paradigms. Appendix D (p. 460ff.) provides more elaborate paradigmatic reflections.

4.2.1   Ontological convictions

The author's understanding of social reality may be described as a *moderate realist* version of *social constructionism*. This understanding entails social reality being constituted by diachronic and synchronic social constructions with 'real' material and ideational consequences, which in turn represent the resources for the constitution of the former by sentient and reflective human social beings (Sayer, 1992, 2000, 2011; also *see* Järvensivu and Törnroos, 2010). Table 6 (p. 132) shows the basic ontological convictions underpinning this thesis. An in-depth

reflection on these ontological convictions and how they were derived from the literature is included in appendix D.2 (p. 462ff.).

Table 6: Ontological assumptions

Ontological assumptions
There is a social reality independent of social actors' individual or collective understanding or appreciation of that reality (realist conviction)
Social reality is predicated upon the productive, reproductive, and transformative activities of social actors (constructionist conviction).
The activities (the practice dimension) of social actors are influenced/mediated by their individual mental states and conceptions of that social reality including themselves (the reflective dimension) as well as enabled and constraint by the socio-economic and socio-cultural context within which social actors and their activities are embedded (the structural and situational dimension)

4.2.2   Epistemological convictions

The author's epistemological convictions may be labelled '*pragmatic relativism'* constituting a type of moderate epistemic relativism (Sayer, 1992, 2000; Weinberg, 2007; also *see* Järvensivu and Törnroos, 2010). As such it does not entail extreme relativism of 'anything goes' , which is usually but wrongly attributed to Paul Feyerabend (Feyerabend, 1975; *see*, for example, Feyerabend's comments in the preface to the 1993 reprint of his work), nor does it involve an overt paradigmatic parochialism impeding dialogue across paradigms, despite normative and conceptual differences. Table 7 (p. 132) lists the different epistemological assumptions informing this research. For an extended discussion and justification of these epistemological convictions and the consulted literature informing that understanding please refer to appendix D.3 (p. 469ff.).

Table 7: Epistemological assumptions

Epistemological assumptions
Knowledge about the social world is possible, but it is contextualised and 'theory-laden' knowledge
Truth claims about social reality are only provisional, partial, and situated (temporal/spatial/cultural) and as such always fallible and/or contestable.
Truth claims are 'negotiated' in societal discourses (e.g. within an academic community, between different communities of practice) neither solely based on consensus nor on political/economic domination or pragmatic necessity alone.

4.2.3   Axiological and pragmatic considerations

Research is fundamentally a social practice embedded within a wider societal context (*e.g.* normative communities of practice and language, various societal domains of activity and communication), which also includes the socio-psychological situatedness of the researchers themselves at a particular point in time and space (*see* appendix D.1, p. 460ff.). As such, the possibility of an *in toto* value and theory neutral position *vis-à-vis* the social objects (and subjects) of the author's research interests seems rather unlikely. Thus, after having outlined the ontological and epistemological convictions that underpin this study, in this section the author's professional standpoint as a researcher is espoused.

There are different ways to conceptualise and discuss one's own position as a researcher but the focus here is on the most common aspects that are deemed relevant in the context of this work. Table 8 (p. 133) summarises the axiological and pragmatic convictions that inform this study. Appendix D.4 (p. 477ff.) provides a more elaborate discussion of these issues and outlines, in addition, the socio-biographical position of the researcher.

Table 8: Axiological and pragmatic convictions

| Axiological/pragmatic dimension	Researcher standpoints informing this study
Origin of concepts	'Bottom-up' emergence from empirical data informed by sensitising concepts from the literature
Proximity to social setting	Understanding requires a 'getting close' to the empirical phenomena under consideration
Frame of reference	Fusion between etic (researcher) and emic (researched) perspective
Nature of knowledge gained	Holistic and particular (context dependent)
Professional stance of researcher	Outside learner
Political position/stakeholder interests	Privileging the instrumental interests of management or organisations

4.2.4   Situating the author's paradigmatic convictions

Within the social science different research paradigms have been advanced. However, the methodology literature consulted does not provide a uniform categorisation of research paradigms nor is an unambiguous delineation of the different research traditions in ontological or epistemological terms possible as many overlap and/or comprise different perspectives. Further, the delineation of different paradigms appears to be fraught with political tensions in

regard to their legitimacy *vis-à-vis* other research traditions (mainly versus the still dominating positivist or post-positivist approaches), which further complicates the matter.[68]

However, despite these difficulties one can broadly differentiate between several paradigms within the realist/idealist and objectivist/subjectivist framework integrating the discussions of the preceding sections on ontology and epistemology. Figure 18 (p. 134) roughly situates the author's own paradigmatic stance *vis-à-vis* the main social science paradigms within their ontological and epistemological context (Johnson and Duberley, 2003; Blaikie, 2007, 2009; Järvensivu and Törnroos, 2010; Cunliffe, 2011).[69] [70]

Figure 18: Positioning research re research paradigms
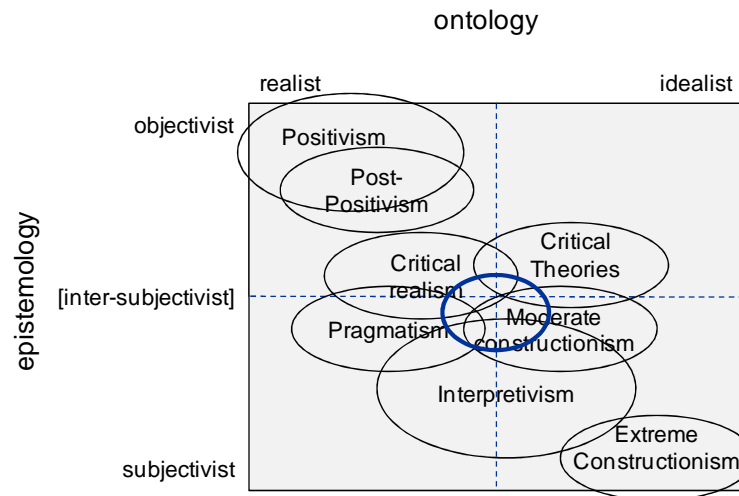
Within marketing a strong objectivist and realist mindset (positivism or post-positivism) has long dominated the discipline but is increasingly challenged from different non-positivist philosophies (*see* footnote 159, appendix D.1, p. 461). As explicated in the preceding two sections the author does not subscribe to any form of paradigmatic parochialism or extremism

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[68] The political dimension is evident in that those authors appear to develop their arguments in favour of a particular paradigmatic orientation by contrasting them with extreme positions at the opposite end of the ontological and epistemological universe (Clegg and Hardy, 1999; Morgan, 2007). For example, Shelby Hunt (2003; 2010) in advocating his 'scientific realism' purports paradigmatic pluralism but only to derive at a pluralism based on his own terms fortifying his own largely post-positivist convictions in defence of the dominant paradigm within marketing (also *see* the discussion of the political dimension in Tadajewski, 2008). A similar strategy has been used by researchers favouring idealist/subjectivist approaches and eschewing any form of realism (Morgan, 2007; *see* Lincoln, Lynham and Guba, 2011).

[69] Although I follow the general thrust of the argument made by Järvensivu and Törnroos (2010) in regard to the convergence between critical realism and moderate constructionism I do not share their characterisation of critical realism, which seems to be largely based on Guba and Lincoln's (2005) somewhat distorted depiction of critical realism who equate it with post-positivism close to the kind of 'scientific realism' espoused by Hunt (2003) within marketing. Also *see* Al-Amoudi and Willmott (2011) for a recent discussion of the distorted comprehension of critical realism's central epistemological tenets within management studies.

[70] Please note that I do not follow the popular framework advanced by Burrell and Morgan (1979) as it dichotomises agency and structure as well as morphostasis (regulation and stability) and morphogenesis (transformation and change) (*see* Archer, 1995, 2003). This being said, I do not question the rationale nor the underlying arguments made by those authors (in terms of paradigmatic research traditions/foci in business and management) only the efficacy of their four paradigms as categorisations in the context of my work (*e.g. see* Hulberg, 2006 for a classification of corporate branding research using Burrell and Morgan's framework).

and as such the espoused paradigmatic convictions are situated somewhere in the moderate and balanced middle of the framework influenced by moderate versions of social realism, pragmatism, and interpretivism alike, which might be labelled *pragmatic realist constructionism* characterised by moderate forms of realism and relativism.

Consequently, the author does not subscribe to the possibility of absolute and universal factual truth claims about social phenomena and sees 'truth' as always *perspectival*, *limited*, *provisional*, and *fallible*. However, due to the particular nature of social reality assumed (*see* section 4.2.1, p. 131 and appendix D.2, p. 462ff.) not just 'anything goes' and a self-defeating agnosticism and nihilism towards the possibility of knowledge about the social world is rejected. Thus, concepts and theories may be validated partially based on their *practical adequacy* (Sayer, 1992, 2000) being derived from social practices of what people actually do and say (and by implication think) but also what is not said and done. As there is a social reality (even if fluid, complex, and opaque) some reference is possible, albeit mediated and often unstable (Sayer, 1992, 2000). On the other hand, the truth status of academic knowledge claims is also *discursively negotiated* within a community of academics advocating different and sometimes conflictual theories and standpoints (Sayer, 1992, 2000). Figure 19 (p. 135) situates this understanding within different theories/concepts of truth that are variously discussed in the literature.

Figure 19: Positioning research re "theories of truth"
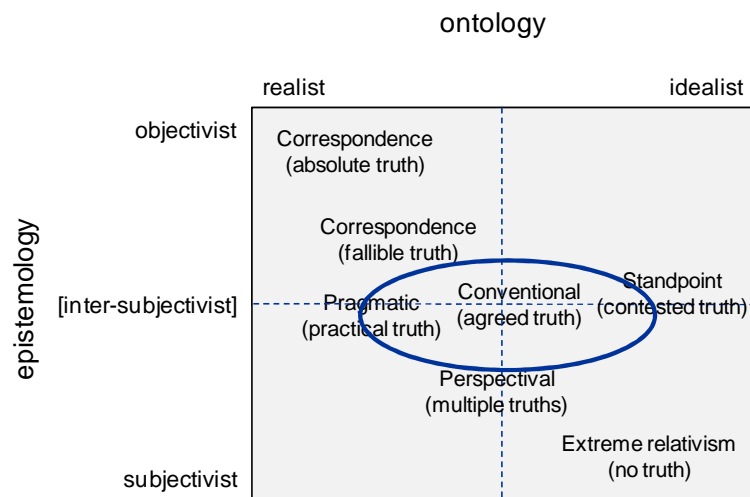
Nonetheless, these different theories and standpoints may elucidate some particular aspect of the social world that is not 'visible' from another point of view. Hence, as all knowledge and even the empirical evidence we generate about the social world is always mediated, theory and value laden (Sayer, 1992, 2000), the espoused pragmatic relativism necessitates *methodological pluralism*. The basic notion of such pluralism is that there is the possibility of

rapprochement between ideographic and nomothetic research methods (Gill and Johnson, 2002).

Hence, the methodological choices made are based upon research specific considerations such as research objectives, situation, or the object to be studied, rather than based on paradigmatic convictions only. Albeit the author's interests and convictions slightly favour qualitative and interpretative research approaches, the efficacy of quantitative approaches is not dismissed *a priori* (*e.g.* for macro-level studies). However, the latter's applicability within the social sciences and marketing in particular is seen as being more restricted and limited than the status quo and their dominance within marketing research seem to indicate. As such, paradigmatic convictions seep back into the argument again – through the backdoor so to speak – and cannot be discarded altogether. Thus, methodological pluralism does not entail a 'pick-and-chose' approach to methodology but requires an informed eclecticism that is framed by particular paradigmatic convictions nonetheless, thus the need for making them explicit. However, what such a pluralism attempts to eschew is paradigmatic and methodological parochialism.

Based on these considerations and the preceding discussions the research design is outlined in the next section of this chapter.

4.3   Research design

4.3.1   Preliminary methodological considerations

The primary objective of this research is to contribute to the further conceptual development of the concept of corporate heritage identities, taking a managerial perspective, grounded in empirical evidence. Hence, it is *exploratory* and *theory building* in nature and as such can be qualified as *basic* or pure rather than applied research (Easterby-Smith *et al.*, 2008; Blaikie, 2009) as well as *instrumental* (*i.e.* for conceptual development) rather than intrinsic (Stake, 1995; 2005).[71]

As the review of the literature has revealed, the majority of extant work is predominately conceptual and tentative in nature, with the little empirical work conducted so far focusing on well-known brands and organisations. Despite the growing reference that is being made to corporate heritage within corporate marketing (Urde *et al.*, 2007; Balmer, 2011b, 2011c; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b) as discussed in the review chapters of the

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[71] Note that the qualification of 'basic research' does not negate the applied character of marketing and its instrumental interests. Hence, even basic research within marketing may be relatively more substantive than basic research in other disciplines such as sociology where basic research usually strives to further grand theories or solve philosophical puzzles (*see* Gummesson, 2000; Easterby-Smith *et al*., 2008 for discussions of the applied and particular character of management research in general).

thesis, the notion of corporate heritage brands and identities as such has received little academic and empirical scrutiny so far (Balmer, 2011c). Hence, the phenomena of corporate heritage and corporate heritage identities as well as their management have not yet been fully developed as theoretical concepts and the empirical base is limited.

Further, in the context of the study corporate heritage is conceptually linked to an organisation's identity and is intertwined with an organisation's past as well as strongly linked to the contemporary interpretation of that past constituting the present and future relevance of heritage (*see* chapter3, section 3.6, p. 115ff.). Hence, corporate heritage is spatially and temporally specific as much as the organisation or the corporate brand/identity it is associated with. Additionally, corporate heritage, understood as a socio-cultural phenomenon, is founded on perceptual and interpretative processes (individual and collective) that enable social actors (*e.g.* managers) to relate to the heritage of an entity and ascribe meaning and purpose to it (*see* discussion on the ideational dimension of social reality in appendix D.2, p. 462ff.). Social actors produce and reproduce the social worlds based on that understanding by drawing on the material and ideational resources they have at their disposal at a specific time and place (Sayer, 1992, 2000, Archer, 2003). As such, corporate heritage and corporate heritage identities as much as social reality in general are socially constructed (in the qualified sense discussed in appendix D.2, p. 462ff.), but represent constructions that manifest in artifactual and/or institutional entities.[72]

Thus, corporate heritage and corporate heritage identities and their management can be described as temporally and spatially differentiated (*i.e.* dynamic and variegated) *complex*, *multifaceted*, and *fuzzy* phenomena. In light of the aforementioned paucity of conceptual and empirical work within the domain, the boundaries and dynamics of the focal construct (*i.e.* corporate heritage identities) are not yet well understood or developed and the phenomenon is most likely spanning different strata and domains of social reality, thus it can be and possibly needs to be analysed from multiple angles of inquiry.

In view of the above, a research design focused on *exploration* and *understanding* facilitated by methods capable of dealing with this multiplicity and ambiguity is deemed most appropriate for this study. Moreover, the aforementioned complexity and situatedness of the focal phenomenon and the conceptual ambiguity and under-specification of the topic necessitate an *empirically grounded* open research approach that is sensitive to different

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[72] Please note that ontological claims about the assumed ontic nature of corporate heritage identities and its relations to other entities are epistemic 'thought objects' about reality rather than indicating any claim for a direct access to the ontic domain of social reality *per se*, even if the latter may forcefully acts back upon the former (*i.e.* practical adequacy) (*see* Sayer, 1992, 2000).

possible aspects of corporate heritage identities and their management providing rich contextualised empirical evidence.

Nonetheless, due to the empirical complexity of social phenomena in general (*see* appendix D.2, p. 462ff.) and the epistemological limitations imposed on human understanding (*see* appendix D.3, p. 469ff.) any one research project is likely to only shed light on particular aspects of an empirical phenomenon even if approached in a non-reductionist fashion.

To reiterate, the purpose of this study – consistent with the pragmatic interests of marketing as an academic discipline – is to *explore* and *understand* the phenomenon of corporate heritage identities from a *managerial perspective*. To reiterate, although the corporate marketing literature has focused on the role of management perceptions and understanding in the context of corporate identities (*e.g.* He and Balmer, 2007b, 2013; He, 2012), the nature of corporate brand strategy enactment (*e.g.* Vallaster and de Chernatony, 2005, 2006; Vallaster and Lindgreen, 2011) and the normative role of CEOs/the top management team in general (*e.g.* Balmer and Greyser, 2003, 2006) it has not yet scrutinised managerial aspects in the context of corporate heritage identities/brands. Further, albeit the important role of management perception and self-understanding for the management and constitution of corporate heritage brands/identities was articulated by Urde *et al.* (2007) in principle – based on earlier original research by those authors – it has so far received little further scrutiny outside the concept's original domain of monarchies as corporate brands and heritage institutions (*see* Balmer, 2011b). Thus, this study adopts a dedicated managerial perspective. Due to this focus the study may be mute in regard to different voices and alternative perspectives outside the specific managerial lense adopted especially in regard to the perspectives of other corporate stakeholders (*e.g.* customers, employees, investors). However, this is permissible in light of the previously discussed instrumental nature of marketing and management research in general and the elevated role of managers within organisations in particular, which does not deny a critical stance towards managerial practices *per se*.

In the light of the above and taking into account the paradigmatic convictions a *theory-building* (*i.e.* concept development) *exploratory qualitative case study approach* was adopted as the most appropriate research design in regard to the epistemic *purpose of the study* (*i.e.* exploring and understanding corporate heritage identities with a particular focus on the role and nature of management perception and self-understanding) and the assumed ontic *nature of the empirical/conceptual phenomenon* of interest (*i.e.* corporate heritage identities as dynamic, variegated, multifaceted, complex, and fuzzy entities with yet unclear boundaries).

Figure 20 (p. 139) summarises the tripartite intersection between chosen method, research purpose, and empirical phenomenon (*see* Sayer, 1992).

Figure 20: Main aspects of research design decisions
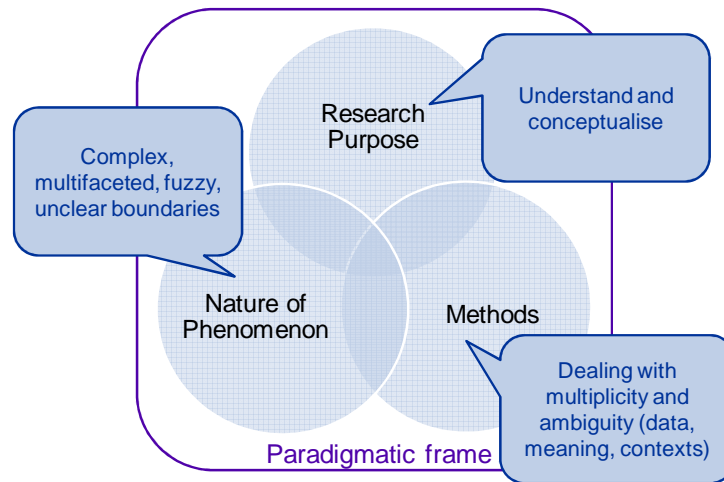
Due to its exploratory nature this study is partially *descriptive* (interested in what is going on) in order to grasp the nature of corporate heritage identities *per se* and *in situ* and partially *explanatory*[73] in the sense in that it seeks understanding of the managerial perspective (why is it going on) and aims for theory development (*i.e.* abstraction and conceptualisation of characteristics in reference to an emergent body of theory) not theory testing (*i.e.* replication and generalisation to a population of similar empirical cases assessing its distribution and frequency).

At this point it has to be reiterated that this study is limited in this respect and in regard to its focus on the management aspect/perspective of corporate heritage identities within a particular empirical setting. However, due to the nascent character of the subject area, the important role accorded to management in corporate marketing, and the instrumental interests of the marketing discipline in general outlined earlier such an approach seems justified. The important question in regard to the relation between the particular to the universal and vice versa will be addressed in the section justifying the single case approach.

Based on these preliminary considerations the research design of this study is outlined and justified in the following sections. Following Blaikie (2009) three main aspects of the research design are differentiated:

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[73] Please note that what constitutes explanatory research differs depending on whether a more *objectivist-realist* or *subjectivist-idealist* stance is taken (Blaikie, 2007, 2009). While the former tend to seek explanation in universal or law-like causal relations or mechanisms the latter stress the importance of *emic* understanding of social worlds (Blaikie, 2007, 2009). Due to the assumed socially constructed nature of social reality, blending material and ideational aspects, and the importance accorded to reflective agency for its constitution (Sayer, 1992, 2000, 2011; Archer, 2003) I slightly favour the second stance without subscribing to extreme subjectivism.

- **Research approach** taken: case study based research;

- **Research strategy** followed: abductive research logic;

- **Research methodology** applied: qualitative modes of data collection and analysis.

4.3.2 Research approach: case study

The case study approach is most appropriate if the objective is to "*understand complex social phenomena*" (Yin, 2009, p. 4) within their particular socio-historical context and where the boundaries between phenomenon and context are blurred or unclear (Yin, 2009, p. 18). Further, case study based research has its strength in drawing on multiple forms of empirical evidence derived from a close scrutiny of social phenomena *in situ* (Yin, 2009, p. 11). Thus, a case study based research design is well suited for generating particularistic as well as holistic forms of knowledge (Hamel, 1992; Verschuren, 2003; Stake, 2005) and where a close interaction between researcher and social setting is required for exploring and understanding a focal phenomenon of interest in its manifold manifestations (Gummesson, 2000, 2005). As such, the case study approach differs from experimental as well as survey-based approaches to social inquiry with the former relying on theoretical inference under controlled conditions and the latter aiming for statistical generalisation to a larger population (Hammersley and Gomm, 2000, p. 4; Yin, 2009, p. 5 ff.).[74]

The flexibility and versatility of the case study approach (Remenyi, Williams, Money and Swartz, 1998) and its efficacy in dealing with complex, multifaceted, and ambiguous research phenomena in a holistic fashion (Gummesson, 2000; Farquhar, 2012) have contributed to its renewed popularity amongst researchers in social science in general and business and management in particular (Remenyi *et al.*, 1998; Gummesson, 2000; Farquhar, 2012) apparently moving away from an overreliance on an universalistic variable-based to a particularistic case-based approach (Gerring, 2007, p. 3) due to the growing complexity, heterogeneity and dynamism of social and business phenomena and/or awareness thereof. In fact, many seminal studies that have become widely cited 'classics' for a particular subject or sub-discipline in business and management are derived from in-depth case-based inquiries especially in organisational contexts (Gibb and Wilkins, 1991; Eisenhardt and Graebner, 2007).

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[74] Yin (2009) further differentiates between case study and case history based on the temporal orientation of a study with the former focusing on contemporary phenomena (*i.e.* not only *in situ* but also *in praesens*) and the latter not. However, despite the important differentiation between sociological and historical cases (*see* Wieviorka, 1992), I do not concur with the implied 'presentism' voiced by Yin (2009), albeit he himself partially modifies this strict differentiation based on a study's temporal focus conceding significant overlap (*see* Yin, 2009, p. 11), a stance advocated by Wieviorka (1992) and reminiscing the 'historic turn' in social science (Clark and Rowlinson, 2004).

Thus, the above represents more a reorientation rather than a totally new development in the wake of the growing acceptance of qualitative research in general (*see* Platt, 1992a for an historical overview).[75]

Despite the dominance of objectivist-realist research paradigms with a narrow methodological focus favouring quantitative methods this trend has been mirrored within the marketing discipline as well, albeit with a significant degree of geographical and subject-specific variation in terms of the acceptance and recognition as a valid research approach (Bonoma, 1985; Perry, 1998; Gummesson, 2000, 2005; Tapp and Hughes, 2008; Easton, 2010a, 2010b). For instance, case-based research is widely used within industrial and business-to-business marketing and has recently produced a sophisticated stream of subject-specific methodological discussions (*e.g.* Andersen and Kragh, 2010; Beverland and Lindgreen, 2010; Dubois and Gibbert, 2010; Easton, 2010a; Järvensivu and Törnroos, 2010). Within the subject domain of corporate marketing several case-based studies at doctoral level have been conduced (*e.g.* Balmer, 1996; He, 2004; Powell, 2005; Maxwell, 2010; Sheikh, 2012) and case studies have contributed to the conceptual development of this nascent field of marketing research in general (*e.g.* Balmer and Stotvig, 1997; Balmer and Wilson, 1998a; Morsing, 1999; Andriopoulos and Gotsi, 2001; Motion, Leitch and Brodie, 2003; Melewar and Akel, 2005; Brønn, Engell and Martinsen, 2006; Bendixen and Abratt, 2007; Rodrigues and Child, 2008; Borgerson *et al.*, 2009; Leitch and Davenport, 2011; Simões and Mason, 2012).

Yet, the varied ways of application and purpose within different disciplines have lead to a somewhat ambiguous use of the term case study in the literature (Hammersley and Gomm, 2000).[76] Thus, one could argue that "*it almost seems, that, if a researcher cannot declare him or herself to* [a specific research method], *then the term case study is wheeled out as the most convenient way of categorizing* [sic] *the research*" (Remenyi *et al.*, 2002, p. 1).

For instance, some authors equate case study research with qualitative research (Bonoma, 1985; Travers, 2001), a specific research tradition such as ethnography (Gill and Johnson, 2002)[77] or action research (Gummesson, 2000) while others see case studies as a way of presenting the findings of qualitative research rather than a research method in its own right (Strauss, 1987).

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[75] It has to be noted that despite its usual association with qualitative research the case study approach is not confined to qualitative methodologies in principle (Gerring, 2007; Yin, 2009).

[76] I refer here only to case study as a research approach, not as a teaching device, an evaluation approach or a tool in clinical and legal practice (*see* Remenyi *et al.*, 2002; Yin, 2009).

[77] The case study approach in social sciences has a long methodological tradition in various disciplines such as sociology, anthropology and ethnography (Platt, 1992a) and its origins are usually associated with the so called 'Chicago School' of social anthropology and sociology that emerged at the beginning of the 20th century (Hamel, 1993). Other disciplines that have utilised case studies as a research approach are clinical psychology, political science, and education (Platt, 1992a, 1992b).

However, the central distinguishing feature of case study research in comparison to other forms of inquiry is its focus on the intensive in-depth study of a spatially and/or temporally delimited social phenomenon which is more or less conceptually and/or empirically bounded and as such relatively independent in regard to its definitional character from the particular methods (*i.e.* qualitative or quantitative) with which it is scrutinised (Gerring, 2007, p. 17 ff.). The notion of the relative conceptual/empirical boundedness of a case (Gerring, 2007; also *see* Ragin, 1992) takes into account the ambiguous and constructed nature of social phenomena themselves as well as their referential relation with academic concepts (the 'thought objects' of social inquiry) with which researchers try to make sense of them. Thus, albeit each 'case' may represent a 'bounded system' (Stake, 1995, 2005) of sort, the drawing of conceptual and empirical boundaries constitutes an active process of conceptual and empirical 'casing' (Ragin, 1992). In the words of Bent Flyvbjerg (2011) the primary question in conducting a case study is related to "*not so much making a methodological choice as a choice of what is to be studied*" (Flyvbjerg, 2011, p. 301, also *see* Stake, 2005), which entails empirical as well as conceptual choices influenced by the researcher's paradigmatic stance (Stake, 2005). Understood in this way, the case study approach facilitates the sensitising use of theoretical concepts (*e.g.* corporate heritage identities) as well as the fusion of *etic* researcher sensitivities with *emic* frames of reference espoused by managers. Either way, the 'case' represents the focal unit of concern whether empirical, conceptual, or both (Ragin, 1992; Stake, 2005; Gerring, 2007).

The intensity and depth in which a phenomenon can be scrutinised tends to diminish with the number of 'cases' that are studied as bounded systems (Hammersley and Gomm, 2000; Gerring, 2007). However, the conceptual and empirical complexity and scale of any case can vary significantly (Stake, 2005) and even a single case study usually involves various observational and/or analytic units (Yin, 2009; Easton, 2010b) providing an evidentiary basis that is plural rather than singular in nature (Gerring, 2007).[78] As such, case studies vary in regard to the number of cases studied and the intensity of the inquiry of any case scrutinised (Gerring, 2007). Hence, the most common differentiation is between single and multiple or collective case studies (Stake, 2005; Gerring, 2007; Yin, 2009), with the former being concerned with the intensive study of one case and the latter with at least two but often several different cases usually with the aim of cross-case comparison (Gerring, 2007) and/or following a 'replication logic' similar to multiple experiments (Eisenhardt, 1989a; Eisenhardt and Graebner, 2007; Yin, 2009).

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[78] Note that I do not concur with the objectivist-realist connotations that the terms 'observational unit', 'unit of analysis' or 'evidentiary basis' seem to imply (*see* my discussion on epistemology in appendix section D.3, p. 469ff.).

From the author's paradigmatic point of view the experimental 'replication logic' is problematic on at least two grounds: (1) taken as replication of empirical results it presupposes a degree of regularity and stability that is, as has been argued earlier, often unlikely to be found in social contexts and (2) understood as replication of procedures (as in controlled experiments) it underestimates the interactive and situated nature of social research itself. Thus, it would represent the 'positivist logic' slipping in through the backdoor (so to speak).

Moreover, a search for replication across empirical instances or even domains would undermine the research design's capacity to capture the assumed complexity and multifaceted nature of the focal phenomena scrutinised *in situ* and endanger its theory-building and exploratory purpose. Again, the present study aims at abstraction of a not yet well-defined phenomenon within a relatively unexplored empirical domain rather than generalisation of a well-specified construct to a larger population or across empirical domains (irrespective of the paradigmatic question of how valid or stable such 'generalisations' can be in the first place).

Apart from the number of cases studied within a single research project, case studies differ in their temporal and spatial variation within a single case (synchronic, diachronic or both) and/or across different cases being either comparative/cross-sectional or comparative-historical (Gerring, 2007). Due to the study's focus on corporate heritage and corporate heritage identities and their efficacy for managers in a corporate-level marketing context, the case exhibits a diachronic dimension in so far as the past functions as a potential point of reference in the present for managers and represents a core conceptual aspect for the phenomena investigated. However, the study is not a comparative-historical study *per se*.

Finally, case study research is often distinguished according to the main research purpose of a study such as descriptive, explanatory, or exploratory research (Yin, 2009), with case research traditionally (*i.e.* positivist paradigm) being confined to the latter purpose during the earlier stages of a larger project (Bonoma, 1985; Gummesson, 2000; Yin, 2009; Blaikie, 2009; Flyvbjerg, 2011). Moreover, case studies can be categorised either as *intrinsic* case study (Stake, 1995, 2005) – also referred to as single-outcome studies (Gerring, 2007) or case histories (Gummesson, 2000) – that focus on the idiosyncrasies of a particular case (*e.g.* for evaluation or intervention purposes) or *instrumental* case studies where the case itself primarily facilitates the understanding of an issue or phenomenon other than the case itself (Stake, 1995, 2005) such as, for instance, serving the purpose of theory development or theory testing (Eisenhardt, 1989a; Eckstein, 2000; Mitchell, 2000; George and Bennett, 2005; Eisenhardt and Graebner, 2007). In the context of this work the latter approach is taken serving the instrumental purpose of theory development (which does not negate the intrinsic

relevance of the case itself but only indicates the study's focus). The current study is characterised by its instrumental focus (*i.e.* exploring corporate heritage identity stewardship) despite the case being interesting and relevant for intrinsic reasons as well (*i.e.* taking place within Britain's oldest brewer and one of the UK's oldest companies).

The adequacy accorded to different case study designs (*e.g.* single *vs.* multiple) and the case study approach in general for serving particular research purposes (*e.g.* theory generation vs. testing) is largely predicated on the respective authors' paradigmatic convictions (*see* Easterby-Smith *et al.*, 2008; Blaikie, 2009). Accordingly, the case study literature can be differentiated into more objectivist-realist approaches (*e.g.* Eisenhardt, 1989a, George and Bennett, 2005; Eisenhardt and Graebner, 2007; Gerring, 2007; Yin, 2009), which tend to favour multiple case studies and accord applicability to single cases only in specific and/or exceptional circumstances (*e.g.* critical, revelatory, extreme, typical, *see* Yin, 2009) due to their inherent 'replication logic' (Eisenhardt, 1989a; Yin, 2009), and more subjectivist-idealist interpretations of this research approach (*e.g.* Dyer and Wilkins, 1991; Harper, 1992; Stake, 1995, 2005; Donmoyer, 2000; Flyvbjerg, 2011) that are more generally content with single case studies (*see* Easterby-Smith *et al.*, 2008; Blaikie, 2009). While, the former authors tend to justify the appropriateness of case study research largely by accommodating positivist criticism and by tweaking logical, procedural, or technical aspects the latter defend the case study approach on more fundamental paradigmatic grounds (*see* Flyvbjerg, 2011 for a pragmatist view).

In the light of the previous paradigmatic discussions and the purpose of this work the author tends to subscribe to the second view. Hence, the efficacy of case-based research remains by necessity limited if one adopts a more positivist frame of reference due to its focus on universal law-like generalisations but gains significant currency if one moves to a more balanced paradigm recognising the differentiated, multifarious, complex, and evolving nature of social phenomena (*see* appendix D.1, p.460ff.) and acknowledging the epistemic limitations to human knowledge as discussed in appendix D.3 (p. 469ff.). From this point of view, case-based research facilitates the convergence of grounded situatedness (the empirical *emic* dimension) with theoretical deliberations (the conceptual *etic* dimension) (Walton, 1992; Harper, 1992).

Moreover, the common criticism[79] regarding the generalisability of case study findings can be refuted on paradigmatic grounds but also in reference to methodological issues as the approach does not aim at statistical inference to a larger population (*i.e.* establishing the

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[79] Case studies are also criticised for being biased or lacking rigour (Flyvbjerg, 2006, 2011; Yin, 2009) and for producing convoluted and inflated accounts dealing with a massive unmanageable amount of data and taking a long time (Yin, 2009). However, the former is a problem to be considered in all research and not confined to case-based research nor qualitative research alone and the latter is only relevant if the case study approach is equated with a specific methodology such as ethnography (Yin, 2009; Blaikie, 2009).

frequency, scope or reach of a phenomenon within a population of similar entities) but 'analytic inference' (Mitchell, 2000), 'analytic generalisation' (Yin, 2009) or in general 'abstraction' (Sayer, 1992) of academic concepts (*i.e.* constructs of second degree, *see* Schütz, 1962) based on the intensive study of a particular instance (or a few) of a phenomenon looking for characteristics, relations, and mechanisms in the particular that, at a higher level of abstraction, provide the conceptual building blocks for theory development (*see* Sayer, 1992).

As such, case study research (*i.e.* intensive research of the particular) seeks out patterned "*substantial relations of connection and interaction*" between properties or entities (Sayer, 1992, p. 88, also *ditto* pp. 241ff.) rather than looking for the representativeness of "*formal relations of similarity or dissimilarity*" between taxonomic classes of properties or entities within a specified population (Sayer, 1992, p. 88). Hence, the validity of case study findings rests on sufficient corroboration (*i.e.* triangulation) of different perspectives and sources within the same empirical setting while the truthfulness of surveys and experiments rely on replication ascertaining the generality of a phenomenon within a class of entities (Sayer, 1992, p. 246).

Consequently, the findings of a case study are not directly representative for a population of empirical instances of a phenomenon but may nonetheless reveal concrete structural patterns or relations in the particular that inform abstract concepts (*i.e.* the 'thought objects' of researchers discussed in academia) with a more general applicability for future research as *conceptual lenses* in other empirical contexts of concrete particulars (Sayer, 1992, p. 249) by providing a new or expanded interpretation of a phenomenon (Donmoyer, 2000). Hence, the notion of *transferability* (Lincoln and Guba, 1985) or *naturalistic generalisation* (Stake, 1995) of case research findings requires descriptive detail, which the case study approach provides. However, as a heuristic or instrumental device (Eckstein, 2000; Stake, 2005) it does not suffice for a case study to provide a 'thick description' (Geertz, 1973 cited in Blaikie, 2009, p. 211) or a persuasive narrative (Siggelkow, 2007) of a particular social phenomenon but also requires the aforementioned interpretative move to a higher level of abstraction informing theory development and academic discourse based on understanding of the particular social phenomenon. This leads to the second aspect of research design concerned with the interpretative and procedural logic that informs the research strategy to be discussed in the next section.

4.3.3 Research strategy: abductive

The research design does not only involve a general research approach followed as discussed in the preceding section but also entails a specific research strategy that refers to the general

procedural and interpretative logic of inquiry followed by a researcher (Blaikie, 2007, 2009).[80]
As such, any research strategy is predicated on a particular style of reasoning and conduct
(Blaikie, 2007, 2009).

Traditionally the interpretative logic followed (or recommended by philosophers of science)
has been linear in nature (derived from formal syllogistic and judgemental logic going back to
Aristotle, *see* Störig, 2000) based on either *induction* or *deduction* (Blaikie, 2007, 2009), which
has been branded as 'logicism' (Sayer, 1992 referring to Harré, 1979) for their reliance on a
formal *logic of justification* (Blaikie, 2007, 2009). It has been argued that both are limited in
terms of their capacity to generate new knowledge in the natural (*e.g. see* Hanson, 1958 for his
insightful discussion of Johannes Kepler's discovery of the elliptical orbit of Mars neither
following an inductive nor a deductive logic, also *see* Feyerabend, 1975) and social sciences
(Sayer, 1992). In the context of social science, induction and deduction are problematic in
terms of the fluid, constructed, and ideationally impregnated nature of social reality (Blaikie,
2007, *see* appendix D.1, p. 460ff.), because both (implicitly) presuppose the possibility of
closed systems (Bhaskar, 1979). Thus, the shortcomings and limitations of the former in the
context of the social sciences have triggered interest in alternative strategies based on a cyclic
or spiral logic (not circular) of inquiry, which are represented by *retroduction* and *abduction*
and follow a *logic of discovery* (Blaikie, 2007, 2009).[81]

Although it is today usually accepted that each research strategy in practice entails
different forms of inferential reasoning rather than just one (Blaikie, 2007), their implicit
procedural 'logics' are still predominated by one salient mode of conduct and reasoning, which
is derived from one of the four forms of inference discussed here, informing researchers'
overall attitudes towards research (Strübing, 2010). For the sake of clarity of the argument
advanced here and due to the partial overlap between each pair in terms of practical and
conceptual aspects, induction and deduction as the traditional modes of inquiry are first
discussed. Subsequently the discussion turns to retroduction and abduction as alternative
strategies that have eventually informed the research design. Table 9 (p. 147) provides a
general overview of the different research strategies.

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80 Please note that the term 'logic' is used in a broad fashion as a style of reasoning and conduct (*i.e.* in a vernacular
 way) and does not refer to the term's more specific usage in formal mathematical or philosophical logic as such,
 albeit both surely inform the broader logic of different research strategies.

81 Please not that the terms abduction and to a lesser degree retroduction are used differently within the literature
 (depending on the discipline/subject domain, *e.g.* Philosophy of Science, Artificial Intelligence) and that I follow
 the categorisation offered by Blaikie (2007, 2009). Blaikie draws on Roy Bhaskar, Rom Harré, and the pragmatist
 philosopher Charles S. Peirce for his account of retroduction but on the work of Alfred Schütz, Anthony Giddens,
 and the grounded theory approach of Barney Glaser and Anselm Strauss for his concept of abduction rather than
 Peirce directly (*see* Blaikie, 2007). Peirce used both terms in his work for the same inferential logic and perceived
 abduction as an integral aspect of his tripartite (formal) logic of inquiry based on abduction, deduction, and
 induction but later also more broadly as a mode of inquiry (Aliseda-LLera, 1997; Misak, 2004). Many current
 discussions of 'abduction' derived from Peirce seem to be closer to what Blaikie (2007) subsumes under
 'retroduction' rather than his version of abduction as a research strategy unique to the social sciences.

	Deduction	Induction	Retroduction	Abduction
Main "logic"	Logic of justification		Logic of discovery	
Form of argument	Reasoning from a (at least one) general statement to a singular statement	Reasoning from singular statement(s) to general statement	Reasoning from a single instance (effect) to its explanations (cause)	Reasoning from particular explanations (lay accounts) to abstract explanations (technical accounts)
Inference procedure	Deductive thinking proceeds from the general already known (the rule), through the subsumption of singular cases under the rule, to the assertion of particular knowledge gained about the singular cases (the result)	Quantitative induction makes a general inferences about a known population from the quantitative properties (observations) of a sample of cases drawn from that population [Qualitative induction makes an inference from observed features of a case by supplementing it with other features not observed that make the case an instance of a known (general) type.]	Reductive thinking proceeds from observed features of a not yet known type (effect), through the introduction of a general rule (mechanism) necessary for the observed features to be present (cause) concluding what case it is that exhibits these features given the rule imported.	Abductive thinking interprets particular phenomena (e.g. actions, descriptions, meanings) within their original setting (e.g. context, frame of reference) and re-contextualises them in order to understand something in a new way by observing and interpreting this something in a new conceptual framework derived from the interpretative understanding (e.g. from lay to technical concepts).
Inferential logic	Judgemental logic	Probabilistic logic	Transfactual logic	Interpretative logic
Main purpose	Prediction	Description	Explanation	Understanding
Main objectives	Prediction of an outcome Falsification of hypotheses	Generalisation to a population [Extension to a general type]	Abstraction of mechanisms/ structures that explain a phenomenon	Abstraction of concepts/ meanings that describe and explain a phenomenon
Inferential presumptions	Closed system Regularity/invariance	Closed system Regularity/invariance	Open system Contingence/variance	Open system Contingence/variance
Knowledge extension	No (non-synthetic/tautological)	No (non-synthetic/tautological)	Yes (synthetic)	Yes (synthetic)
Inferential direction	Forward horizontal inference (Premise to conclusion within the empirical domain)	Forward horizontal inference (Premise to conclusion within the empirical domain)	Backward vertical inference (Conclusion to Premise beyond the empirical domain)	Lateral vertical inference (Concepts to concepts beyond the empirical domain)
Succinct explanation	*Proves why something must [logically] be*	*Shows what something is [frequency or distribution]*	*Suggests why something may be*	*Understands what and why something is*

4.3.3.1 Traditional approaches: Inductive and deductive research strategies

Inductive and deductive research strategies are loosely coupled with – yet not identical to – two forms of logical inference that have traditionally dominated the discussions in the philosophy of science (Bhaskar, 1979). Both are based on two main types of statements: singular statements referring to a particular phenomenon at a particular time and place; and universal or general statements refer to all phenomena of a particular kind at all places and times (Blaikie, 2007). The difference between inductive and deductive reasoning then rests upon the way a logical conclusion is drawn from premises as well as the starting point of that argument (Blaikie, 2007, 2009).

According to Blaikie (2007, 2009) an inductive argument passes from premises derived from singular statements about specific instances (*e.g.* observations and cases) to a universal or general statement in order to infer a generalised explanation for all instances of that kind (*e.g.* a rule or law). If all singular statements are consistent and no deviating event is observed a universal statement is inferred. However, if some singular statements are not consistent with the majority of singular events observed a general but not universal statement might be concluded (Blaikie, 2007, 2009). Thus, contrary to the general principle of induction stated above observations and conclusions drawn from them are usually limited in time and space (Blaikie, 2007). Either way, the conclusion claims something that goes beyond the premises based on these singular statements (Blaikie, 2007, 2009). Hence, the conclusion drawn by inductive reasoning is logically independent of these singular statements (Blaikie, 2007, 2009). The verity of a particular instant is in this sense not equivalent to what verifies the conclusion (Dilman, 1973).

Inductive reasoning entails the problem of induction (Sayer, 1992) in that we can never be certain that what we have always observed in the past as regularly happening to take place in all possible instances and in the future (Sayer, 1992)[82], because (formal) logically "*valid inferences about infinite sets of events cannot be made on the basis of finite sets of observed events*" (Sayer, 1992, p. 153-154). Hence, inductive reasoning is problematic in ontological and epistemological terms especially in the context of social inquiry (Sayer, 1992 referring to Harré and Maden, 1975). The ontological problem refers to the presupposition of regularity, uniformity, and invariability of phenomena for them to be generally applicable (even if only probabilistically so), which is predicated on an atomistic and closed-system understanding of social reality, while the epistemological problem concerns, in more traditional (formal) terms, the basis for the verity of a conclusion that is logically independent from the premises

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[82] Bhaskar (1975) more precisely differentiates between inductive reasoning from particular instances to universal or general statements as 'induction proper' and the type of reasoning moving from observed to unobserved as well as from past to future instances as 'eduction' (*i.e.* the movement from particular instance to particular instance).

(Bhaskar, 1975, p. 206ff.). More importantly still, the latter also concerns the verity of the premises itself, given the mediated (concept-dependent) nature of human perception (Sayer, 1992, *see* Sayer for a critical realist critique and Blaikie, 2007 referring to post-positivist critics of induction).

In the same way as inductive reasoning moves from the particular to the general, as outlined above, an inductive research strategy draws conclusions from empirical observations or phenomena in order to establish (limited) general theories or hypotheses (Gill and Johnson, 2002). The inductive research strategy goes back to Francis Bacon and John Stuart Mill and is closely associated with the doctrine of empiricism (Johnson and Duberley, 2000; Blaikie, 2007). Also, inductive reasoning has strong pragmatic and phenomenological import in everyday life (Bhaskar, 1975) and is in accord with a quotidian understanding of what scientists purportedly do in general (Blaikie, 2007).

As contemporary research strategy and in the light of the above mentioned 'problem of induction' an inductive research strategy usually seeks "*limited generalisations about the distribution of, and patterns of association amongst, observed or measured characteristics of individuals and social phenomena*" (Blaikie, 2009, p. 83).[83] As such, inductive research is descriptive helping to answer 'what' questions (Blaikie, 2007) and usually provides descriptions at the macro-level (Blaikie, 2009) based on a *probabilistic logic* and pattern model of explanation (Blaikie, 2009). However, the characteristics that inductive research aims to describe are commonly not derived from pure inductive reasoning but predicated on *a priori* conceptual categories that provide the researcher with an idea of what to look for in terms of measurement and/or observation and in regard to the population from which a sample is drawn (Blaikie, 2007). Consequently, results generated by an inductive research strategy do not represent a real expansion of knowledge (Fischer, 2001) but only fill an empirical void within an already established framework (implicit or explicit) by extrapolation and/or interpolation (Reichertz, 2004).

Following Blaikie again (Blaikie, 2007, 2009) deductive reasoning – traditionally the only formally valid form of inference – proceeds the opposite way as the argument here starts with premises of which at least one is a general or universal statement (the major premise; usually with a second minor premise as a singular statement) and infers (deduces) a conclusion that is a singular statement. Thus, the conclusion in deductive reasoning "*contains less than the premises*" (Blaikie, 2007, p. 58) and what is contained in the conclusion has already been

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[83] This understanding largely refers to quantitative (enumerative or eliminative) induction (Blaikie, 2007; also *see* Aliseda-LLera, 1997) understood as 'induction proper' rather than qualitative induction, which makes an inference from observed features of a case by supplementing it with other features not observed that make the case an instance of a known (general) type (Reichertz, 2010), thus representing a form of 'eduction' in Bhaskar's sense (*see* footnote 82, p. 148).

established in the premise or premises (Blaikie, 2007, 2009). The verity of the premises constitutes also the truth of the conclusion (Dilman, 1973) and deductive reasoning adds nothing to the premises in order to reach a conclusion (Blaikie, 2007, 2009). Thus, it is truth-conveying but also tautological (non-synthetic) as it adds no new knowledge to the argument (Reichertz, 2010).[84]

Consequently, the deductive research strategy entails the development of a conceptual and theoretical framework prior to its testing through empirical observations (Gill and Johnson, 2002). Thus, it aims to answer 'why' questions about social phenomena based on testing hypotheses about a regular pattern identified (Blaikie, 2009). While early accounts can be found in antiquity, contemporary deductive approaches are largely based on the work of Karl Popper and Carl Hempel (Sayer, 1992; Blaikie, 2007). This strategy is frequently labelled either the *hypothetico-deductive* or the *falsificationist* approach to research (Blaikie, 2007) predicated on the *deductive-nomological* or *covering-law model* of explanation (Sayer, 1992). Researchers in the tradition of deductive research frequently stress the fact that the source of an initial idea, theory, or hypothesis bears little significance as this is part of the creative process of science and that such initial theories are never empirically verifiable (Popper, 1972; also *see* Blaikie, 2007).

According to Popper (1972, also *see* Blaikie, 2007) the deductive approach moves forward as follows. First, the researcher begins with a tentative idea, a theoretical construct, or a set of hypotheses that are not yet justified in any way. Based on these assumptions a conclusion is drawn by means of deductive reasoning as outlined above. These conclusions are then compared with each other to establish the internal consistency of the theoretical construct. The logical form of the construct is then examined. Further the conclusions are compared with existing theories and constructs in order to make sure it would constitute an advance in knowledge about the phenomena under investigation. Finally, the conclusions are rigorously tested by obtaining empirical data gathered from observation or experiment. Based on these observations the hypotheses of the theoretical construct are either falsified, hence discarded as the findings do not support the predictions made, or not-falsified and therefore temporarily accepted as supporting the theory (Blaikie, 2007). As such, deductive research exhibits a *judgmental logic* of hypothesis testing and equates explanation and prediction (Bhaskar, 1975).

Thus, the focus of deductive research is not on merely verifying a theory by empirical support (as in inductive research by gradually adding more empirical evidence) but to *a priori*

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[84] Alvesson and Sköldberg (2009, p. 3-4) provide an apt analogy of deductive reasoning in everyday life of parents answering the question of an enquiring child 'Why do butterflies have wings?' (child observing a particular butterfly sitting on a flower, *my extension*) with 'Because all butterflies have wings, dear.'

construct the theory as precise as possible in order to subject it to testing through empirical observations (Blaikie, 2007). The empirical observations either correctly predict a postulated outcome and as such explain and provisionally confirm a theory or more importantly incorrectly predict an empirical result, thus falsifying if not the entire theory but at least a set of hypothesis (Blaikie, 2007). Science is in fact about trial and error, a constant struggle of competing theories to survive the test of time (Johnson and Duberley, 2000).

However, the deductive research strategy has been criticised for involving itself some sort of inductive logic it purports to have overcome (Blaikie, 2007), because as long as a theory is not falsified its validity is based on some kind of inductive support in the form of empirical justification for the conclusions tested (Blaikie, 2007). Further, it has been argued that there is a fundamental problem with the notion that the question where a theory or hypothesis to be tested initially comes from is of little or no significance to deductive researchers (Blaikie, 2007). Hence, the deductive strategy has been criticised as being inconclusive and that it does not provide a full account of the scientific process of enquiry (Blaikie, 2007).

Moreover, the process of testing a theory by using data and observations is problematic in itself, because observations might be flawed, the operationalisation of the theory could be based on misconceptions and so on (Blaikie, 2007). Thus, falsification as required by deductive research is said to be in itself impossible as perfectly secure observations that would warrant such a conclusion and faulty research designs cannot be ruled out (Blaikie, 2007). Moreover, the deductive research strategy is said to be over-reliant on logical inference, which is lacking sensitivity towards non-logic forms of knowledge and towards inferences such as analogical, metaphorical, or practical reasoning, and as such not being able to capture adequately the ideational and material dimensions of social phenomena and their complex interplay (Sayer, 1992).

Consequently, apart from satisfying the formal logical requirement for a valid inference the deductive research strategy does not solve any of the ontological and epistemological problems that afflict the inductive strategy (*e.g.* the presumption of closure and invariance, the inherently meaningful nature of observational data and the subject-subject relation in social research) (Sayer, 1992; Blaikie, 2007). Further, in research practice inductive and deductive research strategies go together usually in realist-objectivist research using predominately quantitative methods to test/predict hypothesis about extant theories (deductive reasoning), which are than empirically generalised (inductive reasoning) from a sample to a larger population to ascertain their empirical reach within that population (Blaikie, 2009). Thus, both strategies follow a *logic of justification* – either by generalisation or by prediction – rather than a 'logic of discovery' (Hanson, 1958; Simon, 1973; Reichertz, 2010).

Based on the preceding discussion it is concluded that neither an inductive nor and a deductive research strategy can be deemed adequate for the purpose of this research study and in the context of the assumed nature of the phenomenon of interest, nor are they consistent with the author's paradigmatic convictions espoused. More precisely, both research strategies assume the possibility of empirical closure and invariance, favour a reductionist and atomistic treatment of social phenomena, and require distance and an overtly *etic* frame of reference; conditions that have only a limited applicability (*e.g.* for macro-level questions) in regard to social reality as discussed earlier. Further, they cannot adequately account for the ideational dimension of social reality in general and questions of identity and understanding in particular. Moreover, these strategies are problematic in regard to the epistemic limitations of human perception (*e.g.* the constructed nature of data) or the challenges of social research as an interactive social practice dealing with reflective human beings (*i.e.* the problem of the subject-subject relation in social science, *see* Sayer, 1992). Finally, as both are based on a *logic of justification* (Hanson, 1958; Simon, 1973; Reichertz, 2010) they cannot adequately deal with new underspecified phenomena nor the purpose of exploration and theory-building, because they proceed in a tautological fashion of seeking confirmation or falsification for extant theories.

Hence, alternative research strategies may be more appropriate in the context of this study and are examined next.

4.3.3.2 *Alternative approaches: retroductive and abductive research strategies*

The two alternative strategies are predicted on modes of reasoning that are usually not accepted by formal logic as valid forms of inference (Blaikie, 2007; 2009). In fact, the very possibility of a *logic of discovery* has been contested (Aliseda, 2006). Nonetheless, the epistemic limitations of the previously discussed traditional forms of inquiry have triggered growing interest in alternative research strategies that complement rather than substitute the more traditional strategies (Aliseda, 2006).

Beyond the two traditional forms of formal inference the American pragmatist Charles S. Peirce is usually credited with adding a third form to the modern discourse, which he variously labelled either 'retroduction' or 'abduction' (Aliseda, 2006; Blaikie, 2007) derived from Aristotle's third form of reasoning *apagoge* (Reichertz, 2004). However, Peirce apparently moved both concepts further away from the more specific concerns of formal logic closer to broader questions of reasoning that are reflected in the terminological changes within his work (Aliseda-LLera, 1997; Misak, 2004). For the sake of consistency with Blaikie's framework of different research strategies (Blaikie, 2007, 2009) and contrary to many contemporary

discussions (*e.g.* Aliseda-LLera, 1997; Reichertz, 2004, 2010; Aliseda, 2006; Alvesson and Sköldberg, 2009; Strübing, 2010) in the literature, the term 'retroduction' is preferred here for this third Peircean type of logical inference and mode of inquiry (*see* also Hanson, 1958; Simon, 1973, Ackroyd, 2010; but *cf.* Danermark *et al.*, 2002). There is no commonly agreed definition of this type of inference but generally retroductive thinking proceeds from observed features of a not yet known type (*e.g.* an effect), through the introduction of a general rule (*e.g.* an assumed mechanism) necessary for the observed features to be present (*e.g.* as a cause) concluding what particular case it is that exhibits these features given the specified rule (Fischer, 2001; Blaikie, 2007; Reichertz, 2010). Thus, retroductive reasoning is based on a *transfactual logic* (Bhaskar, 1979) and entails a kind of backward inference from consequence to antecedent or from effect to cause that is usually prohibited in formal logic (Fischer, 2001). It is adding something new that the premises not yet entail by abstracting beyond the empirical observations made providing possible explanations (Hanson, 1958; Simon, 1973; Aliseda, 2006; Ackroyd, 2010).

Following such a logic the retroductive research strategy aims to abstract underlying mechanisms (properties, structures, relations *etc.*) and the enabling and/or countervailing contextual conditions (which might be constituted by other mechanisms) that explain observable phenomena and the regularities between them (Blaikie, 2007). In the way it has been categorised by Blaikie (2007, 2009) retroductive research is closely associated with critical realism (Bhaskar, 1975, 1979). However, albeit promising in explanatory terms adequate retroductive research is demanding and complex in methodological and paradigmatic terms and requires significant exposure to the underlying ontological and epistemological assumptions (*i.e.* critical realism) and has not yet been transformed into a consistent research strategy readily usable for novice researchers especially in the context of business and management research (*see* Al-Amoudi and Willmott, 2011 discussing the problematic attempts of applying the retroductive logic of critical realism in business and management).

An entirely different type of inference (albeit derived from the same *logic of discovery* that underpins the retroductive research strategy), which is not consistent with or explicable by traditional (formal) forms of logic, is represented by the form of reasoning that underpins Blaikie's abductive research strategy (Blaikie, 2007, 2009) and which informs the research design of this thesis. Most fundamentally, abductive thinking interprets individual phenomena (actions, descriptions, meanings) within a particular frame of reference (*e.g.* lay accounts) and re-contextualises these interpretations in order to understand something in a new way by observing and interpreting this something in a new conceptual framework (Danermark *et al.*,

2002; Blaikie, 2007). The logic of reasoning and conduct of this particular research strategy flows from particular explanations (lay accounts) to abstract explanations (technical accounts) and as such abstracts concepts and meanings that describe and explain a phenomenon (Blaikie, 2007). Abductive reasoning and research is predicated on an iterative process of constant dialogue and interaction between empirical instances, emerging concepts, and extant theories (Blaikie, 2009) producing abstract "*constructs of second degree*" (Schütz, 1962, p.6) derived from but not necessarily similar to the categories and concepts used by social actors within a particular setting (Sayer, 1992). Thus, abductive reasoning requires what has been labelled a 'fusion of horizons' (Gadamer, 1975; *see* appendix D.4.1, p. 477ff.). Hence, it is based on a kind of *interpretative logic* (Blaikie, 2007) and is – contrary to the other three research strategies that are also applicable to natural science – unique to the social science as it deals with reflective and sentient social human beings (Archer, 2003; Sayer, 2000, 2011) that construct the social world around them rather than being concerned with inanimate and largely invariant phenomena (Blaikie, 2007). Social research does not only entail subject-object but also subject-subject relations and involves a 'double hermeneutic' (Sayer, 1992 drawing on Giddens, 1976; also *see* Archer, 2003) of interpretative understanding that entails not only the reflective capacity and conceptual pre-understandings of researchers scrutinising a social object of interest but also their interpenetration with the meanings, pre-understandings, and interpretative work of the subjects that bring about the social objects focal to a research project (*see* appendix D.3, p. 469ff.).

The conceptualisation of the abductive research strategy suggested by Blaikie (2007, 2009) builds on the aforementioned strategy of retroduction (derived from Peirce) but adopts it to the specific requirements of substantive social research by integrating the phenomenological and interpretative traditions of social science (Blaikie, 2007). As such, this research strategy is consistent with the paradigmatic convictions advanced in this thesis and is deemed to be the most appropriate research strategy and 'logic' for the purpose of this research; being appropriate for a theory-building empirically grounded case study with a focus on managerial self-understanding in the context of strategic corporate heritage identity enactment.

However, the research design partially entails also a retroductive element in that it seeks to go beyond a descriptive phenomenological account of the focal phenomenon and aims to abstract a concept, which is potentially explanatory (always provisional and partial) for the particular constitution of corporate heritage identities predicated on the general assumption that reason, purpose, or beliefs can indeed be causes of social phenomena whether the latter are ideational or material (Sayer, 1992).

A combination of retroductive and abductive reasoning within theory building grounded research is consistent, because both follow the *logic of discovery* and aim at abstraction rather than empirical generalisation or prediction. Consequently, this research strategy is also consistent with the research approach chosen, because case study research aims for 'analytic generalisation' to a theory or within a particular theoretical domain that requires abstraction (in the sense of Sayer, 1992) rather than statistical generalisation (Yin, 2009), thus following an retroductive-abductive logic (*see* Alvesson and Sköldberg, 2009; Ackroyd, 2010).

4.3.4   Research methodology: qualitative

Having specified the general research approach (case study) and research strategy (abductive) used in this thesis the next section is concerned with the methodological aspects of the research design in terms of the methods used for data collection and data analysis. Both are outlined subsequently after a preliminary definition of what the label qualitative research indicates within the context of this thesis.

For the purpose and discussion here the common categorisation into qualitative and quantitative research methodology/design is used (*e.g.* Deshpandé, 1983; Bryman and Bell, 2007; Creswell, 2009) as it seems to be the most appropriate differentiation in reference to the type of data collected (or better generated) and the way they are analysed (Easterby-Smith *et al.*, 2008; Blaikie, 2009). As such, this categorisation is preferred over alternative dichotomies (which in research practice actually represent a continuum, *see* Gill and Johnson, 2002) such as nomothetic *vs.* ideographic (Gill and Johnson, 2002) and intensive *vs.* extensive research (Sayer, 1992).[85]

Both taxonomies are already implicit in the preceding discussions of the research design as well as the author's paradigmatic deliberations (especially the section discussing the researcher's axiological and pragmatic stance). Hence, the research design can be already qualified as being intensive and representing a more ideographic form of research and an additional categorisation along these lines would largely be redundant.[86]

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[85] Please note that Sayer (1992) in his methodological recommendations largely refers to the retroductive research strategy interested in generative mechanisms and causal tendencies (in the critical realist sense of causation). Nonetheless, the distinction between intensive and extensive research is a useful one with the former focused on explaining concrete relations and patterns in particular settings based on studying individual agents substantiated by corroboration and abstraction of concepts (and the latter focusing on replication, generalisation of extant concepts within the empirical domain *etc.*). Further, critical realism has moved on since 1992 and today has a much stronger focus on the reflexive capacity of human beings (*see,* Archer, 2003; Sayer, 2000, 2011) and the causal influences of individual intentionality and shared systems of meaning; a development Sayer's 1992 methodology textbook – in many ways still relevant but in this respect rather dated – could not anticipate.

[86] The characteristics of intensive and extensive research are not replicated here as the precise methodological recommendations suggested by Sayer (1992) are not entirely consistent with my research design (*see* section 4.3.3.2, p. 152ff). However, the general notion of intensive research is close to/consistent with the case-study approach in many respects and as such a useful general categorisation nonetheless (*see* Ackroyd, 2010).

4.3.4.1   Qualitative research

In the context of the current discussion qualitative research methodology simply indicates, following Blaikie (2009), that the study uses qualitative forms of empirical data (*i.e.* non-numerical) generated by appropriate methods of material collection/generation (*i.e.* qualitative methods) and qualitative procedures for data analysis (*i.e.* non-mathematical and non-statistical). Thus it does not entail any formal transposition from words into numbers in order to be manipulated by mathematical or statistical procedures (some informal and/or implicit counting of frequencies may occur, for instance, during coding of interview transcripts or documents, but is not a formal requirement for the application and justification of the data and methods used). Further, the results of the research are qualitative but are also visualised in diagrammatic form (the thesis also includes some quantitative data in a descriptive fashion such as sales figures or turnover in the case background sections). As such, the label qualitative research does not indicate a particular research paradigm (*e.g.* constructionism) or a particular methodology such as ethnography (*see* Blaikie, 2009).

Nonetheless, the research design and approach followed in this study can be categorised as belonging to the qualitative-interpretative research tradition, which is as such a rather broad umbrella term for a plethora of different research methods, methodologies, strategies, and approaches (Seale, Gobo, Gubrium and Silverman, 2004). As such, qualitative researchers share certain concerns that differ from the preoccupations of more quantitative oriented academics, which are summarised in Table 10 (p. 156) (Blaikie, 2009).

Table 10: Focus of qualitative and quantitative researchers (Blaikie, 2009, p. 213ff.)

Focus of qualitative researchers	Focus of quantitative researchers
Using social actors' point of view and being close to social settings	Measuring concepts and establishing causality (*i.e.* regularity)
Describing thickly and reflecting	Generalizing [sic] and replicating
Focusing on social processes and meaning	Focusing on atomistic and discrete instances
Adopting a flexible approach	Doing a structured and orderly inquiry
Developing concepts and theories	Testing concepts and theories
See themselves as a research instrument	Using mathematics and statistics
Tolerate ambiguity, complexity, uncertainty and lack of control	Prefer order, predictability, certainty and control

Despite the *prima facie* domination of the latter approaches within marketing favouring statistical generalisations, hypothesis testing, and mathematical modelling (Tapp and Hughes, 2008; Davis *et al.*, 2012), there is a long and respectable qualitative research tradition in

marketing research as well (Levy, 2006). As such, the author positions the study in the line of a broad tradition of doctoral research within marketing in general and within the subject domain of corporate marketing in particular (*e.g.* the theses of Balmer, 1996; He, 2004; Powell, 2005; Otubanjo, 2008; Sheikh, 2012).

4.3.4.2   Qualitative data collection

This study utilises three sources of qualitative material as primary evidence for the empirical phenomenon scrutinised that are associated with three methods for data collection:

- **Interviews:** interactive conversation generating spoken words derived from asking questions

- **Document research:** reading and examining textual and visual material

- **Observations:** watching what people do and say and experiencing the aesthetic-spatial peculiarities of empirical settings and material artifacts therein.

Interviews and document research constitute the main methods of qualitative data collection while (non-participant) observations served an auxiliary purpose only. Each method used in this study and their respective contribution to the research are discussed in the following sections.

4.3.4.2.1   *Interviews*

The first main form of data generation used is interview research. Interviews as distinct technique for research originated in the journalistic practice of interviewing that emerged during the 19th century and from the psychoanalytic and therapeutic interviews in the early 20th century (Kvale, 2007).

In general, an interview is frequently defined as a more or less structured, but purposive conversation, usually between two people[87], where an interviewer frames and guides the conversation and is seeking responses for specified purposes from another person by ways of questioning and listening (Gillham, 2000; Kvale, 1996, Rubin and Rubin, 1995; Gubrium and Holstein, 2002). Interviews have become a ubiquitous feature of contemporary life and culture (Denzin, 2002; Gubrium and Holstein, 2002); interviews are not solely an information-

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[87] While this definition stresses the dyadic nature of interviews, conceptually interviews could very well include more than one interviewer as well as more than one interviewee such as 'joint narratives' in family research (Flick, 2009). However, in the context of qualitative research methods group-based interviewing is at large associated with focus group methods (Warren, 2001; Morgan, 2001).

gathering device but are "*central to making sense of our lives*" (Silverman, 1993, cited in Rapley, 2004, p. 15).

However, research interviews serve a specialised purpose that is "*to obtain information and understanding of issues relevant to the general aim and specific questions of a research project*" (Gillham, 2000, p. 2) in order to generate knowledge about a research topic.

Knowledge production during an interview is a joint endeavour between interviewer and interviewee predicated upon situated interactive communication (Kvale, 1996; Wengraf, 2001). However, a research interview is not a reciprocal conversation but characterised by an asymmetry of control over the framing of the interview situation (Kvale, 1996; Fontana and Frey, 2005).

Research interviewing builds on and is facilitated by the cultural practices, norms, and conversational skills that are readily available within and for members of a society, but goes beyond ordinary interactions (Rubin and Rubin, 1995; Kvale, 1996, Wengraf, 2001). However, a research interview is situated within a particular social context of a research situation that has an impact on the specific cultural norms and communicative practices available (Briggs, 1986; Wengraf, 2001). Thus, research interviews take place in semi-natural settings rather than perfectly natural ones such as in participant observations (Blaikie, 2009).

Further, the interview is performative in so far as that the interviewer and interviewee take up different (even multiple) roles and approach the interview situation from different positions (Atkinson and Coffey, 2002). These positions are not only influenced by the particular social setting of an interview, but both partners enter the interview with a set of objectives, expectations, attitudes, emotions, and experiences (Briggs, 1986; Foddy, 1993; Wengraf, 2001). Especially in the context of business and management research, the interviewee usually speaks on behalf of an organisation or as 'representative' of a business as much as an individual person. Hence, interviews serve representational purposes as well (Wengraf, 2001).

The concrete form of the design of a research interview is usually defined according to the purpose of the research and the degree of control the interviewer exercises over the topic and progress of the conversation (Mishler, 1986; Kvale, 1996; Gillham, 2000) as well as the degree, form, and style of interactivity involved; for instance, face-to-face, telephone, text-mediated (*e.g.* email, online chat), or computer assisted interviews (Singleton and Straits, 2002; Kvale, 2007).

Although the very 'purposiveness' of interviews presupposes some degree of structure and direction in any research interview (Gillham, 2000; Kvale, 2007), the literature commonly differentiates interviews according to the degree of structure and directional guidance the interviewer imposes on the interviewee (McCracken, 1988; Rubin and Rubin, 1995; Easterby-

Smith *et al.*, 2008). Hence, interviews range from *unstructured non-directive* interviews based on broad and open questions (*e.g.* narrative, biographic or psychoanalytic interviews) usually associated with qualitative research (Mishler, 1986; McCracken, 1988; Kvale, 1996) to *structured directive* ones – administering mainly questionnaire-based closed questions (often used in survey interviewing such as in applied market research or opinion polling) – commonly used in quantitative research (Gillham, 2000); with *focused* or *semi-structured* interviews situated somewhere in between (Merton, Fiske and Kendall, 1956; Fontana and Frey, 2005; Eriksson and Kovalainen, 2008).

Consequently, structured interviews usually follow a sampling logic that is similar to mail-administered questionnaires with the primary aim of later quantification while unstructured and semi-structured interview approaches usually focus on the qualitative richness of data (Easterby-Smith *et al.*, 2008; Rubin and Rubin, 1995).

The unique strength of qualitative interviews can be seen in that they enable the researcher to "*capture the multitude of ... views of a theme and to picture a manifold and controversial human world*" (Kvale, 1996, p. 7) and their ability of a "*flexible adaptation to emerging data*" (Merton, Fiske and Kendall, 1956, p. 43). The flexibility and openness to new insights is most likely compromised by a strict adherence to a predefined structured questionnaire, even if administered through voice rather than in textual form. Thus, qualitative interviews are usually of an unstructured or semi-structured nature with a varying degree of standardisation in terms of whether the same open questions are asked across different interview situations (Eriksson and Kovalainen, 2008). Nevertheless, the central rationale for qualitative interviewing is "*to gather contrasting and complementary talk on the same theme or issue*" (Rapley, 2004, p. 18). McCracken (1988), for example, in using the above mentioned common differentiator of degree of structure introduces his 'long interview' as a semi-structured and focused version of Spradley's (1979) approach to ethnographic interviewing that is largely unstructured (McCracken, 1988). Qualitative interviewing as understood by McCracken (1988) is fundamentally about uncovering meaning structures, categories and cultural patterns by understanding the social world from the point of view of respondents (McCracken, 1988). Rubin and Rubin (1995) distinguish between a cultural and a topical dimension of qualitative interviewing where the former aims to uncover and elicit cultural practices, norms, taken-for-granted assumptions and meaning structures implicated in the behaviour and activities of social actors while the latter looks for contextual and constitutive factors of incidents, events and actions (Rubin and Rubin, 1995).

Interviews are a meaning-making exercise in the way that interviewees tell their stories about a phenomenon or a topic by selectively drawing and reflecting on particular experiences

(Seidman, 2006). In this way, "*interviewing provides access to the context of people's behavior* [sic] *and thereby provides a way for researchers to understand the meaning of that behavior* [sic]" (Seidman, 2006, p. 10). The meanings people confer upon their actions and experiences have a direct bearing on the way people conduct themselves that lead to those very experiences and actions in the first place (Blumer, 1969). Hence, the main purpose of interviewing is the understanding of the lived experience of other people and the meaning they ascribe to that experience.

Further, language as a cultural practice is central to the collective constitution and the individual reflection of meaning (Sayer, 1992). Thus, understanding others (and even oneself) is fundamentally a communicative (and reflective) act (Archer, 2003). The 'linguistic turn' in social science has led to a new understanding of the interview as a situated communicative activity, where two speakers not only exchange information or data, but where meaning is mutually constructed in due course of the interview itself (Gubrium and Holstein, 2002; Denzin, 2002).[88]

Nonetheless, interviews are a "*basic mode of inquiry*" to comprehend social reality (Seidman, 2006, p. 8-9). Although, understanding can only be partial and incomplete, the recognition of the limits of our knowledge about others does not prevent us as qualitative researchers from striving for a more comprehensive understanding of social phenomena (Seidman, 2006).

In light of the above and in the context of the purpose of the study interested in managerial self-understanding and managers' comprehension of corporate heritage identities a face-to-face rather conversational and open semi-structured interview approach was chosen as a good compromise between closeness and flexibility. This enabled the interview to be guided by the participants and their understandings and experiences giving them some degree of control over the direction of the interview but also to stay focused on the broader research question of the study without suppressing new insights and directions. As will be discussed in chapter 5 (*see* section 5.3, p. 190ff.), the author's methodological reflections after the pilot study further supported the final design decision to use a more open semi-structured interview approach.

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[88] It has to be noted here that the reference to the 'linguistic turn' in social science does not implicate that the author uncritically subscribes to the paradigmatic convictions that are usually associated with this term. Nonetheless, it requires any researcher to be more sensitive and cautious towards the epistemic status of interview generated data for research purposes. Thus, to a certain degree the 'fusion of horizon' is already present at the interview situation rather being relevant only after interview data have been collected. This problem is closely associated with the general problem of 'theory-laden' facts in social research and not unique to interviews as such (see the discussion on epistemology, appendix D.3, p. 469ff.).

4.3.4.2.2 *Document research*

The collection and inspection of textual and visual documents constitutes the second main source of empirical material for this study. Despite the *prima facie* importance of all sorts of textual and audio-visual documents in everyday life (McCulloch, 2004) and the increasingly mediated nature (culturally and informationally) of social phenomena in general (*see* appendix B.1, p. 381ff. and appendix D.1, p. 460ff.), there is surprisingly little focus in the methodology textbooks consulted on document research as a main form of empirical inquiry (Prior, 2003).

If considered at all, documents are often merely recommended for contextual background information or for the corroboration of other (main) empirical materials generated through interviews or observations (Silverman, 2006; *also see* Yin, 2009). However, with the 'linguistic turn' in the social science there is a growing interest in documents as narrative and/or linguistic constructions (Silverman, 2006) exemplified by discourse analytic and narrative approaches with a close interest in the structure, form, and style of texts as well as how these are constituted and used in particular socio-cultural contexts (Silverman, 2006).

Within the established tradition of cultural consumer research in marketing, documents are seen as cultural artifacts that serve particular purposes within a specific socio-cultural context and convey cultural meanings within literate societies (Moisander and Valtonen, 2006). Similarly, in an organisational context, corporate texts (*e.g.* annual reports, press statements) can reveal particular identity claims made about the organisation usually sanctioned by management (Chreim, 2005), because they constitute organisational artifacts (*see* Gagliardi, 1992; Prior, 2003).

As such, for the use of documents in the context of this study the latter approach is adopted. However, the study's interests in the documents are less structural or formal, whether from a narrative or discourse analytic point of view, but rather content oriented with an interest in thematic patterns of identity claims about the organisation largely made by or on behalf of management and general modes of corporate identity representation that reflect management self-understanding. Due to the particular interest of the study in managerial understanding and its relation to the representation of the corporate heritage identity for corporate marketing purposes such an approach seems appropriate. Thus evidentiary import of documents for the research problem at hand is twofold:

- Documents provide empirical evidence for the managerially intended representation of the corporate heritage identity *vis-à-vis* stakeholders
- Documents function as artifactual manifestations of managerial self-understanding *per se*.

In addition to its primary use, documentary evidence also provides contextual and background information about the company in general consistent with the more traditional use of documents in social research.

Of course, the epistemological limitations that have been discussed earlier apply as much to documentary evidence as to other forms of empirical materials. Hence, documents do not provide unproblematic and 'factual' information and are always pre-interpreted for a particular purpose and from a dedicated point of view. However, as the study's focus is on the particular point of view of management, which is usually conveyed by officially sanctioned corporate documents, they constitute a valid source of empirical evidence. Further, the interpretative leap from concepts contained in the documents to the more technical abstractions developed in this thesis is similar to the leap that is required using interview data; both entail a 'fusion of horizons' (Gadamer, 1975; *see* appendix D.4.1, p. 477ff.) rather than provide an unmediated access to management understanding. Finally, as interview partners are seen to also act as 'representatives' of the organisation, the epistemic status of corporate documents having a similar representational function is not of secondary nature in comparison to interview data, thus representing a valid source of empirical evidence.

4.3.4.2.3   *Observations*

The final method used in the study is (non-participant) observations. However, unlike ethnological, practice, or interaction oriented studies (Blaikie, 2007, 2009), observational research serves only an auxiliary function in the study's research design. This is justifiable by the general purpose of the research interested in managerial understanding and its manifestations in formal corporate representations associated with the corporate identity. Of course, performances and cultural practices have an important symbolic and representational function as well, yet the main interest of this research are the interpretative schemes employed by management in relation to corporate identity enactment rather than the micro-level practices, processes, or actions and their respective dynamics *per se*. (contrary to ethnomethodology, for instance, *see* Flick, 2009). Nonetheless, meaning and understanding are embedded in contexts and often situationally constituted. Consequently, observations were used to provide contextual information about the organisation itself and the identity claims made by management with a particular focus on representational manifestations of the corporate identity in symbolic and behavioural form.

4.3.4.3   Qualitative data analysis and synthesis

Next to the collection of qualitative data facilitated by appropriate qualitative methods an important aspect of any qualitative methodology is the interpretative leap from qualitative data generated in the field to either rich descriptive accounts thereof and/or the generation of academic concepts and theoretical frameworks derived from these data (Blaikie, 2007, 2009). As such, in this section the different qualitative methods used for data analysis and synthesis are outlined.

To reiterate, the main purpose of this study is exploration and theory development in regard to the conceptually and empirically underspecified phenomenon of corporate heritage identities and their specifics from a dedicated managerial point of view. The general analytic attitude adopted is influenced by this overall purpose. Moreover, the choice of analytic methods is also predicated on the general professional stance taken as a researcher and the research strategy followed. Consequently, the methods need to accommodate:

- The bottom-up (*a posteriori*) generation of concepts facilitated by a sensitising attitude towards extant theories.
- A holistic use of data facilitating the fusion of *etic* and *emic* perspectives into theoretical concepts at a higher level of abstraction.

In light of the above and taking into account the general 'logic of discovery' followed with the adoption of an abductive research strategy the use of qualitative methods developed by grounded theorists is justified as these methods facilitate the prolonged interpretative interaction between generated data and emerging concepts as well as the generation of theoretical concepts *per se* (Charmaz, 2006; Corbin and Strauss, 2008). Further, the methodology's origin in American pragmatism and close association with symbolic interactionism (Strübing, 2008, 2010) makes it partially consistent with the author's own paradigmatic convictions (*see* Appendix D, p. 460ff.). However, the research design adopted does also account for extant concepts in a sensitising fashion seeking a fusion of horizons and as such denies the possibility of a *tabula rasa* treatment of empirical data, which is usually assumed to be a central tenet of Grounded Theory in its original form (Glaser and Strauss, 1967, but *see* Strübing, 2008 and Kelle, 2010 for a different interpretation of this aspect). Thus, the methods developed by grounded theorists are used in an instrumental fashion within the precepts of the research design of this study rather than within the paradigmatic and methodological framework that underpins a full-fledged Grounded Theory study. Consequently, the general analytic approach chosen can be qualified as 'grounded analysis' (Easterby-Smith *et al.*, 2008) indicating the instrumental use of methods developed for

Grounded Theory research without subscribing to all paradigmatic or methodological prescriptions of Grounded Theory first articulated by Glaser and Strauss (1967). This has more recently been described as a valid appropriation of these methods for research projects following the qualitative-interpretative research tradition in general (*see* Kelle, 2010). Further, more recent articulations of Grounded Theory seem to support more balanced research designs sensitive to the theory-laden nature of all social inquiry and as such are consistent with the general research design and paradigmatic stance taken in the context of this study (*see* Charmaz, 2006; Strübing, 2008; Corbin and Strauss, 2008; Lempert, 2010; Dey, 2010; Kelle, 2010). In addition, the case-based approach adopted requires the holistic and contextualised treatment of multiple sources and types of data/evidence. As such, the analytic methods need to be able to facilitate the corroboration and triangulation of different qualitative data in addition to their grounded analysis for concept development. Albeit grounded analysis already facilitates the interpretation and synthesis of multiple sources and types of data, thematic content analysis of data seems appropriate as an auxiliary qualitative method in order to provide additional corroborative and contextualising evidence. Consequently, the two qualitative methods used in this study for data analysis and synthesis are:

- **Grounded analysis:** main method with a focus on concept development
- **Thematic content analysis:** auxiliary method with a focus on context and richness.

4.3.4.3.1   Grounded analysis

Grounded analysis utilises three interacting analytic methods adopted from methods developed for Grounded Theory research (Corbin and Strauss, 2008; Charmaz, 2006):

- **Multi-stage coding** (open, focused, axial, and selective);
- **Memo writing** (descriptive, analytic, and reflective);
- **Conceptual mapping/diagramming** (visualising of code and category relationships and linkages).

Another important precept of Grounded Theory research is ***theoretical sampling*** throughout the ongoing research project until saturation of the emerging concepts has been achieved (Charmaz, 2006; Corbin and Strauss, 2008). However, due to practical limitations in the degree of freedom to follow such an approach in a business context, a limited version of 'theoretical sampling' was pursued (*see* chapter 5, section 5.3.2.3, p. 195ff.).

Coding refers to an analytic procedure involving the descriptive labelling of identified instances within qualitative data (usually text) either derived directly from the language used in the text (*i.e.* in-vivo codes) or based on an extra-textual frame of reference such as, for

instance, a theoretical or descriptive term introduced by the analyser of the data derived from the literature or a thematic analysis of empirical materials (Corbin and Strauss, 2008; Charmaz, 2006). However, coding involves more than just the descriptive labelling of text, whether in-vivo, theoretical or thematic, but constitutes an analytic process based on **constant comparisons** between different instances of data as well as associated codes and concepts for similarities and differences within and across different sets of data and/or concepts (Corbin and Strauss, 2008; Charmaz, 2006). Further, coding is a multi-stage process progressing iteratively from data to concept development (Charmaz, 2006; Corbin and Strauss, 2008; Strübing, 2008) and as such facilitates the gradual abstraction of academic concepts from the empirical domain. This is achieved by the gradual and iterative move between four interdependent and interlinked modes of coding:

- **Open coding**: the close and relatively indiscriminate reading and labelling of qualitative data based on word-by-word, line-by-line or instance-by-instance coding within a document or set of empirical data (Charmaz, 2006; Strübing, 2008)

- **Focused coding**: the directed reading and coding of qualitative data facilitated by the constant comparison between already coded instances in the data that lead to salient codes that best categorise and describe clusters of coded instances (Charmaz, 2006)

- **Axial coding**: the relational reading and coding of extant codes and coded instances based on the identification of relationships and linkages between different codes and coded instances that specify the properties and dimensions of higher-level codes (Charmaz, 2006; Corbin and Strauss, 2008; Strübing, 2008)

- **Selective coding**: the discriminate and integrative coding of salient higher-level codes into a core category or categories that describe and specify the central phenomenon of the study (Strauss and Corbin, 1998; Strübing, 2008)

The four stage framework used here is a variation of the usually three or two stage coding procedures recommended by grounded theorists (Charmaz, 2006; Corbin and Strauss, 2008; Strübing, 2008). However, the different coding stages represent largely descriptive categories of analytic tools and methods due to the intertwined and iterative nature of the entire coding process and are as such somewhat arbitrary (*see* the different expositions of the coding process over time suggested by, for instance, Strauss and Corbin, 1998 and Corbin and Strauss, 2008).

Closely associated and intertwined with the method of multi-stage coding is the analytic tool of **memo writing**, which represents an integral part of the grounded analysis of qualitative data (Charmaz, 2006; Corbin and Strauss, 2008; Strübing, 2008). Memos refer to all the written

records in relation to the grounded analysis of data (Corbin and Strauss, 2008; Charmaz, 2006), which can involve for example:

- **Descriptive memos** (e.g. articulating a code or category; specifying the properties or dimensions of a concept)

- **Analytic memos** (e.g. working out the linkages and relationships between different categories and concepts; developing categories and concepts from codes and coded instances)

- **Reflective memos** (e.g. reflective account of the research process or the emerging concepts)

- **Theoretical memos** (e.g. reflection on the emergent categories in reference to extant theories or concepts).

As such, the analysis of data concurrently occurs through the writing of memos and represents "*a private conversation between the researcher and his/her data*" (Lempert, 2010, p. 251) facilitated by asking questions of the coded instances, codes and emerging categories and concepts (Corbin and Strauss, 2008; Charmaz, 2006). Thus, memo writing draws on the reflective capacity of human beings (Archer, 2003). It also lends support to a central notion of qualitative-interpretative research of the researcher as a 'research instrument' (Blaikie, 2007, 2009).

Finally, grounded analysis is further facilitated by **conceptual mapping** and the **drawing of diagrams** that help to visualise linkages and relationships between different codes and concepts as well as the consolidation of categories into a coherent framework (Corbin and Strauss, 2008; Charmaz, 2006). Thus, the concurrent use of textual and visual analytic techniques and the iterative and multi-stage coding of data facilitate the prolonged and multi-modal interaction between data, concepts, and researcher. All three main analytic methods outlined above concurrently constitute grounded analysis and mutually reinforce the analytic utility of the different techniques associated with them. For a more detailed description of the analytic procedures and how they were used in this study *see* section 5.4 (p. 209ff.) in chapter 5.

4.3.4.3.2   Thematic content analysis

Content analysis refers to the establishment of categories within a set of qualitative data (Silverman, 2006) by drawing specific inferences from a body of text to a chosen analytic context such as, for instance, research questions (Krippendorf, 2004). Qualitative data have no single objective meaning nor do they need to constitute a shared meaning but are always

interpreted by a reader (an analyst) within a specific situational context of particular purposes or discourses (Krippendorf, 2004). Thus, the frame of reference of a text and the frame of reference of the analyst always converge into a new frame of reference dependent on the analytic, empirical, and situational context of a reading (Krippendorf, 2004). This understanding is largely consistent with the author's paradigmatic convictions in that the best a researcher can hope for is a 'fusion of horizons' rather than an objective or unmediated representation of social worlds (*see* appendix D.4.1, p. 477ff.).

Content analysis can be quantitative based on enumeration of textual instances (which are in principle all qualitative) that fit a category scheme for later statistical analysis or qualitative with a focus on words and quotations of textual instances that identify or illustrate a salient theme within a set of data (Silverman, 2006). As such, qualitative content analysis is close to the early coding stages of grounded analysis discussed above. However, it differs in terms of the analytic objective and level of detail. While grounded analysis aims at the development of concepts and theoretical abstraction the focus of qualitative content analysis is the context-sensitive identification of general themes and patterns within a text (Krippendorf, 2004).

The thematic analysis of qualitative data pursued in this study follows the general precepts of qualitative content analysis (Krippendorf, 2004; Silverman, 2006) with the objective to identify three different types of themes in the data at different stages of the research project:

- **Sensitising themes**: preliminary identification of salient *prima facie* themes within data
- **Corroborative themes**: data possibly enriching extant codes and categories
- **Contextual themes**: descriptive and informative data for understanding the empirical context of the case study.

While the sensitising themes help to guide further data collection during the fieldwork stage prior to a detailed grounded analysis of the data the remaining themes facilitate the triangulation and contextualisation of the emerging concepts developed with the help of grounded analysis. Thus, qualitative content analysis serves an auxiliary purpose within this study.

4.3.5 Quality considerations

Having discussed the paradigmatic framework and the research design of this study the final section of this chapter looks at quality aspects of the research conducted. More precisely, quality criteria relevant for the project and strategies to assure a high level of rigour and quality are outlined.

4.3.5.1 Quality criteria

Traditionally, academic research is assessed in terms of three interlinked quality criteria: *validity* (*i.e.* internal, external, measurement), and *reliability* measures and techniques aim to assure the *objectivity* of a study (Seale, 1999; Flick, 2007).

First, according to Sayer (2000) **objectivity** is an ambiguous concept and has at least three different independent but contingent meanings:

- **Objectivity 1**: meaning value-neutral, indifferent or value-free

- **Objectivity 2**: being a synonym for 'true' or practically adequate

- **Objectivity 3**: referring to the nature or ontic qualities of things

Value free and value-laden knowledge as well as true and false beliefs about objectivity 3 all belong to the transitive dimensions of social reality (*e.g.* language, discourse, symbolic systems of meaning) and are as such fallible and mediated (Sayer, 2000). Thus, they are often conflated as if a hypothetical value-free attitude (which usually means unacknowledged standpoints or biases) somehow ascertains the correspondence between the ontic and epistemic domains of social reality (Sayer, 2000).

However, both are logically independent and a search for 'true' or practically adequate concepts (even if unattainable in the form of perfect correspondence between objectivity 2 and objectivity 3) does not necessitate an uninterested stance towards the phenomenon inspected (Sayer, 2000). Neither do 'progressive values' guarantee objectivity (*i.e.* objectivity 2) nor do repugnant values necessarily make it unattainable (Sayer, 2000, p. 59). Of course, adequate research needs to caution against inherent biases, wishful thinking, and make-believe. However, being reflexive and value-conscious does not require value neutrality or total detachment from the phenomena one is interested in. The growing importance of impact of academic research on society (in the UK context) by necessity requires any researcher to take a stance and at least make it explicit. On the other hand, taking a stance or a sympathetic interest in an issue does not preclude a critical and open mind. As such, axiological and pragmatic aspects of research are discussed in section 4.2.3 (p. 133ff.), further elaborated in appendix D.4 (p. 477ff.), and the study itself is situated *vis-à-vis* the corresponding social science paradigms in section 4.2.4 (p. 133ff.)

Second, the concept of **validity** can be differentiated into three different aspects (Seale, 1999; Knapp, 2008):

- **Measurement validity**: is concerned with the degree of correspondence between measurement instruments (*i.e.* indicators and concepts) and their referents (*i.e.* the

things they ought to describe) and the relevance of a measurement instrument for a particular purpose

- **Internal validity**: refers to the extent a causal proposition is supported in a study
- **External validity**: refers to the extent causal propositions in one context hold in other contexts (*i.e.* generalisability).

Third, the concept of **reliability** refers to the degree of synchronic and diachronic consistency of results based on the same or different measurement instruments used by the same or different researchers (Knapp, 2008).

All these traditional criteria assume the possibility or strive towards correspondence between the ontic and epistemic domains of social reality; are based on a static, flat, and undifferentiated ontology; and are predicate on a reductionist and universalistic understanding of knowledge (*see* Appendix D, p. 460ff. for a more comprehensive discussion). Further, they are methodologically biased towards quantitative research (Sayer, 2000; Flick, 2007).

Consequently, these criteria have been criticised on paradigmatic and methodological grounds (Seale, 1999; Flick, 2009). In methodological terms the criteria are closely associated with the deductive-nomological research doctrine that underpins enumerative and statistical methods (Seale, 1999) while in paradigmatic terms the criteria are closely aligned with realist-objectivist paradigms such as positivism or post-positivism (Flick, 2007; also *see* section 4.2.4, p. 133ff.).

Due to the different paradigmatic and methodological principles that usually underpin contemporary qualitative-interpretative research in social science, these traditional criteria are less suited as guiding principles (Guba and Lincoln, 2005; Lincoln, Lynham and Guba, 2011). As such, they have lost their philosophical appeal and strict relevance (in the way they are usually interpreted, *see* Sayer, 1992, 2000) for the social sciences in general and in regard to qualitative research in particular but not their practical influence on research assessments in the context of research as a situated practice serving different stakeholders in society (Smith and Hodkinson, 2005; Amis and Silk, 2008).

With the assumed lack of a sound epistemic foundation for truth claims and the mediated, theory-laden, and value-impregnated nature of social inquiry a new set of quality criteria is required. In the light of the epistemological vagaries that the more recent deliberations within the philosophy of science have revealed (*see* appendix D.3, p. 469ff.), quality criteria and strategies adequate for any research project tend to vary with the paradigmatic and

methodological framework adopted by a researcher as well as depend on the dominant paradigm within an academic community (Flick, 2007).

Consequently, qualitative researchers have struggled to develop common quality criteria that are relevant across paradigms and/or research contexts (Creswell, 2007; Flick, 2009). Thus, several alternatives have been suggested either through reinterpreting the extant criteria for the requirements of qualitative research (*e.g.* Kirk and Miller, 1986) or by developing a new set of criteria, which are either relevant for a particular paradigm (*e.g.* Lincoln and Guba, 1985), for a particular methodology (*e.g.* Charmaz, 2006), or a specific research domain (*e.g.* Patton, 2002) (*see* Seale, 1999; Flick, 2007; Creswell, 2007).

Despite the difficulties in developing a universal set of quality criteria for qualitative-interpretative research due to paradigmatic and methodological discrepancies, the alternative principles originally suggested by Lincoln and Guba for naturalistic forms of inquiry (Lincon and Guba, 1985) are the most prominent set of criteria for qualitative studies (at least within the methodology literature consulted) as they still provide a bridge to the traditional criteria (*e.g.* for an audience less familiar with the particularities of qualitative research) yet accommodate the specific requirements of qualitative inquiry well. Moreover, previous qualitative doctoral studies within the subject domain of corporate marketing have successfully employed these criteria (*e.g.* theses of Balmer, 1996; He, 2004; Sheikh, 2012). According to Lincoln and Guba (1985) the overall **trustworthiness** of a study depends on:

- **Credibility** (as substitute for internal validity)
- **Transferability** (as substitute for external validity)
- **Dependability** (as substitute for reliability)
- **Confirmability** (as substitute for objectivity).

Nonetheless, in the light of this multiplicity of quality criteria some authors have taken a pragmatic stance and suggest focusing less on abstract criteria or principles and more on actual strategies to improve research quality throughout a research project (Seale, 1999; Flick, 2007). As such, the criteria are used as broad guiding principles in this study (Flick, 2007) and the next section outlines the different strategies pursued in order to follow these principles.

4.3.5.2 *Quality procedures and strategies*

Several procedures and strategies were pursued in order to improve the quality and robustness of the study and its findings. The main strategies were:

- **Triangulation:** data/source, method, and theory/perspective triangulation
- **Constant comparison:** inherent feature of grounded analysis

- **Prolonged exposure/contact to the field**: (six month period of periodic visits to the field, continued information about the field issues after end of direct fieldwork)

- **Comprehensive data treatment:** multi-stage (*i.e.* open, focused, axial, selective) and multi-modal (software aided and manual) coding, prolonged and iterative interaction between data and researcher

- **Peer debriefing:** periodic presentations to academic community (research group, business school, external conferences and symposia) at different stages of the research project; frequent interaction with supervisor

- **Procedural and methodological rigour:** use of software to facilitate data analysis and handling, pilot study conducted, transcription of interviews, extensive note taking and memo writing

- **Theoretical transparency:** detailed articulation of paradigmatic, axiological and pragmatic convictions; explicit articulation of research design decisions

- **Procedural transparency:** detailed exhibition of research process, sampling strategy, data collection, data analysis and synthesis, and provision of relevant examples in the appendix

- **Empirical transparency:** detailed description of case background and history, ethical procedures followed and specified, provision of empirical evidence in support of the findings

In general, these procedures and techniques constitute an inherent part of the qualitative methods used (*e.g.* constant comparison, comprehensive data treatment), are part of the general research process (*e.g.* prolonged field contact, procedural rigour, peer debriefing), or are realised through the specific exposition of this thesis (*e.g.* transparency).

In particular, triangulation represents an integral aspect of the case study approach (Stake, 2005; Yin, 2009) and refers – in general terms – to a particular feature of the research design allowing an empirical phenomenon to be approached in multiple ways. Thus, it refers to the combination of multiple sources, data, methods, theories, and/or observers within a single study (Silverman, 2006; Flick, 2009). As such, in the context of case study research triangulation can be understood in two principle overlapping ways as:

- A particular research procedure characteristic for case-based research
- A procedure for improving the research quality.

However, due to the different forms and approaches to triangulation within the literature, a more detailed discussion is apposite at this point.

Different types and purposes of triangulation are discussed in the literature. Originally introduced by Campbell and Fiske (1959 cited in Flick, 1992, p. 14ff.) as a strategy to reduce method-induced biases by using multiple measurement instruments in quantitative research (Flick, 1992), it is today either associated with the mixed method approach of combining qualitative and quantitative methods (Easterby-Smith *et al.*, 2008; Blaikie, 2009) – similarly intending to reduce the shortcomings of single-method research designs (Flick, 1992) – or as particular strategy to improve the quality of qualitative research approaches, which can be attributed to Denzin (1970 cited in Flick, 1992, p. 14ff.) in its original conception (Flick, 1992).

However, the purpose of triangulation within the paradigmatic framework of this study is not to validate findings and conclusions by aiming for a 'more objective' truth, which would eventually require a correspondence theory of truth and a positivist or post-positivist framework, but to provide richness and variety in order to make better sense of the data encountered (Denzin and Lincoln, 2011; Silverman, 2006). Consequently, triangulation "*is less a strategy for validating results and procedures than an alternative to validation* [...] *which increases scope, depth, and consistency in methodological proceedings*" (Flick, 2009. p. 445).

In drawing on an expanded version of Denzin's (1970 cited in Flick, 1992, p. 14ff.) original framework Flick (1992, 2009) differentiates four principle forms of triangulation:

- **Data/source triangulation**: the use of different sources and types of data within a single study

- **Method triangulation**: the use of different research methods (*i.e.* between-method triangulation) and/or the use of different techniques of the same method (*i.e.* within-method triangulation) within a single study

- **Investigator/observer triangulation**: the use of different observers within a single study

- **Theory/perspectives triangulation**: the use of different theories and/or theoretical perspectives within a single study.

Within the research design of this study three different forms of triangulation were pursued. First, data/source triangulation was achieved by different interviewees from top and middle management, the collection of oral, visual, and textual data, and the use of data from different times (archived documents and old websites) and places (headquarter, pubs, visitor centre, internet).

Next, interviews, document research, and (non-participant) observations were concurrently used within the study enabling method triangulation. In addition, grounded analysis and thematic content analysis were employed as analytic procedures.

Finally, the empirical data were approached as indicative for managerial self-understanding (perspective 1) as well as representations of the corporate heritage identity *per se* (perspective 2) constituting theory/perspective triangulation as suggested by Flick (1992, 2009).

Table 11 summarises the above and associates the different research strategies pursued with the trustworthiness criteria used as guiding principles as discussed earlier.

Table 11: Trustworthiness of study

Trustworthiness principles	Quality strategies and techniques used
Credibility	• Prolonged exposure/contact to the field • Triangulation • Constant comparison • Peer debriefing
Transferability	• Theoretical transparency • Empirical transparency • Procedural transparency
Dependability	• Comprehensive data treatment • Procedural transparency • Empirical transparency
Confirmability	• Procedural and methodological rigour • Theoretical transparency • Procedural transparency

Lincoln and Guba's (1985) originally recommended 'member checks' as the most important quality strategy. However, this recommendation is predicated on their 'naturalistic paradigm' based on the conviction that the integrity of a phenomenon (*i.e.* the emic dimension) can be retained and is necessary for good qualitative-interpretative research. However, within the paradigmatic framework of the study this is doubtful and the best one can hope for is a fusion of horizons, because data are jointly generated by field interventions rather than collected and reproduced by the researcher. In addition, the case study's purpose is instrumental and aimed at theory development rather than focused on the intrinsic qualities of the case, which necessarily removes the resulting categories and concepts from the empirical domain to a higher level of abstraction. As such, these abstractions serve a primary future purpose within the academic community (*i.e.* the further specification of the corporate heritage identity concept) but not necessarily a practical one (as in action research). Consequently, within the context of this study frequent peer debriefing was given priority over member-checking. Nonetheless, the findings and results of the study are relayed back to the case company, but based on ethical rather than methodological grounds.

4.4 Summary of chapter 4

In summary, this study adopts an instrumental single holistic case approach (Stake, 1995; 2005; Flyvbjerg, 2011; Yin, 2009) broadly situated within the qualitative research traditions of methodologies marshalling qualitative data generation and analysis (Blaikie, 2007, 2009). The research design is underpinned by paradigmatic convictions that are labelled moderate 'pragmatic realist constructionism', which informs this empirical study (*see* section 4.2, p. 131ff. and Appendix D, p. 460ff.). Following an abductive-interpretative research logic (*see* Blaikie, 2007, 2009) the study has as its focus the intensive context-sensitive in-depth study (Stake, 2005; Flyvbjerg, 2011) of a phenomenon and its manifold manifestations (Gummesson, 2000, 2001, 2005; Verschuren, 2003) as a conceptually and empirically bounded unit (Ragin, 1992; Stake, 2005) by drawing on multiple forms of evidence *in situ* (Yin, 2009), thus generating particularistic as well as holistic forms of knowledge (Hamel, 1992; Verschuren, 2003; Stake, 2005). There have been frequent calls for this type or research within marketing (Bonoma, 1985; Gummesson, 2001 2005; Dubois and Gadde, 2002; Tapp and Hughes, 2008; Easton, 2010a).

Within the non-positivist frame of reference adopted by this study, case-based research facilitates the convergence of the empirical *emic* dimension with the conceptual *etic* dimension of a social phenomenon (Walton, 1992; Harper, 1992; Donmoyer, 2000) and is resulting in empirically grounded findings at a higher level of abstraction (Sayer, 1992), thus specifying its properties and dimensions and having the potential to provide a new conceptual lense and platform for future empirical and conceptual work. As such, within the adopted paradigmatic frame the focus of the research design is on the case's instrumental relevance for understanding – in theoretical terms – the abstract concept of corporate heritage identity stewardship, not on articulating unique and intrinsic characteristics of the case *per se* (Stake, 1995, 2005), which is nonetheless illustrative of the phenomenon (Siggelkow, 2007), nor on purely retaining the *emic* integrity of the phenomenon as in naturalistic forms of inquiry (Lincoln and Guba, 1985; *see* Blaikie, 2007).

The research design is adopted in a dynamic and interactive fashion based on guiding principles informing fieldwork and concept development rather than a rigidly operationalised endeavour. Construct development is concurrently informed by sensitising concepts from the extant literature and grounded in multiple empirical materials. The empirical phenomenon is scrutinised from the two main perspectives (i.e. management understanding and corporate heritage identity representations) derived from the literature review adopting an overall managerial perspective. It aims to illuminate the nascent concept of corporate heritage identity stewardship. The primary areas of envisaged contribution are theoretical and

empirical due to the instrumental theory-building nature of the research design and the chosen empirical context discussed in the next chapter. Any potential practical or methodological implications are only derivative and secondary in nature.

In the light of the above, based on an initial broad review of the literature some tentative preliminary concepts (Yin, 2009) are used in a sensitising mode (Blumer, 1969) in order to guide but not determine the inquiry. Prior refinement of technical research aspects (*e.g.* field protocols, transcription, analytic software *etc.*) occurs during an initial pilot phase. Following ethical principles and procedures for qualitative fieldwork extensive and widely sourced current and historic empirical materials are generated within the case company through (1) interviews, (2) document research, and (3) non-participant observations during periodic visits to the case company and other locations. Marshalling the precepts of grounded and thematic analysis (Easterby-Smith *et al.*, 2008) these data are subsequently analysed – partially facilitated by qualitative data analytic software (MaxQDA 10) – based on a multi-stage coding process, constant comparison, memo writing, and conceptual mapping (Charmaz, 2006; Corbin and Strauss, 2008). This enables corroboration and multiple triangulations (Flick, 1992, 2007) as well as the prolonged interaction between empirical data, emerging concepts, and extant literature (Corbin and Strauss, 2008). As such, the final theoretical framework articulating the findings of this study 'emerges' from this constant interaction between empirical data, different sensitising concepts, and preliminary categories. The linear structure of a thesis is limited in its potential to fully reflect this iterative and spiral process of theoretical elaboration. Nonetheless, the trustworthiness of the findings was assured by the use of different quality management strategies and techniques throughout the project (*e.g.* multiple triangulations; peer debriefing; theoretical, procedural, and empirical transparency) (Flick, 2007; 2009).

Having discussed the methodology and research design in this chapter, the next chapter discusses and elaborates several themes: the empirical context, the research process, and the analytic procedures.

5 Case background, research process and case analysis

5.1 Introduction to chapter 5

The previous chapter articulated the paradigmatic framework and the research design of this study. This chapter focuses on the execution of the research design within a particular empirical context. First, it provides an overview of the empirical case study setting in which the research took place showing its relevance for the purpose of this thesis. Next, the research process partitioned into five research stages is described in general terms. Further, the chapter shows how the empirical data generated during fieldwork were actually analysed and synthesised into the main finding of this study; subsequently to be presented and discussed in chapter 6. The overall purpose of the chapter is to show the study's rigour and quality and to improve the finding's transferability.

As such, the first part of this chapter outlines the organisational and industrial background of this study by providing a short overview of the case company itself and the industry within the company operates. Further, the relevance and suitability of the case organisation and industry for the purpose of this thesis is shown. In addition, an expanded discussion of the case company's historical development – taking into account the respective socio-historic context at different stages of its development – is included in the appendix (*see* appendix E.1, p. 485ff.). The sufficient description[89] of the socio-historic development and context of the empirical case aims to facilitate:

- The understanding of the company's corporate heritage and the corporate heritage identity representing the instrumental focus of this study.
- The delimitation of the empirical boundaries of the study in order to supports the potential conceptual transfer of the findings into other empirical contexts.

The second part of this chapter outlines in general terms the five main stages of the research process by describing how the research moved from scoping the topical focus of the study, to developing an appropriate research design and choosing a relevant empirical case setting, to collecting empirical materials in the field and to finally analysing and synthesising the data thus generated, which resulted in this written thesis. The exposition of the general research process is supported by relevant illustrative documents included in the appendix (appendix E.2, p. 521ff.).

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[89] As has been argued earlier (*see* chapter 4, section 4.3.2, p. 140ff.), the relative importance accorded to 'thick descriptions' (Geertz, 1973 cited in Blaikie, 2009, p. 211) in qualitative case research is to a large extend attributable to its disciplinary origins in ethnography and social anthropology. However, the focal interest of my study is instrumental and conceptual and not ethnographic or anthropological in nature. Thus, my account of the case background aims to provide a 'sufficient description' rather than a 'thick description' as such.

The third part of this chapter describes in more detail how the different procedures and tools for data analysis and synthesis were used to make sense of the empirical data and how the main finding of this study was arrived at. The description of the analytic procedures used is substantiated by relevant and varied work examples included in the appendix (*see* appendix E.3, p. 529ff.). The detailed exposition of data analysis and synthesis procedures aims to improve the overall confidence in the findings of the thesis by providing empirical and procedural transparency.

5.2   Case background

Albeit the purpose and objective of the grounded case study and of this thesis is mainly instrumental – focused on the better understanding of corporate heritage identities with a specific interest in managerial self-understanding and strategic corporate identity enactment from a corporate marketing perspective – the exposition and discussion of the case background and context represents an important part of any qualitative case study, whether instrumental or intrinsic in nature (Stake, 1995, 2005).

Further, the sufficient description of the empirical case (*i.e.* the case company) and its industrial context facilitates not only the better understanding of the conceptual case scrutinised (*i.e.* corporate heritage identities) but also helps to identify the empirical limitations and boundaries of the study as well as supports the potential conceptual transfer of the findings into other empirical contexts by providing information, which allow other researchers to establish possible differences and similarities in organisational, industrial or socio-historic terms. Finally, the presentation of the case background and context also aims to show their relevance and suitability in regard to the instrumental purpose and objectives of this study.

First, a brief descriptive overview of the company and the industry are given before their relevance for the purpose of this research is shown.

To reiterate an expanded exposition of the company's historical development (also referring to the relevant socio-historical context) is included in the appendix (*see* appendix E.1, p. 485ff.). The company's past is important not only for understanding how the company evolved into today's organisation but also provides additional background information in regard to the organisation's corporate heritage traits and claims.

5.2.1   Case study overview

5.2.1.1   Company overview

The case company Shepherd Neame Ltd is a regional brewer and pub operator based in the small English market town of Faversham, with a population of 17,701, in the county of Kent. As such, the company operates jointly in the alcoholic drinks and hospitality industry. The company was founded in 1698 (although recent historical evidence indicates that the origin of the brewery can be traced well into the 16th century), which qualifies it as Britain's oldest brewer still in operation today. It is also amongst the oldest continuously operating companies in the UK. It is a family business today controlled by the 5th generation of the Neame family.

As of 2012 the company has a pub estate of 354 public houses (pubs, inns and hotels) in the county of Kent and in the surrounding counties in the South East of England (including London) with a strategic focus on traditional and historic houses with individual character (ca. 140 public houses are listed historic buildings of which many are more than 300 years of age), of which 311 are owned by the company (freehold) and the remainder leased from third parties (leasehold). The company operates 44 houses with its own staff (managed houses) and 310 are lent/leased to self-employed publicans (tenanted houses). The company's pub estate offers a full range of high quality hospitality services for the local communities and visiting tourists including drinks and locally sourced food served indoors and outdoors, entertainment services and function rooms as well as 476 accommodation rooms at 40 selected inns and hotels. The company frequently wins industry awards and is highly ranked in customer surveys for the quality of its hospitality services ranging from service quality awards, to food quality awards and to tourism awards (Shepherd Neame, 2012).

The company produces nationally distributed cask ales ('Real Ale') and premium bottled ales (PBA) such as *Spitfire* or *Bishops Finger* and a variety of seasonal and craft ales such as the organic ale *Whitstable Bay* or the bottle conditioned ale *1698*. Many of the brewery's distinctive and traditional ales are PGI (Protected Geographical Indication) protected under the EU protected food name scheme. In addition, the company brews several international premium lagers such as *Asahi Super Dry* from Japan, the Indian lager *Kingfisher* or Hong Kong's *Sun Lik* beer as well as speciality world beers such as the US craft beer *Samuel Adams*; all brewed under license agreements. The company has won 41 competitive quality awards (*e.g.* International Beer Challenge) for its various beers since 2008 alone (company annual report 2012). The total annual volume of own beer produced reached 252,000 UK barrels (approx. 412.400 hectolitres) in 2012 (Shepherd Neame, 2012).

The majority of beer is sold domestically. 53% of the beer is directly distributed through the company's own public house estate and to other licensed premises such as independent pubs,

clubs, and restaurants as well as sold through national pub companies and specialised wholesalers; all of which constitute the so-called 'on trade' channels. In addition, about 47% of the beer is sold to customers via the so called 'off trade' channels such as multiple retailers, specialised retailers and convenience stores. Some exports are made to several European countries with a focus on Scandinavia (Shepherd Neame, 2012).The market share (sales volume) of the company in 2010 was around 0.6% of the UK beer market (Euromonitor, 2010).

As of 2012 the company has an annual turnover of £133 million with an operating profit of £12.7 million and a profit before tax of £9 million (Shepherd Neame, 2012). Figure 21, p. 179 shows the development of nominal turnover and profit before tax between 1970 and 2012.

Figure 21: Nominal annual turnover and profit before tax 1970-2012 in £ (source: company annual reports)
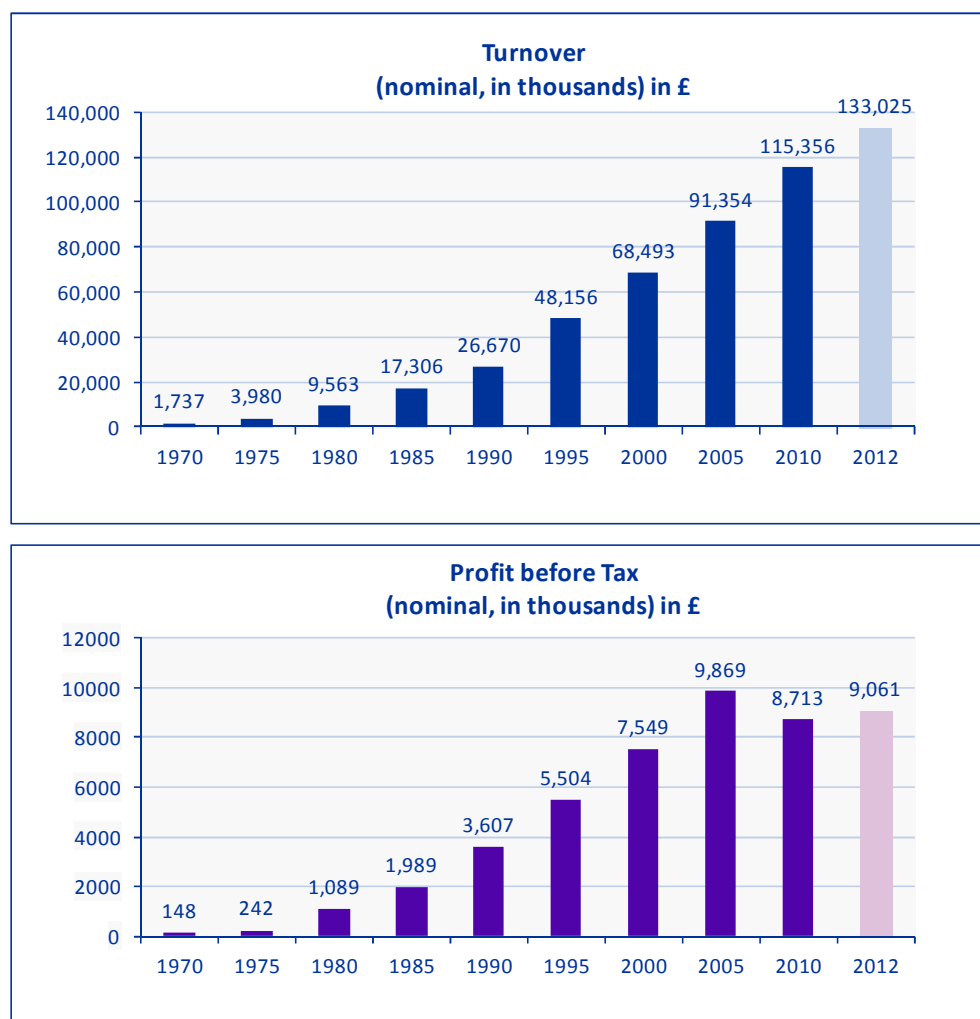
The company paid £2.1 million in corporation tax on its profits and £32.1 million in excise duty on the volume of beer brewed in 2012. The business generates a free cash flow of £12 million and has £198.6 million of fixed assets and £123 million of shareholder equity (net assets) with a gearing of 62% of mainly long term debt (Shepherd Neame, 2012).

The company directly employs 1,178 staff of which 340 work at the brewery and 838 in retail. 177 of the company's staff have completed more than 10 years and 53 more than 20 years of service (Shepherd Neame, 2012). Loyalty and commitment are encouraged and incentivised through share ownership and options for employees and directors, company awards for long term service and individual performance for staff and pub tenants, as well as various social activities, of which the latter also include pensioners (Shepherd Neame, 2012).

The company is incorporated as a private company limited by shares (Ltd) since 1914 and the shareholding of the company is divided into ordinary 'B' shares held exclusively by family members descendent from Percy Beal Neame with a nominal value of 2 pence and ordinary 'A' shares with a nominal value of £1 quoted on the PLUS Markets (recently renamed into ICAP ISDX Exchange), which are mainly owned by family members and the company itself (via repurchasing of own shares), directors and employees (via share incentive schemes) as well as a few selected outside investors. Albeit all shares carry equal voting rights (one per share) the difference in nominal values and subsequently the number of shares issued ensures that 86% of voting rights remain within the family (Shepherd Neame, 2012). The company has a modern corporate governance structure and a transparent reporting policy exceeding mandatory requirements for a company of its type and size. Its management board comprises a non-executive Chairman, three Non-Executive Directors as well as a Chief Executive Officer and five Executive Directors heading different divisions within the company constituting the Executive Committee responsible for day-to-day operations (Shepherd Neame, 2012). The management board is supported by the company president and the company secretary in a representational and administrative role respectively (Shepherd Neame, 2012).

Before the recessionary period in the wake of the financial crisis of 2008/2009 the company had enjoyed continuous year on year profit and turnover growth in real terms for more than three decades between 1975-2007 (company annual reports).The company has continued to outperform the declining national beer market in sales and volume growth since 2008 (company annual report 2012). It has managed to grow against the background of a highly competitive and regulated business environment, characterised by high levels of market concentration (market dominated by a few multi-national breweries, pub companies and multiple retailers), brewery and pub closures, unfavourable government legislation and tax policies, decline in beer consumption, and changing customer preferences and lifestyle patterns. Figure 22 (p. 181) shows the real term development of turnover and profits before tax since 1970 as percentage of 1970 results (Retail Price Index inflation adjusted).

Figure 22: Real term annual turnover and profit before tax 1970-2012 in % (source: company annual reports)
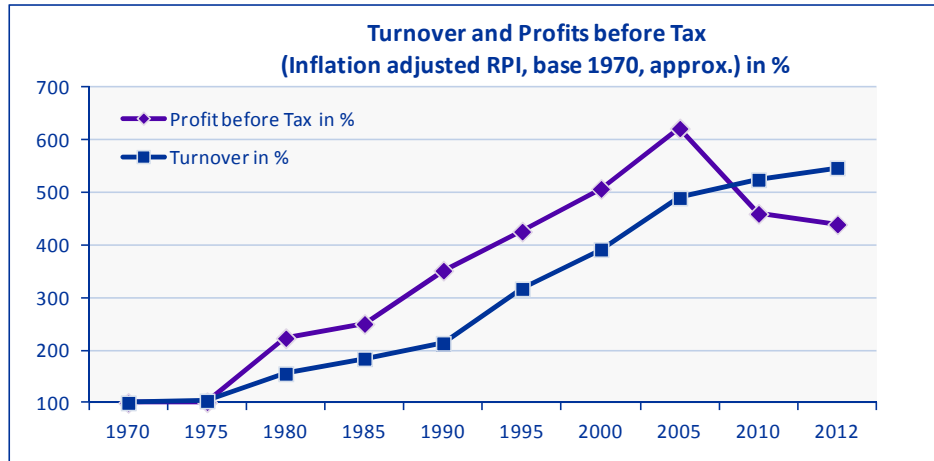
The company sources locally grown hops and regional raw materials whenever possible and is using natural mineral water from its own source. It is recognised for its manufacturing and process management excellence and has won a stream of business awards in various categories. The company uses modern technologies and procedures throughout its entire value chain in order to constantly improve productivity, to reduce energy consumption, water usage, waste, and pollution levels as well as to assure high service levels in distribution and service delivery. For instance, it was the first brewery in the UK that received ISO 14001 accreditation for sustainable production management in 2001 and has reduced its CO_2 emissions by 1,079 Tonnes of CO_2 per year since 2007 (Shepherd Neame, 2011). All its activities are frequently audited to assure compliance with standards and control quality (Shepherd Neame, 2012).

The company actively engages in industry and political discourses ranging from responsible retailing to tax and duty issues and the company's CEO is Chairman of the British Beer and Pub Association (BBPA) and its other directors are involved in different industry organisations and committees (Shepherd Neame, 2012).

The company has strong links with the local communities in which it operates through procurement, employment, pubs, and various philanthropic and sponsorship activities at the local and regional level related to sports, arts, and entertainment. In addition, it is also involved in cause related marketing activities (*e.g.* Help for Heroes) and engaged in strategic marketing partnerships to develop its brands (*e.g.* Royal Albert Hall).

In its corporate marketing activities the company frequently stresses, amongst other things, its local origin, its heritage and family business credentials, its dedication to quality and its role as a responsible corporate citizen (company annual reports).

For more details of the company's past and more recent development *see* appendix E.1 (p. 485ff.).

5.2.1.2   Industry overview

The brewing industry (including public houses as places of consumption) is amongst the oldest industries in the UK (*see* Mathias, 1959; Gourvish and Wilson, 1994 for historical overviews of the industry's development, also *see* appendix E.1, p. 485ff. for industry issues discussed in the context of the case company's historical development).

While in the past almost every village had its own brewery (Swann, 2010) – due to the perishable nature of the product and technological limitations in terms of production, transport, and distribution (Mathias, 1959; Gourvish and Wilson, 1994) – the number of independent brewing companies has steadily declined since the early 20th century from 1,284 brewing companies in 1910 to only 39 in 2010, which are currently operating 49 different breweries (plant sites) in the UK (Sheen, 2011). Albeit the total number of breweries of all sizes has increased from an all time low of only 141 breweries in 1975 (Swann, 2010) to 824 breweries in 2010 (Sheen, 2011), the majority of newly established breweries after 1971 are so called micro-breweries (up to 5,000 hectolitres annual production) and small local breweries (up to 30,000 hectolitres annual production) established in the wake of the growing interest in craft beers and ales (*i.e.* 'real ale') of local provenance facilitated by the foundation of CAMRA ('Campaign for Real Ale') as a consumer interest group in the UK (Swann, 2010).

Nonetheless, the brewing industry in the UK is today characterised by a high level of concentration and dominated by four multinational brewing companies with a combined market share of 73.9% of total sales volume in 2010 (Euromonitor, 2010). Another 20 regional, national, and international companies had a combined market share of 19% (amongst them Shepherd Neame with a market share of 0.6%) while the remaining 800 or so small and local breweries only accounted for 5.5% of the total beer market in 2010 (Euromonitor, 2010).[90] The total market size of the UK beer market was 45.9 million hectolitre of beer consumed or £16.4 billion of beer sold in 2010 (Sheen, 2011).

The overall beer market is characterised by a steady decline in *per capita* annual beer consumption from 217.1 pints (123.4 litres) in 1979 to 129.7 pints (73.7 litres) in 2010 (Sheen, 2011). This development can be partially attributed to a shift in alcohol consumption in general away from beer to wine, flavoured alcoholic beverages (FABs), mixed drinks (cocktails), and cider with the relative share of beer consumption (based on units of alcohol) declining from 56% in 1990 to 37% in 2010 (Sheen, 2011). Also, beer taxation (duties) has become more punitive due to a focus on public revenue generation by indirect taxation and as a means of public health policy in the UK and utility costs have risen steadily (Mintel, 2011).

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[90] Another 1.6% is attributable to beer produced as own label products for supermarkets (Euromonitor, 2010).

Within the industry and category there has been a marked shift in the type of beer consumed and the way the beer is distributed.

On the one hand, there has been a shift from ales and stouts to lager beers with the former accounting for 98% of beer sales in 1965 but only 24.6% in 2010 and the latter increasing from a mere 2% in 1965 to 75.4% of total beer sales in 2010 (Sheen, 2011).

On the other hand, the way beer is sold and bought changed from the predominance of the so called 'on trade' channels of establishments licensed to sell alcohol for consumption on the premises (*e.g.* pubs, hotels, restaurants, clubs *etc.*) accounting for 90.4% of beer sales in 1975 to the 'off trade' channels selling alcohol for home or off-premises consumption (*e.g.* supermarkets, speciality retailers, convenience stores *etc.*) generating 49.1% of all UK beer sales in 2010 (Sheen, 2011). This development has been exacerbated by aggressive pricing and promotional activities by UK supermarkets but also by a change in the general lifestyle due to the growth in home entertainment (*e.g.* satellite TV, DVD, game consoles, internet *etc.*).

The distribution side of the industry is equally characterised by high levels of concentration either dominated by companies operating multiple pubs, themed bars and restaurants in the 'on trade' channel or by multiple retailers in the 'off trade' channel. For example, in 2010 the 39 remaining brewing companies in the UK operated 8,700 pubs and hotels or 17% of all pubs in the UK (owned mainly by regional brewers such as Shepherd Neame) while independent pub companies with an ownership of more than 30 premises owned 24,200 pubs and hotels or 47.3% of all public houses (Sheen, 2011); with the six largest pub companies owning 32% of all pubs alone (Muir, 2012).

Due to changing consumer preferences the nature and purpose of pubs has changed and most premises today provide drink, food and some form of entertainment (*e.g.* darts, TV, gambling machines) and other hospitality services (*e.g.* accommodation, functions). In addition, higher service and quality expectations by customers as well as stricter regulations by local authorities and government legislation all favour larger multi-purpose premises at the expense of small 'locals' largely depending on drink sales (Pratten, 2007c; Muir, 2012). Consequently, the overall number of pubs has declined from 69,000 in 1980 to 51,178 in 2010 (source: BBPA website, retrieved Oct 2012) while the composition of public houses has changed with a growing number of town centre pubs and themed bars for evening and weekend entertainment, food-led pubs and restaurants, as well as inns and hotels offering accommodation for short-breaks and holiday stays; accompanied by a relative decline in small community and neighbourhood pubs (Muir, 2012).

The vertical integration of production and distribution – the so called 'beer tie' of public houses owned and operated by a brewery directly (*i.e.* managed houses) or leased/let to a

publican (*i.e.* tenanted houses) functioning as an exclusive sales channel for a brewery's beer – was the dominant structural feature of the brewing industry in the UK until 1989 (*see* Pratten, 2007a, 2007b, 2007c). However, government intervention (the so called 'beer orders') into the market dominance of six national brewers at the time owning the majority of pubs in 1989 fundamentally changed the structure of the industry and led to a widespread separation between production and distribution (*see* Knowles and Egan, 2002; Pratten, 2007c; Preece, 2008). Mainly small and mid-sized regional brewers such as Shepherd Neame today maintain the business model of the traditional 'beer tie' (Preece, 2008). However, the intended reduction in market concentration was not achieved. Consequently, the production side is dominated today by four multinational companies (*see* above) while the distribution side is dominated by six large pub owning companies instead of the six national brewers in 1989 as the latter mainly sold their brewing operations and focused on their pub estates either as pub operators or property developers (Preece, 2008).

Despite the overall volume decline in beer consumption and the number of pubs as well as the level of concentration and consolidation within the sector the beer and pub industry has nonetheless a significant impact on the UK's economy in terms of employment, capital investment or tax contribution.

According to a recent study (Oxford Economics, 2012), the beer and pub industry overall sustained about 948,514 jobs in the UK in 2010/2011 of which 652,614 jobs are within the industry (breweries and pubs) itself with 18,148 jobs directly related to the production of beer. A further 177,084 jobs are indirectly generated through spending within the supply chain (*e.g.* supply of materials and services to the industry) of which 62,387 are related to beer production. Finally, 118,817 jobs are estimated to be induced by the industry within the wider economy of which 24,633 jobs are attributable to brewing. Moreover, the beer and pub industry contributed £952 million through net capital expenditures, £12.9 billion in wage payments and £14.4 billion in direct and indirect taxes to the UK economy in 2010/2011 (Oxford Economics, 2012).

Overall, the UK beer and pub industry added a gross value (GVA) of £19.5 billion to the UK economy in 2010/2011 of which about £4 billion were related to the production of beer (Oxford Economics, 2012).

The high level of market concentration within the channels and within the industry itself contributed to the growing importance of branding and marketing within the industry (Mutch, 2000; Knowles and Howley, 2000). For example, the take-home market is dominated by product brands owned by the four leading multinational brewing companies (Euromonitor, 2010) having a knock-on effect on the beer requested in pubs and bars (Mintel, 2011).

Nonetheless, growing interest in local and regional provenance of products (Mintel, 2012a, 2013), the revival of 'real ale' and the successful introduction of 'premium bottled ales' especially amongst more affluent customers provide growing niche markets for regional brewers such as Shepherd Neame (Mintel, 2012c).

Public discourses about the negative societal and health effects of alcohol consumption (*e.g.* drunken driving, public disorder due to excessive drinking), restrictive legislation and licensing (*e.g.* smoking ban, health and safety), as well as punitive taxation of beer and other alcoholic beverages (*e.g.* beer duties, tax escalator) contribute not only to rising costs for the industry and the consumer but also to a growing need for marketing and communication at the corporate level.

Due to the heterogeneous structure of the industry a number of industry associations represent the interests of different actors and sectors within the industry, for instance: the British Beer and Pub Association (BBPA) representing the majority of brewing companies and larger pub companies, the Society of Independent Brewers (SIBA) representing the growing number of micro and local brewers, the Independent Family Brewers of Britain (IFBB) speaking for 30 regional breweries that are still family owned and the Federation of Licensed Victuallers Association (FLVA) representing publicans (pub tenants, and independent licensees running a pub).

In addition there are professional bodies and other charitable organisations that aim to improve the quality and service standards within the industry such as the British Institute of Innkeeping (BII), the Institute of Brewing and Distilling (IBD) or the Portman Group promoting responsible retailing and consumption of alcohol.

Due to the public interest and the cultural relevance of the beer and pub trade a large number interest groups exist within and in relation to the industry, for instance: the Campaign for Real Ale (CAMRA) as the most successful consumer interest group or the All-Party Parliamentary Beer Group (APPBG) as a an interest group of Members of Parliament and peers.

In terms of cultural relevance and despite the overall decline in alcohol consumption and the growing popularity of wine and other alcoholic beverages as well as alterative leisure-time pursuits, beer is still perceived as the national drink of Britain and the pub is seen as a quintessential British institution. The pub and a pint of real ale were amongst the 'Icons of England' (*i.e.* cultural markers of English identity) next to Big Ben, the Mini car or the Magna Carta chosen by the public taking part in the ICONS initiative. Many British TV series such as *Eastenders* or *Coronation Street* are set around a 'local' (*i.e.* community pub) as a communal meeting place and a site for familial dramas (Muir, 2012). Beer festivals are held up and down

the country and a night out with friends often starts or ends at a pub (Mintel, 2012b). The village and community pub – despite the decline in pub numbers, the change in pub formats, and the economic pressures many public houses face – plays an important and vital part for the sustainability of community networks and the maintenance of social ties within a neighbourhood (Markham, 2011; Muir, 2012).

As such, the brewing industry is highly relevant in socio-economic but also in socio-cultural terms.

5.2.2 Relevance and suitability of the case setting

Having outlined the general company and industry background of the case study in the previous two sections the next two sections will specify the suitability of the chosen case company and the industrial context in terms of their instrumental and substantial relevance for this study.

5.2.2.1 *Relevance and suitability of the case company for the study*

In order to assess the instrumental relevance of the case company the heritage quotient framework (*see* p. 122) introduced by Urde *et al.* (2007) is used (*i.e.* track record, longevity, core values, symbolism, and importance of history). It can be argued that the case company exhibits relevant corporate heritage traits suggested by this framework in regard to the case company's **track record** (*e.g.* 30 years of consecutive profit growth, successful expansion into the South-East trading region, winning several awards for its business operations and practices), **longevity** (e.g. company more than 300 years old and in continuous operation) and the general **importance accorded to the company's history** (*e.g.* company archivist, use of historical references).

Further, several **core values** have been consistently present for more than 100 years (*e.g.* quality, provenance, family). Consistent with Urde (2009), however, the core values have been gradually expanded over time (*e.g.* community, innovativeness, independence and individuality) and readjusted/relabelled according to changing socio-historic conditions (*e.g.* quality associations of purity into more general associations with craftsmanship and service; provenance from a close association with Faversham to a broader link with Kent and the Southeast). Figure 23 (p. 187) provides an approximate overview of the beginning and duration of different values/value associations identified within historic and current company documents.

Figure 23: Core Values/Associations over time (explicit/implicit)

Pre 1900	After 1950	1960s	1970s	1980s	1990s	2000s
Quality (mid 19th century)						
"Malt and Hops only" (1870s/80s)		"Master Brewers" (1960s)				
Place/Provenance (mid 19th century)						
Faversham						
East Kent / Kent					Southeast	
Age (late 19th century)						
1698					"Britain's Oldest Brewer" (1991/1992)	
Family (late 19th century)						
Community (1940s)						
Tradition & Innovation (1940s)						
Independence (1960s)						
Individuality (1990s)						

The use of **symbolism** over time has not been invariant but rather can be broadly periodised into three distinct symbolic eras of relative stability with only minor modifications according to changing fashions in design:

(1) The first era approximately started with the registration of a trademark in 1885 the company motto of 'malt and hops only' and the 'SN' company crest in use from the 1880s until the early 1960s;

(2) An integrated corporate visual identity with the new motto 'Master brewers' and a stylised company crest/logo was introduced in 1968 and in use until 1990/1991;

(3) The current era started with the introduction of a new corporate visual identity in 1991/92 with a new logo keeping the company motto and incorporating a further stylised corporate crest – the 'Shepherd's crook'.

Although the relevance of the company's heritage (referred to as tradition in earlier company documents) and the longevity of the company (*e.g.* referring to the founding year of 1698) could be identified as recurrent themes in earlier documents as well – albeit in a very subdued form during the 1960s/1970s apparently following the 'zeitgeist' of the times, the consistent use of the organisation's heritage status as a differentiating dimension for corporate marketing purposes emerged only during the 1990s with the introduction of the current tagline of 'Britain's Oldest Brewer' around the time of the company's tercentenary in 1998.

Nonetheless, the case company exhibits the relevant characteristics of a corporate heritage brand or identity following the characteristics suggested by Urde *et al.* (2007).

In more general terms, extant studies within corporate marketing in general tend to focus on large MNEs (Abimbola and Kocak, 2007). In the nascent area of corporate heritage brands and identities extant research has focused so far on well-known business and non-business organisations and brands (*e.g.* Urde *et al.*, 2007; Balmer, 2011c, 2011c; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b). However, multi-generational family-owned companies of considerable maturity are largely under-researched (Micelotta and Raynard, 2011) but are believed to be a very promising backdrop for the research of corporate heritage identities in particular (Balmer *et al.*, 2006; Blombäck and Brunninge, 2009; Balmer, 2011c). Further regional and family-owned companies might provide an interesting setting for the understanding of management stewardship behaviour in general (Segal and Lehrer, 2012). As such, the current study is situated within the empirical context of a regional multi-generational family-owned company based in the Southeast of the UK.

Apart from its instrumental relevance for the theoretical elaboration of the notion of corporate heritage identities and the associated concept of corporate heritage stewardship, the chosen empirical case is unique and important in itself, since it examines the construct within Britain's oldest brewer, which happens to be one of the UK's oldest operational commercial enterprises officially established in 1698 (with strong historical evidence now suggesting that its commercial origins go even further back to at least 1570).

5.2.2.2 *Relevance and suitability of the focal industry for the study*

The case study focuses on the UK beer and pub (brewing) sector and it has been shown in section 5.2.1.2 (p. 182ff.) that this industry is significant within the UK in terms of

- Longevity,
- Gross value added (GVA),
- Tax contributions,
- Employment
- Cultural relevance.

Further, the industry is also characterised by a high level of competitive dynamic and change, government regulation as well as societal scrutiny and interest, thus, representing an interesting backdrop for corporate marketing issues in general.

The industry's socio-economic and socio-cultural relevance is reflected in extant research. Apart from historical studies (*e.g.* Mathias, 1959; Donnachie, 1979; Gourvish and Wilson, 1994)

most research in regard to the industry is related to industrial economics and structural, regulatory and competitive industry-level issues (*e.g.* Hawkins and Pass, 1979; Johnson and Thomas, 1987; Cook, 1997; Lewis, 2001; Knowles and Egan, 2002; Slade, 2004; Mutch, 2006; Preece, 2008; Spicer, Thurman, Walters and Ward, 2012), specific issues related to hospitality and industrial management within the industry (*e.g.* Meudell and Rodham, 1998; Mutch, 2000, 2001, 2006; Pratten and Curtis, 2002; Pratten and Lovatt, 2003, 2008; Pratten, 2004, 2005; Sandiford and Seymour, 2010; McLoughlin and Preece, 2010) or focuses on the public health, societal and cultural impact and relevance of the industry (*e.g.* Hunt and Satterlee, 1987; Everitt and Bowler, 1996; Maye, Ilbery and Kneafsey, 2005; Markham, 2011).

Some studies have scrutinised marketing issues relevant within the industry in terms of consumer experience of pubs (Clarke, Kell, Schmidt and Vignali, 1998), the phenomenon of themed pubs (Brown and Patterson, 2000; Knowles and Howley, 2000; Patterson and Brown, 2007), approaches to beer branding (Vrontis, 1998; Lewis and Vickerstaff, 2001), marketing and public houses (Pratten, 2006; Pratten and Scoffield, 2007) or country-of-origin effects on beer branding (Madichie, 2011).

Further, the beer and pub industry has provided an empirical backdrop for instrumental academic marketing research studies in the context of, for instance, retro-marketing (Brown, 2000), brand authenticity (Beverland, Lindgreen and Vink, 2008; Alexander, 2009), corporate rebranding (Muzellec and Lambkin, 2007, 2008) or virtual/fictional branding (Muzellec, Lynn and Lambkin, 2012).

As such, the industry is also relevant as a backdrop for research in business and management in general and marketing in particular.

Further, multi-generational family-owned companies were identified in the previous section as potential empirical settings for corporate heritage related research. Within the brewing industry as one of the oldest industries in the UK, despite the market being dominated by large MNEs, there are a significant number of multi-generational and long-established companies still operating within that industry.

Moreover, recent contributions have implicitly indicated the sector's potential relevance as an empirical domain in terms of heritage-based corporate marketing activities (Linxweiler and Linxweiler, 2008; Blombäck and Brunninge, 2009; Byrom and Lehman, 2009; Alexander, 2009). As such, the sector is relevant for the instrumental purpose of this study as well.

5.3   Research Process (description of project stages)

This section broadly outlines the different stages the study passed through and describes in general terms the practical activities carried out at each stage. The transition from one stage to another was usually fluid and gradual but the study can be broadly periodised into five main stages of inquiry:

1. Initial literature review stage
2. Preliminary fieldwork stage
3. Fieldwork stage:

    – Fieldwork stage 1 (pilot study)

    – Fieldwork stage 2 (main study)

4. Data Analysis and synthesis stage
5. Thesis writing up stage (including final literature review).

The initial literature review (stage one) was carried in order to scope the research project in terms of its topical focus and involved a general familiarisation with methodological questions relevant for a study conducted at doctoral level.

The reparatory fieldwork stage (stage two) involved the development of an appropriate research design and the identification of relevant case settings, the negotiation of sufficient access to case-organisations thus identified, and the practical preparations for actually collecting empirical materials in the field.

The fieldwork stage (stage three) progressed from a pilot study within one organisation aimed at refining the research design and at checking the technical aspects of fieldwork to the main case study conducted within a second organisation that yielded the rich qualitative empirical materials underpinning the main finding of this thesis.

The data analysis and synthesis stage (stage four) was characterised by the use of different procedures and tools for qualitative data analysis and a prolonged interplay between generated data, emerging concepts and extant literature that resulted in the main finding of this study.

The final thesis writing up stage (stage five) consolidated in the light of the main finding of the study the relevant extant literature, the methodological deliberations, the rich research data generated during fieldwork and data analysis, and the main finding into a coherent narrative appropriate for a PhD within the UK tradition.

Figure 24 (p. 191) schematically depicts the different research stages outlined above.

Figure 24: Schematic overview of research stages
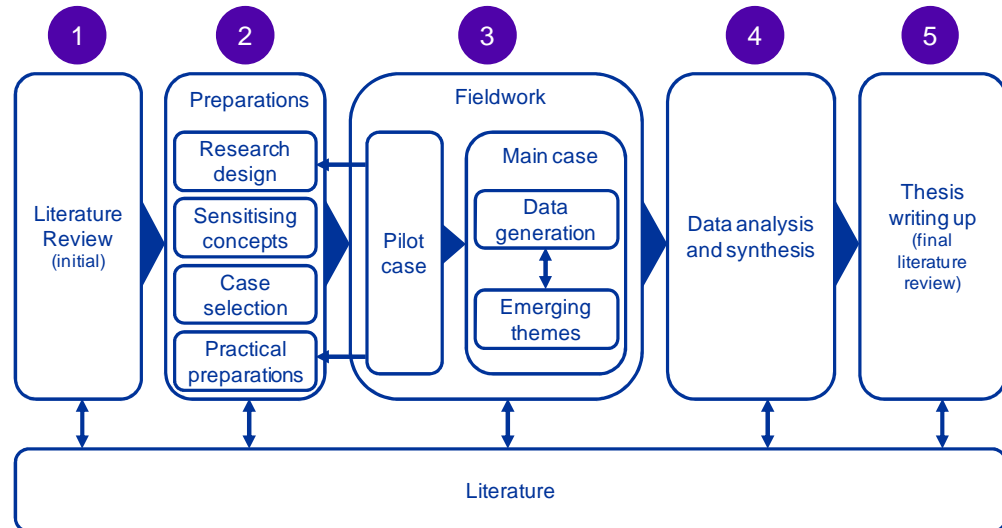
The topical and methodological deliberations as well as the analytic outcomes of the different stages are represented within the relevant chapters of this thesis. To reiterate, the final review of the literature is found in chapter 2 (p. 31ff.) and chapter 3 (p. 86ff.) and the paradigmatic deliberations and the ensuing research design are discussed in chapter 4 (p. 131ff.). Further, the research findings are explained and substantiated in chapter 6 (p. 230ff.) and discussed in the context of extant scholarship and their theoretical and practical implications in the final chapter 7 (p. 276ff.), while the process of and the tools used for data analysis and synthesis are detailed in the final section of this chapter (p. 209ff.).

As such, the following overview of the different research stages is rather descriptive but ought to provide a transparent account of how the research was carried out and which obstacles the researcher had to tackle to produce the final product of the research study that is in the form of this thesis in front of you as the reader.

Figure 25 (p. 192) provides a timeline and general overview of the different research stages as major milestones (please note again that the transitions between stages were usually gradual). Further the graphic indicates the points in time when the researcher sought 'peer debriefing' (*i.e.* feedback) by presenting the research design at earlier stages and later the preliminary research results and indicative findings to other corporate marketing academics within the school and at international symposia and conferences in order to increase the quality of the research (*see* chapter 4, section 4.3.5, p. 167ff).

Figure 25: Timeline of research project with milestones, research stages, and peer debriefings
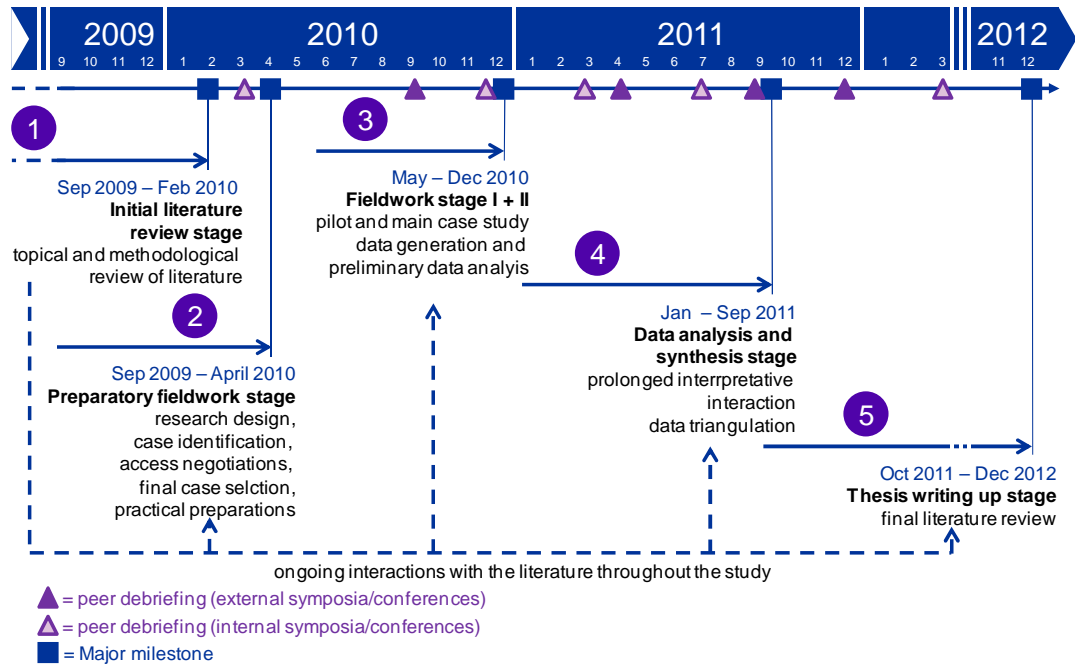
The next five sections of this chapter describe the different research stages in more detail.

5.3.1 Initial literature review stage

During the first stage of the study that initially started in April 2008 a broad literature review was undertaken within the subject domain of corporate marketing as a means of familiarisation with current discourses within the area and in order to further articulate the general research interest that had motivated the researcher's decision to join the doctoral programme at his university, which initially focused on the rather broad notion of corporate identity multiplicity and corporate marketing management as general areas of interest. Based on this review several conceptual and empirical gaps in the literature were identified, which potentially warranted empirical scrutiny at doctoral level. After lengthy deliberations of the different potential topics – gently guided and helpfully facilitated by the researcher's supervisor Professor John Balmer – a decision was made on the topical focus and purpose of this study eventually resulting in this thesis. Concurrently a first review of the methodology literature was carried out as a means of familiarisation with paradigmatic and methodological questions of research in the researcher's academic field and in social science in general and in order to identify suitable research methodologies and designs.

Unfortunately this early stage of the doctoral project was severely obstructed and hampered by the researcher's familial obligations due to the sudden terminal illness of a close family member, which resulted in periodic suspensions of the study over several months.

Subsequently, the researcher even had to enter into an official period of abeyance away from the university. As such, this stage was increasingly characterised by setbacks, interruptions, and long temporal gaps between different activities, which prolonged this stage significantly. Consequently, the project could begin in earnest (and was almost re-started in fact) only in September 2009, more than one year after the researcher had officially started the PhD.

Nonetheless, a more focused topical review was undertaken eventually in order to establish some initial ideas about the nature of the phenomenon to be researched (*i.e.* corporate identity and corporate heritage) and to formulate possible research questions. Again, at the same time the methodology literature was consulted, which would inform the specific research design of the study. Gradually, a transition was made from the initial literature focused stage to the preparatory fieldwork stage.

At this point it has to be stressed that the researcher's interaction with the relevant literature (topical and methodological) was never totally abandoned but rather constituted a constant companion throughout the entire project. Thus, the final review one finds in this thesis is rather different from the draft reviews produced at the earlier stages of the study. However, this approach is consistent with the research design adopted and a common feature of qualitative research in general.

5.3.2   Preparatory fieldwork stage

The preparatory fieldwork stage of the research gradually started in parallel to the previous stage and was concerned with the development of an appropriate research design based on the review of the methodology literature and in the light of the established purpose of the study (including broad research questions) and the assumed nature of the phenomenon to be investigated. Also, based on the topical review of the literature broad sensitising concepts were developed consistent with the chosen research design. Further, this stage was concerned with the identification of suitable empirical case organisations and negotiating access to them, deciding the initial sampling strategy, and various practical preparations (*e.g.* ethical procedures, data management, technical equipment *etc.*).

5.3.2.1   Development of research design

As a prerequisite for the selection of cases a preliminary research design was developed, which was to guide the selection process. This preliminary research designed was different from the actual research design of a single exploratory qualitative case study finally adopted for the study and outlined in chapter 4 section 4.3 (p. 136ff.). The change in the design was triggered

by obstacles and set-backs that were encountered during the selection and access negotiation part of the study.

Initially, the researcher set out to conduct a pilot study testing the research design (mainly technical issues of data collection and handling) followed by an in-depth *comparative* exploratory qualitative case study of at least two organisations in order to provide variety and enable cross-case analysis. However, this approach was dependent on the level of access the researcher would be able to secure to a number of suitable companies as he was not willing to compromise on the richness of the data, which is consistent with the researcher's paradigmatic convictions outlined in the previous chapter. Securing the right level of access to a number of companies turned out to be major obstacle in the process.

As will be explained shortly, initially there were three companies within the focal industry of the research that indicated interest in participation. Hence, at this stage it appeared likely that the research would be able to go ahead with the research design as planned.

Unfortunately, one company decided during that stage not to participate in the study. That put in jeopardy the initially envisaged research design. This organisation featured characteristics similar to the main case company finally chosen, but had provided enough variation for being an interesting comparative case *vis-à-vis* the other case.

However, it was decided at this stage to adapt the research design in order to take into account these changed circumstances – and in the light of the difficulty to secure the level of access to suitable business organisations in general – rather than attempting to secure access to an alternative brewery which appeared unlikely within the available timeframe of the PhD. Hence, the final research design was changed mainly because of these pragmatic reasons, while being still consistent with the paradigmatic framework, being adequate for the purpose of the research, and suitable for the nature of the phenomenon of research interest.

5.3.2.2   Development of sensitising concepts

Although, the study aims to develop a theoretical framework from a case study that is grounded in the data collected, some broad *preliminary concepts* (Yin, 2003) were used in a *sensitising* mode (Blumer, 1969) or as *orienting devices* (Layder , 1998) to provide initial guidance and focus. Therefore, the purpose of these concepts was to situate the study in a disciplinary and theoretical context in a way to inform and guide the selection of the case itself, the identification of relevant units of analysis and to provide indication towards likely sources of data (Yin, 2003). However, in being 'sensitising' or 'preliminary' these concepts were not fully operationalised in the way positivist deductive-nomological studies are determined by their theoretical framework, but rather flexible in order to accommodate and

answer to new insights generated during the course of the project by constantly engaging the data with theory and *vice versa*. As Blumer (1969) so aptly put it:

> *"...whereas definitive concepts* [the concepts used in statistical analysis or mathematical modelling] *provide prescriptions of what to see, sensitizing* [sic] *concepts merely suggest directions along to look...* [and provide] *...a general sense of reference and guidance in approaching empirical instances" (Blumer, 1969, p. 148).*

Hence, these concepts were treated as 'signposts' that situated the study within different theoretical domains of potential relevance for making sense of the data, but did not prevent new concepts to emerge from the study. Consequently, some of these concepts were elaborated on during the course of the study, while others were discarded altogether. These concepts included, amongst others, the various corporate-level marketing constructs as well as past-related constructs discussed in appendix B.2 (p. 393ff.) and appendix C.3 (p. 441ff.). However, this process was not arbitrary but was the result of a constant dialogue between emerging concepts arising from and grounded in the empirical data (*i.e.* lay concepts) and the sensitising concepts founded on existing theory (*i.e.* extant technical concepts) that both gave rise to the subsequent frameworks that constitute the findings of the study (*i.e.* fusion of horizons, *see* appendix D.4.1, p. 477ff.). The initial (pre-empirical) rather broad sensitising concepts used where gradually replaced or significantly altered by the concepts emerging from the data and the continued interaction with the literature over the course of the study. For example, in the beginning of the empirical work it was not clear whether the phenomenon studied could be qualified as a corporate brand or not and the precise link between corporate heritage and the other concepts was only tentative. However, the different domains these concepts represented seemed to be relevant for the empirical phenomenon at hand. Similarly, the notion of a stewardship mindset was driven by the empirical data rather than by an *a priori* focus *per se*.

5.3.2.3   *Case selection and sampling strategy*

Case selection took place in October and November 2009 and involved the identification of sectors and companies where an in-depth qualitative case study could be conducted.

The selection of suitable companies followed the general framework ('heritage quotient') introduced by Urde *et al.* (2007) that provided some normative criteria indicative of organisations with a rich heritage (*i.e.* longevity, successful track record, continuity of core values, consistent symbolism, general importance accorded to the company's history). Further, the organisation to be chosen for the main case study needed to make visible and continuous reference to its heritage or aspects of its past via corporate-level marketing activities. These

criteria formed the basis for the *purposive sampling* (Blaikie, 2009; Yin, 2011) of the case(s) to be investigated.

Further, the researcher heeded Blombäck and Brunninge's (2009) suggestion that valuable insight could be generated by focussing future research on older than average firms and on multi-generational family businesses (also *see* Balmer *et al.*, 2006). Hence, these criteria were used as additional selection criteria.

Due to reasons of practicality it was decided to focus on industries and businesses operating in the UK – after an earlier initial attempt to conduct the study within the watch-making industries of Germany or Switzerland came to no fruition. Hence, some key industries were selected that had been in existence for at least 100 years and still had a notable presence and level of activity in the UK. These criteria were selected in order to increase the likelihood of finding companies that matched the above mentioned selection criteria for suitable companies.

After considering and preliminary desk researching a number of sectors and companies within those sectors – including automotive, retailing, shoe making, tailoring, and brewing – it was decided to focus on the brewing sector.

The UK brewing sector is significant within the UK in terms of annual turnover, employment, and cultural relevance. Moreover, despite the dominance of multi-national breweries, some 30 family owned businesses remain independent. Many of them are potential or actual corporate heritage identities/brands following the template introduced by Urde *et al.* (2007). In addition to the industry's significance just mentioned above, the sector is characterised by a high level of competitive dynamic and change in consumption patterns, government regulation as well as societal scrutiny and interest, hence representing an interesting backdrop for a study in the context of corporate marketing in general (for a general industry overview *see* section 5.2.1.2, p. 182ff. in this chapter).

After contacting those breweries by postal mail in December 2009 – and following the work of Urde *et al.* (2007) – which broadly conformed to being corporate heritage identities/brands, three breweries initially indicated their interest in the study. An exemplary contact letter sent to the companies is included in the appendix (*see* appendix E.2.1, p. 521). Between February and April 2010 the general nature of participation of the companies was negotiated with each organisation and access was finally granted to two breweries, *viz.* Hall and Woodhouse Ltd., Blandford St. Mary, Dorset and Shepherd Neame Ltd., Faversham, Kent.

Based on the relative match of each company with the selection criteria specified earlier in this section and in accordance with the planned research design it was decided at this stage to conduct the pilot study at Hall and Woodhouse – a company similar in organisational

characteristics (*i.e.* family owned, multi-generational, SME, regional company, of considerable age), but not using its corporate heritage for corporate-level marketing in any meaningful way – and to focus the main study on Shepherd Neame.

In addition, Shepherd Neame was chosen as the focal case of the main study due to the level of access granted, the existence of a company archive, the employment of a company archivist/historian, and the fact that the company is also Britain's oldest brewer and one of its oldest continuously trading companies.[91] Hence, the company does not only provide the level of exemplarity in terms of the key characteristics of a corporate heritage identity postulated by Urde *et al.* (2007), which makes it a suitable case for an instrumental in-depth qualitative single case study of the phenomenon of corporate heritage in the context of corporate-level marketing, but represents an important and unique case *per se*. In other words, although the case is primarily instrumental in understanding corporate heritage identities from a managerial perspective, it also generates enough interest by itself due to its intrinsic qualities.

Due to the experience with a third brewery that initially indicated interest, but that finally declined to go ahead with the research, and where the researcher had disclosed the potential maximal scope of the research project upfront, following the ethical principle of transparency, it was decided to strike a balance between that ethical conviction and successful access negotiations. Therefore, the access to the remaining two companies was negotiated in two steps.

The first step was concerned with giving the company a general idea about the project and agreeing on a personal meeting with the CEO of each company at their premises. The second step of negotiation took place during that first meeting with the CEO of each company where the details and the level of access were mutually agreed. However, those first meetings with the CEOs were treated not as mere negotiations, but as a first good opportunity to collect data as well. Hence, the researcher took notes about the interviews, which already provided rich information and first valuable insights.

As a result of the access negotiations the respective company, the first supervisor and the researcher signed a confidentiality agreement that specified the use of the research data and the disclosure policy regarding the organisation and individuals (*see* appendix E.2.2, p. 523).

In further preparation of the fieldwork, potential interviewees were invited to participate in the study and provided with all relevant information concerning the research and what their individual participation entailed (*e.g.* topic of research, background of researcher, technical

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[91] The company is recognised as one of the 11 current members of the 'Tercentenarians Club', a group of family linked companies in the UK that have been continuously trading for more than 300 years, which includes companies such as Whitechapel Bell Foundry, R. Durtnell and Sons, C. Hoare and Co., James Lock and Co., Berry Brothers and Rudd, Fortnum and Mason, Early's of Witney, or Toye Kenning and Spencer (Stadler, 2011; personal conversation with one of the directors).

and ethical procedures). Examples of a participant covering letter and a participant information sheet can be found in the appendix (*see* appendix E.2.3, p. 524 and E.2.4, p. 525).

In case of the main study, the invitations of directors for the first round of interviews were kindly coordinated by the CEO's secretary, which had the additional benefit of signalling the head office's approval. The initial selection of these directors was jointly made with the CEO of the company in light of the general purpose of the study. Thus, non-executive directors were excluded and the focus was on directors with some kind of external stakeholder facing responsibilities due to the corporate marketing focus of the study. Further suitable interviewees (mainly middle-management) were chosen by an opportunistic 'snowball sampling' approach (Blaikie, 2009; Yin, 2011) based on informants already interviewed recommending further candidates that could provide relevant information (relevant for the purpose of the study) based on theoretical considerations in terms of the emerging themes (due to the preliminary analysis of interviews and documents) during the fieldwork stage of the research. Consequently, these participants were invited and informed using the same materials, but contacted directly by the researcher during the course of the fieldwork stage of the main study.

The sampling strategy entailed partial aspects of 'theoretical sampling' (Blaikie, 2009), albeit the researcher was not totally free in his choices who to interview and the interviews could only be conducted during a particular time that restricted full-fledged ongoing 'theoretical sampling' throughout the research process (as it is usually suggested by advocates of grounded theory, *see* Corbin and Strauss, 2008). In order to accommodate these restrictions it was decided to source as widely as possible additional documents and other evidence irrespective of their theoretical relevance at that stage in order to provide a large enough data pool that enabled a kind of limited 'theoretical sampling' approach during the data analysis stage of the study. Such an approach is a valid possibility for a grounded analysis of data taking into account pragmatic limitations in terms of access and time restrictions for data collection (*see* Corbin and Strauss, 2008; Strübing, 2008). Further, theoretical sampling in case study research is not restricted to interviews making such an approach viable (Yin, 2009, also *see* Charmaz, 2006 for a similar argument from a grounded theory perspective).

5.3.3   Fieldwork stage

5.3.3.1   *Fieldwork stage I – pilot study*

During stage two of the research the pilot study at Hall and Woodhouse was carried out in May and June 2010 in order to refine the research guides and protocol as well to reflect on the

appropriateness of the preliminary concepts. Seven pilot interviews were undertaken (Table 12, p. 199) in order to assess and fine-tune the research design. Prior to each interview the participants were informed about the study and the ethical implications of participation as well as individually signed a participant consent form (*see* appendix E.2.5, p. 525).

Table 12: Overview of interviews conducted for pilot study

Interviewee	Position	No. of interviews	Interview duration in min.
1	Managing Director	2	125
2	Commercial Director	1	85
3	Head of Commercials Retail	1	82
4	Marketing and Export Manager	1	55
5	Retail Director	1	148
6	Director Pubs	1	107
Σ		7	602

Further, in order to test other data collection methods internal and external documents were collected and a limited number of observations were carried out (Table 13, p. 200).

In addition to the general literature and information available in the public realm, the pilot study also facilitated the researcher's familiarisation with the brewing industry and its particular vocabulary and discourses (*e.g.* mash tun, malting, wet-led, pubcos, licensing, on-trade, off-trade *etc.*). Moreover, the pilot study enabled the testing and supported final decisions on technical aspects such as software use, data handling, audio recording, and transcription. Conducting a pilot study follows a general recommendation within the canon of qualitative and case-based research (*e.g.* Stake, 1995; Gummesson, 2000; Flick, 2009; Yin, 2009).

One of the outcomes of this pilot stage was the realisation that a more open nature of the interviews would yield richer and potentially more informative data. Originally, a fairly detailed semi-structured interview guide had been devised, which covered many different potential aspects of corporate heritage and heritage identities.

As a result of the pilot interviews it was decided to cluster the questions included in the interview guide into three broad themes or areas most likely to be relevant for the focus of the study to be covered during the interviews (*i.e.* the company's present, the company's past, and its current corporate marketing practices). Although, most of the questions in the interview guide were kept, as a result of the pilot interviews, it was decided to treat them as hints, prompts, and ideas for what to talk about rather than as specific questions to be asked. The

pilot interviews made the researcher realise, that a more open conversational style was not only helping to relax the interview situation (building rapport), but also provided more flexibility in terms of giving the interviewee more freedom to determine the direction of the interview, without compromising the purpose of the research. This, approach was also more appropriate in the light of the researcher's paradigmatic convictions and as such reflected in the final research design of the study largely following the recommendations for an abductive research strategy outlined earlier. A copy of the final interview topic guide is included in the appendix (*see* appendix E.2.6, p. 527).

Table 13: Overview documents and observations during pilot study

Document type	No.	Period (or year)
Annual reports	6	2005 – 2010
Marketing strategy documents	3	2000, 2005, 2010
Company website (relevant pages)	6	2010
Press releases	75	2005 - 2010
Self-generated photographs	79	2010
Other visual data and textual documents	55	various

Observations	No.	Period
During site visits for interviews	4	May – June 2010
Visitor tour	1	June 2010
Pub/hotel visits	5	May – June 2010

Another major change to the technical aspects of the research design that was made as a direct result of the pilot study was the decision to have the interviews transcribed by a third-party. Initially, and due to the researcher's more constructionist and interpretive convictions, the researcher had planned to transcribe the interviews himself and to follow one of the specific and detailed transcription protocols commonly used in Discourse Analysis (DA) or Conversation Analysis (CA). Although such an approach is not mandatory within the paradigmatic framework of the study, this decision was initially made due to a concern to stay as close as possible to the interview situation in order to be able to reflect on the interview

process and capture the concepts used by the interview partners more adequately. However, the pilot stage soon revealed the time-consuming nature of such an approach.[92]

Just before and during the pilot phase the researcher experimented with and tried out different transcription protocols, techniques, and software, but none of them seemed to provide a good compromise between efficiency and detail. However, it was never intended to conduct a full-fledged Discourse or Conversation Analysis that would have necessitated such a detailed transcription protocol, which is the case for research concerned with naturally occurring talk for example (*see* Silverman, 2006), but the researcher only wanted to increase the richness of the data and be able to acknowledge and take into account the nature of the interview as a situated symbolic interaction and give due credit to the constructed nature of the interview (*see* Kvale, 1996). Thus, it was decided that it would be adequate and permissible to follow a more conventional approach to transcription that is still consistent with qualitative and interpretative research on the one hand and constructionist pragmatic convictions on the other.

Despite these efforts, as a non-native speaker of English and an inexperienced transcriber of audio-recorded materials, the researcher never managed to achieve the level of efficiency and speed required for finishing the transcription within a reasonable timeframe and in order to have the transcripts available for the planned preliminary data analysis during the fieldwork stage. Therefore, it was (reluctantly) decided to have the files transcribed by a transcription service.[93]

In order to alleviate some of the problems associated with a less detailed conventional content-focused transcription protocol, leaving out utterances, overlaps, pauses, and other linguistic and situational phenomena, and with the additional caveat of the transcription being carried out by a third party (leaving out transcription as a first opportunity to familiarise oneself with and for getting close to the data) it was decided to combine the transcribed interviews and the recorded audio files during data analysis. In that way, it was still able to increase the richness of the interview data by not only reading and coding the transcribed interview but also being sensible to the interview situation by listening to the recorded files in parallel. The software MaxQDA 10 that was used for data handling and coding provided such a feature (of linking textual with audio data). It was also agreed with the transcription service to include more frequent timestamps (after every minute) in the transcripts to facilitate that approach. A positive aspect of this decision after the pilot stage was that it would

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[92] Reflecting on that point, one could argue that the researcher suffered from a young and inexperienced researcher's 'over ambition' in terms of what one person could realistically do within a restricted timeframe.

[93] Of course, the confidentiality and security of the data was ascertained before any data were handed over to the third-party.

subsequently enabled the researcher to spend relatively more time on data analysis and reflection.

Another decision taken during the pilot stage concerned the choice of a specific software package for handling and coding the data. Three different software packages were tested – all appropriate for qualitative data analysis – (*i.e.* ATLAS.ti 6, NVivo 8, and MaxQDA 10) on a pragmatic basis in terms of ease of use, level of complexity and data handling. It was decided to use MaxQDA 10 as it represented a good all-around compromise between available software features, usability, technical know-how required, and costs. Further, this decision was reinforced (and probably partially influenced) by the recommendation of Corbin who uses this software for the grounded analysis of qualitative data in the latest edition of her textbook (*see* Corbin and Strauss, 2008).

5.3.3.2   Fieldwork stage II – main study

During stage three of the research project data were generated at the main case company of Shepherd Neame, Faversham, Kent. All empirical work was carried out between May and December 2010 and involved formal and informal interviews, which were conducted between July and November 2010 (with the exception of the first interview with the CEO that took place on the 5th May 2010), but also involved extensive sourcing of documents and non-participant observations during that period. The immersion into the field was in the form of periodic visits to the case company's headquarters in Faversham and several other sites (*e.g.* pubs, hotels and festival venues throughout the South-East and London as the main trading area of the company).Thus, the fieldwork was characterised by regular intervals of preliminary data analysis (*e.g.* reading field notes, listening to interview recordings, reading through already collected documents *etc.*), which provided further ideas and hints for data generation and interview topics based on emerging themes and issues. As such, the fieldwork was an iterative process rather than progressing in a linear stepwise fashion. Nonetheless, the majority of the data analysis took place in earnest after the fieldwork was finished (thus, the study does not represent a full-fledged Grounded Theory study, but an empirically grounded theory-building case study).

Nineteen open and semi-structured interviews (a total of approx. 20 hours of interviews) with a cross-section of directors and managers were conducted (*see* Table 14, p. 203). Prior to each interview the participants were again informed about the study and the ethical implications of participation as well as individually signed a participant consent form (*see* appendix E.2.5, p. 525). These interviews lasted between 45 to 95 minutes, of which 14 were

formally audio recorded (approx. 16.5 hours of interviews) and subsequently transcribed by a third-party. The transcribed interviews yielded about 170,000 words of textual data.

The differentiation between formal (audio recorded, semi-structured) and informal (non-audio recorded, open) interviews was necessary as the researcher had not always the possibility to tape-record the interviews, such as when a more open interview took place over dinner, which nonetheless provided important information. In that case mental notes were taken during the interview and written down as soon as possible after the meeting.

Table 14: Overview of formal and informal interviews conducted[94]

Interviewee	Position	No. of interviews (thereof audio recorded)	Interview duration total in min. (thereof audio recorded)	Interview dates (all in 2010)
1	Company President	2 (1)	~125 (45 recorded)	20th July
2	Chief Executive Officer	2 (1)	~120 (60 recorded)	5th May & 17th Aug
3	Managing Director Property & Tenanted Trade	1	95	19th July
4	Managing Director Marketing & Sales	1	62	19th July
5	Managing Director Production & Distribution	2	122	20th July & 28th Sep
6	Account Director Public Relations (ext.)	1	78	19th July
7	Account Manager Public Relations (ext.)	1	55	27th Aug
8	Account Manager Public Relations (ext.)	1	45	27th Aug
9	Marketing Manager	1	51	24th Aug
10	Business Development Manager	1	75	22th Sep
11	Business Development Manager	1	78	5th Oct
12	Head of Property Services/Architect	1	86	28th Sep
13	Head of Visitor Centre & Hospitality	2 (1)	~90 (60 recorded)	5th Oct & 9th Nov
14	Company Archivist/Historian	2 (1)	~125 (65 recorded)	20th July & 17th Aug
Σ		19 (14)	1206 (977 recorded)	

For example, the company president felt more comfortable to have an informed discussion over dinner rather than being formally interviewed. Hence, it was decided to stop the formal interview and to continue over dinner at a later stage. The length of these non-recorded conversations was not timed, thus the total interview time given is only an approximate number for these instances. Further, the first meeting with the CEO was not recorded in order

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[94] The number in brackets indicates an audio recorded interview only if additional non-audio recorded interviews were conducted. Otherwise all interviews in the table were audio-recorded.

to have a more relaxed discussion about the company, the topic of the research, and the CEO himself as this was the first face-to-face contact with the company (formal access was primarily negotiated by mail and email) with further details decided as well (*e.g.* who to initially interview, level of assistance granted). Moreover, the CEO was showing the researcher around the brewery and the conversation was continued during the tour. However, as the first meeting already yielded interesting information, it was decided to include it as an (informal) interview. The unusual relative total length of the formally audio-recorded interviews with the Director of Production and Distribution can be explained by the fact that the first interview was interrupted after about 45 minutes and it was agreed to continue the interview at a later time. Due to the visit to the company archive the researcher had dinner with the company historian/archivist. This conversation provided information in addition to a formal interview conducted with this informant earlier. A similar opportunity arose with the Head of Visitor Centre and Hospitality, who invited the researcher to observe a presentation of the company to a visiting group of students where we had a short 30 min meeting prior to that presentation.

Also, three external informants were interviewed who were not formal employees of the case company, because the company has outsourced the corporate communication function to an external PR-agency. However, the company has had an ongoing long term relationship with that agency over 30 years and the account director and the two account managers worked closely with the case company's management and on behalf of the organisation in regard to corporate communication issues (internal and external). Further, the focus of the research is the link between management understanding and corporate heritage identity within a corporate marketing context. As such, these three external informants were included as core interview partners. Also with hindsight this decision is justified as the external informants expressed a strong commitment to and identification with the case company not dissimilar to the internal formally employed respondents.

The only non-managerial interviewee included within the formally conducted interviews was the company historian/archivist. It was decided to treat the archivist/historian as a manager (of the archive) due to the importance of the past for the company and its corporate-level marketing activities and the focus of the study on the corporate heritage identity construct.

Informal conversations with staff (*e.g.* receptionists, CEO's secretary, bar staff) are not included as informal (non-recorded, open) interviews, because the focus of the study is on the managerial understanding and strategic significance of corporate heritage in the context of corporate-level marketing. Nevertheless, these conversations helped the researcher to familiarise himself with the company and provided additional contextual information.

Reflective field notes were taken before, during, and after interviews in order to capture impressions, feelings, and initial assessments of the interview situation itself and the observations during the visits to the company.

The second major source of qualitative data were textual documents such as corporate communication reports, strategy documents, annual reports, in house and customer magazines, historical materials, along with documents in the public domain (*e.g.*, company website, trade and business press) and with visual data including self-generated photos (Table 15, p. 205).

Table 15: Overview of documents collected and scrutinised

Document type	No.	Period: "Past"	Period: "Present"
Annual reports	22	1980/81 – 2003	2004/05 – 2010/11
Company magazine (Master Brewer)	45	1985 - 2003	2004 - 2010
PR/Marketing strategy documents	9		2004/05 – 2010/11
History books/brochures	2	1948, 1998	
Company website (relevant pages)	30	1998, 2002	2006, 2010
Press releases	931	1998 - 2003	2004 - 2011
Archived documents (incl. promotional materials, visual data)	237	19th century – 1990s	
Promotional materials	30		2004 - 2010
Pub tenant handbooks	2	1998	2010
Presentations (AGM, Investor relations)	3		2009, 2010
Self-generated photographs	272		2010
Other visual data (internal and external sources)	125		2004 - 2010

Most documents were provided by informants or sourced during site visits and from the company archive. In addition publically available documents were collected as well (*e.g.* from the company website). More recent documents were made available in electronic form by the informants (usually as pdf-files), while others materials were scanned on site (*e.g.* archive documents) or collected and subsequently scanned at the researcher's office to facilitate later data retrieval and handling.

Such a broad variety of different additional textual and visual data was collected in order to enable triangulation of the data in accordance with the precepts of qualitative research (Yin, 2009; Miles and Huberman, 1994).

However, consistent with the paradigmatic framework these documents were not treated only as mere containers of factual evidence or contextual information. In addition they were perceived as cultural artifacts representative of various 'discursive strategies' employed by management (Moisander and Valtonen, 2006) that reveal much about the identity and heritage claims made about the organisation (*see* Chreim, 2005), because of the research interest in the application of corporate heritage in a corporate marketing context and its link to management self-understanding. The self-generated visual data (*i.e.* photographs) were mainly used for documentation purposes of spatial environments and material artifacts (*see* Rose, 2007).

The data and focus of inquiry were partitioned into two discrete periods. To reiterate, heritage and identity are understood as social constructions in the present (albeit with real material and ideational consequences) constantly produced and re-produced. Thus, the primary research emphasis was on the present. The present time period includes the interview data and observations (including the visual documentation of self-generated photographs) as well as documents dating from 2004 onwards. This year marked significant changes in the company's management team and a major strategy review, which was triggered by a family dispute over the future strategy of the company with the subsequent departure of a prominent family member as director of the company.

In addition, historical materials were extensively scrutinised, which went back as far as the late 19th century and other documents on the company's past were consulted, such as published corporate histories commissioned for the 250th anniversary in 1948 (booklet) and its 300th anniversary in 1998 (book). This helped the researcher to familiarise himself with the company's past in order to better understand its past identities[95] as well as its (and the manager's) heritage claims in the present. The inclusion of historical documents is consistent with past research on organisational phenomena in general (Pettigrew, 1979; Kimberly and Rottman, 1987; Kimberly and Bouchikhi, 1995). In order to access older websites the 'wayback machine' of the internet archive (www.archive.org) was used, which allowed the retrieval of older versions of the company's web presence from its first ever website in 1998 until 2010.

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[95] It has to be noted that I do not claim to have complete or unmediated access to that past or that these documents represent the past in a non-privileged or non-interpreted way. For a critical discussion *see* Rowlinson and Procter (1999).

Table 16: Overview of observations conducted

Observations	No.	Period
During site visits for interviews (HQ Faversham)	8	May – Nov 2010
Visitor tours (HQ Faversham)	2	Sep 2010
Festivals (Faversham & London)	2	Aug, Sep 2010
Pub/Hotel visits (Southeast and London)	10	May – Dec 2010

Finally, non-participant observations took place during the project (Table 16, p. 207). However, contrary to ethnologically orientated studies the observational part did not constitute a major aspect of the study but was used to develop a better understanding of the company and its operations and to facilitate triangulation of claims made by interviewees or themes derived from the documents where appropriate.

Non-participant observations took place during the visits to the brewery on the days interviews were scheduled (out of ten different interview days, eight took place at the brewery site), which included a tour of the brewery with the CEO and the company president. In addition the researcher took part in two visitor tours for the public that lasted about two hours each and was able to observe a one hour presentation given to a class of college students at the visitor centre. Also, the Great British Beer Festival at Earls Court in London were the company was present with an exhibition stand (August 2010) and the Hop Festival in Faversham in which the company is closely involved (September 2010) were attended by the researcher. Finally, the researcher visited several pubs owned by the company in London and the Southeast and stayed at a hotel. All the latter observations from the visitor tours to the pub visits were carried out in order to observe and experience the way the company operates but more importantly to gather information about how the corporate identity is represented and manifested at multiple sites and occasions. All observations were supported by photography for documentation purposes when possible or appropriate. Nonetheless, the observational part of fieldwork did only represent an auxiliary method complementing interviewing and documents collection as the two main sources of data generation (also *see* chapter 4, section 4.3.4.2, p.157ff.).

5.3.4 Data analysis and synthesis stage

During the fifth stage of the study, the principles of the abductive research strategy (Blaikie, 2007; 2010; *see* chapter 4, section 4.3.3, p. 145ff.) were marshalled with a focus on grounded

analysis (Easterby-Smith *et al.*, 2008; Corbin and Strauss, 2008) as a means of examining the data (*see* chapter 4, section 4.3.4.3, p. 163 ff.).

Facilitated by software (MaxQDA 10) a three-stage coding process, which is common with qualitative research of this kind (Charmaz, 2006; Corbin and Strauss, 2008; Easterby-Smith *et al.*, 2008) was carried out. The process of data analysis was an iterative process facilitated by reflective memos, conceptual mapping, constant comparison, and various forms of triangulation (Corbin and Strauss, 2008, Stake, 2005; Flick, 2009). Figure 26 (p. 208) schematically depicts the general process of data analysis of interview data.

Figure 26: Schematic depiction of the analytic process
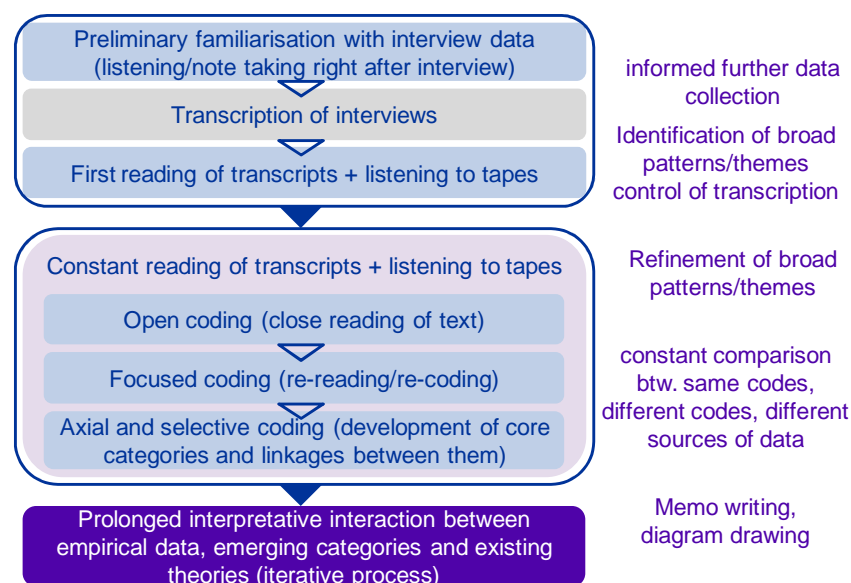
The coding process of interview data yielded 759 coded instances with 259 different open codes and 56 focused codes that were relationally integrated into 30 different axial codes of which 14 were subsequently selected as most salient.

Gradually, 6 main categories emerged from the process, which were triangulated with textual and observational data in order to specify and contextualise these categories (for a discussion of triangulation *see* chapter 4 section 4.3.5, p. 167ff.). Figure 27 (p. 209) schematically depicts this process. Triangulation of data and concept development was further facilitated by an additional thematic analysis of documents providing corroborative and contextual information. For example, the thematic content analysis of annual reports provided 196 coded instances with 67 different thematic codes.

Finally, the most salient categories were subsequently synthesised into primary and secondary concepts that were relationally integrated into a conceptual framework

representing the main finding of the study. Section 5.4 in this chapter will give a more detailed exposition of data analysis and synthesis.

Figure 27: Schematic depiction of code development
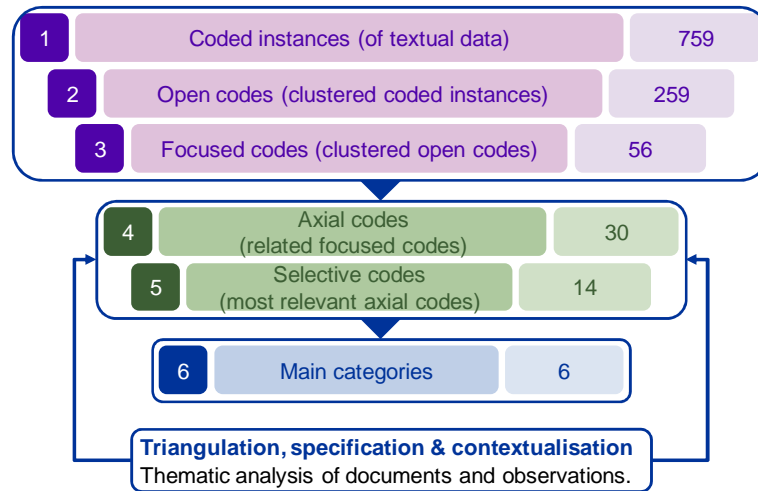
5.3.5 Writing up stage

The final stage of the research project involved the consolidation of the different research stages into a coherent narrative following the precepts and requirements of a PhD thesis within the UK tradition. However, due to the grounded and dynamic nature of the qualitative case study conducted, the preliminary literature review carried out prior to the empirical stage of the study was substantially rewritten during this stage in the light of the empirical findings that emerged from the fieldwork and data analysis. As such, the sequential format of a thesis is limited in its capacity to depict the iterative and ongoing nature of qualitative research and the constant interplay between empirical data and theoretical reflections throughout the course of the entire research project. Nonetheless, it is believed that the final thesis provides a high level of theoretical, empirical, and procedural transparency (*see* chapter 4 section 4.3.5.2, p. 170ff.) within the limits of PhD thesis conventions.

5.4 Case analysis and synthesis

This section outlines in more detail than the preceding exposition of the general research process the procedures and tools used for the analysis and synthesis of empirical data generated during the course of the study, which largely followed the precepts of Grounded Theory research (Corbin and Strauss, 2008; Charmaz, 2006). Hence, the process of data analysis of the study was iterative and cyclical involving various analytic tools and procedures which are:

- Multi-stage coding,

- Reflective memo-writing and

- Conceptual mapping/diagramming.

However, the research design does not qualify as full-fledged Grounded Theory in the classical sense (Glaser and Strauss, 1967), neither in terms of a *tabula rasa* approach to inquiry nor in terms of the sampling procedures applied. As such, the general approach to data analysis follows Easterby-Smith *et al.* (2008) and can be categorised as 'grounded analysis' (*see* Easterby-Smith *et al.*, 2008, p. 175ff.) indicating the instrumental use of procedures and tools developed by grounded theorists. Nonetheless, these procedures and tools are consistent with the general research design following an abductive logic (in Blaikie's sense, *see* chapter 4 section 4.3.3, p. 145ff.) and a case study approach in that they facilitate the analysis and corroboration of multiple empirical materials, the prolonged interaction between empirical data and emerging concepts, and the generation of abstract categories derived from a fusion of *emic* and *etic* frames of reference irrespective of the precise paradigmatic deliberations of grounded theorists (*see* Kelle, 2010 for a discussion of methodologically adopting Grounded Theory without necessarily subscribing to all its paradigmatic baggage).

Further, the necessarily sequential discussion of the procedures and tools deployed within the format of a written document such as this thesis is somewhat limited in its ability to adequately capture the iterative and intertwined nature of data analysis and synthesis and the close and prolonged interpretative interaction between empirical data generated, emerging categories, and extant literature. Nonetheless, in describing the different procedures and tools used the provision of a transparent account of how the case data were analysed is intended.

Moreover, it is not feasible or even possible to include in this thesis all the analytic and interpretative materials generated throughout the course of the study. Thus, while outlining the different analytic tools and procedures used reference is made to selected materials only (*e.g.* in reference to one example interview included in the appendix, *see* appendix E.3.1, p. 529), which are meant to exemplarily and illustratively show the way data analysis and synthesis was carried out.

With these general caveats in mind, the following sections will describe the way the grounded analysis of the empirical materials was applied for the purposes of the study.

5.4.1 The general process of data analysis and synthesis

5.4.1.1 Preliminary (thematic) analysis

Data analysis already started during the fieldwork stage of the research, which involved a preliminary familiarisation with the empirical data through listening to the interview tapes and reading through reflective notes taken during site visits and documents collected. In doing so the researcher followed the general recommendations in regard to grounded analysis in qualitative research (Easterby-Smith *et al.*, 2008; Corbin and Strauss, 2008; Flick, 2009).

The main objective was to identify broad patterns and themes that would inform further data collection during fieldwork. Further, the analytic focus at this stage was not yet solely on themes potentially relevant for later category and concept generation but also included the elicitation of general information such as, for instance, about the company itself or the brewing and pub industry as well as the identification of information gaps that required further empirical materials (*see* appendix E.3.2, p. 557 for an example of handwritten notes *re* general information).

This process gradually intensified with the growing number of materials generated and after the first couple of interview transcripts were returned from the external agency soon after the interviews had been conducted (one of the advantages of using such a service).

The preliminary familiarisation and thematic analysis of interview and other materials was largely done manually based on hardcopy printouts and manual notes facilitated by annotations (of themes, ideas, questions *etc.*) and using of highlighters to mark different passages in documents (*see* appendix E.3.3, p. 558 for a number of pages of an early interview transcript printout with annotations and appendix E.3.4, p. 564 as an example of a manual note derived from that interview; appendix E.3.5, p. 565 for an annotated sample page from the company magazine).

This less structured and manual approach to preliminary data analysis during the fieldwork stage provided flexibility during site visits (*e.g.* reflective notes right after an interview, *see* appendix E.3.6, p. 566 for example handwritten notes) as well as fostered – for the researcher – creative thinking and open-mindedness in a 'brain storming' fashion often quickly jotting down questions, ideas or hunches to follow without the analytic intensity that would later characterise the more structured coding of empirical materials. These early and very broad analytic materials were set aside after fieldwork had ended and later used as additional sources of corroboration during the more structured analysis of the data.

Despite these initial reflections and analytic activities, the formal and structured coding of empirical materials only started in earnest towards the end of the fieldwork stage. As such, the transition between the empirical and the analytic stage of the study was gradual rather than

clear cut. With hindsight, the most salient conceptual themes already identified at this early stage such as, for instance, the notion of 'close-knit organisation', 'responsibility' or 'long-term thinking' (*see* appendix E.3.3, p. 558 mentioned above) re-emerged during the structured coding stage but were further substantiated and elaborated only during that later analytic stage of the study.

5.4.1.2   Structured coding

The next stage of data analysis was characterised by a more structured approach of grounded analysis based on four different coding techniques:

- Open coding,
- Focused coding,
- Axial (relational) coding, and finally
- Selective coding.

Concurrently, the coding of empirical materials was accompanied by

- Reflective memo-writing and
- Conceptual mapping/diagramming

that both facilitated the refinement of emerging codes through questioning and reflection (Charmaz, 2006; Corbin and Strauss, 2008), the constant comparison between coded instances, different codes and various empirical materials (Charmaz, 2006; Corbin and Strauss, 2008) as well as the relational elaboration of categories at the later stages of this process (Corbin and Strauss, 2008). As such, this stage followed largely the recommendations of grounded theorists (Charmaz, 2006; Corbin and Strauss, 2008).

The coding of empirical materials was facilitated by the computer software package MaxQDA 10, which enabled the seamless coding, memo writing, and conceptual mapping/diagramming across different types of empirical materials (*e.g.* textual, visual and audio); the storage and unproblematic retrieval of vast amounts of data as well as the organisation and tracking of codes, memos, and conceptual maps/diagrams developed. As such, the analysis, albeit aided by the computer, was still an analytic and interpretative task carried out by the researcher and not by the software package used, which is consistent with interpretative qualitative research and its focus on the researcher as 'research instrument' albeit not necessarily a neutral one (*see* Charmaz, 2006; Corbin and Strauss, 2008; Lempert, 2010). Although, the software package offered an additional feature for quantitative content analysis (which was not installed) and some auto-features for analysis, the software was used

only in the aforementioned facilitating way (*e.g.* for data handling, coding, or visualisation purposes) rather than as an independent analytic tool. Hence, while the generation of coded instances and the development of codes were greatly facilitated by the use of computer software the codes themselves emerged from the researcher's interpretative work either by close reading of materials and/or interpreting the linkages between different codes.

With the growing relevance of more abstract and interpretative category development towards the later stages of data analysis it was found to be more efficacious to frequently resort to a combination of computer-based and manual forms of analysis such as code sorting, reflective memo writing, and conceptual mapping/diagramming. Thus, at different interim stages or when a conceptual and interpretative deadlock occurred the mode of analysis was changed from computer to manual and *vice versa*. Consequently, in the wake of this procedure apart from the digital documents handled by the software package a vast array of handwritten analytic documents was generated (or manually annotated hardcopies of the former). However, this modal richness in the analytic procedures helped the researcher's creative and interpretative thinking throughout the data analysis stage of the study. Finally, the interpretative insights from both modes of analysis where regularly consolidated to keep track of the emergent categories generated.

In terms of the different empirical materials used the coding efforts first focused on the interview transcripts due to the focal interest in management self-understanding. Once salient codes emerged from that coding process other types of documents were coded (*e.g.* annual reports, company magazine *etc.*) in order to substantiate the categories derived from the interviews and/or to elaborate the conceptual categories in general. This approach is consistent with the research design in that documents are treated as managerially induced cultural artifacts that provide equally valid insights into managerial self-understanding (*see* chapter 4 section 4.3.4.2.2, p. 161ff.).

Further, the use of multiple sources of evidence in order to corroborate or enrich rather than factually validate insights from one source of evidence is consistent with qualitative forms of triangulation required for qualitative case-based research in general (Flick, 1992, 2007, 2009). In addition, many documents provided contextual information as well. Thus, open or thematic coding was carried out for relevant documents, which produced codes substantiating or elaborating main categories and others that yielded contextual information. Of course, many interviews also produced open codes that were not further elaborated into main categories but nonetheless contained important contextual information facilitating the researcher's understanding of the organisation in its economic and cultural contexts.

Before structured coding of empirical materials commenced documents had to be imported into the software package MaxQDA 10.

First, the interview transcript files were transferred into the software package as text documents (*see* appendix E.3.1, p. 529 for a printout from the software of the interview document with open and later selective codes of the example interview). Once that was done, the minute-by-minute timestamps included in the transcripts were used, which was agreed earlier with the transcription service agency, for linking the digital audio files of an interview with the transcript text of that interview segment-by segment (*see* appendix E.3.7, p. 568 for a software screenshot showing the timestamps in the example interview document).

In this way, it was possible to quickly navigate through the transcripts always having the right segment of audio recording at the disposal. As such, the researcher was able to read the text and listen to the interviews in parallel staying close to the interview situation and the manager's frame of reference (as far as that is possible, *see* the methodological discussions on the necessary fusion of horizons in appendix D.4.1, p. 477ff.), which was particularly relevant during the earlier stages of coding (open and relational coding) and/or for revisiting already coded segments at later stages of the coding process. In addition, the initial linking of audio with text segments with the parallel reading of transcripts and listening to the audio files also served as an additional quality control in regard to the transcripts produced by the external agency (in addition to the initial reading of transcripts and listening to the audio files immediately after the return of each transcript from the service agency).

In addition to the interview files (text and audio), other digital/digitised collected empirical documents (text and visual) were also imported into the software package organised into different document groups (*e.g.* interviews, annual reports, strategy documents, company magazine, archive documents, observational pictures *etc.*), which enabled a seamless transition from interview coding to triangulation and corroboration of emerging categories based on thematic coding of documents during the later stages of the analytic process (*see* appendix E.3.8, p. 569 for software screenshots showing the coding of an annual report document at a later coding stage).

5.4.1.2.1   Open and focused coding stage

The structured coding of interviews started with the close reading of the text and parallel listening to the respective audio segment. In this way the researcher stayed close to the interview situation and the language used by the interviewee. It was decided to code for

relevant instances in the text rather than line-by-line or word-by-word (*see* Corbin and Strauss, 2008; Charmaz, 2006).[96]

This is justified due to the instrumental nature of the case study and the conversational nature of the interviews that by necessity also produced interview text not immediately relevant for the instrumental purpose of the study. Nonetheless, the interviews were approached with an open-mind and text passages were also extensively coded that did not immediately 'speak' to the focal interest of the study. Such an open approach was facilitated by the broad sensitising concepts the researcher had familiarised himself with prior to the empirical work and the ongoing interaction with the literature throughout the course of the study, which helped to see different things in the data and prevented premature conceptual closure, because they were not used as a preconceived *a priori* or fixed coding system (*see* Charmaz, 2006; Corbin and Strauss, 2008).

Open coding progressed in an iterative fashion with several readings (and listening) of a text. The identified instances within the text were given a descriptive label (*i.e.* coded) either by directly adopting the language used by an interview partner (*i.e.* in-vivo codes) or interpretatively derived from the author's own frames of reference (Corbin and Strauss, 2008). The analytic procedure of constant comparison is an inherent feature of grounded analysis (Corbin and Strauss, 2008). As such, already during the open coding stage similar and dissimilar coded instances were labelled, compared, and often re-labelled as the coding of a document progressed. Some codes remained singular instances within an interview while others soon formed a salient cluster of similar coded instances that were labelled accordingly.

As such, the transition from an open coding closely aligned with a text passage to a more focused comparative coding of clusters of similar and dissimilar coded instances was gradual. Each interview yielded a different number of singular coded instances and clusters of coded instances forming a more focused open code (*see* appendix E.3.9, p. 570 for a table of the open codes generated from the example interview; appendix E.3.10, p. 571 for a list of the open codes with the coded instances from the example interview; appendix E.3.1, p. 529 for the interview document with open codes; and appendix E.3.11, p. 577 for a software screenshot from the open coding stage of the example interview).

The coding of each interview was facilitated by reflective memo-writing employed as a narrative tool to develop ideas and elaborate codes through making explicit the various reflexive conversations the researcher had with himself (Lempert, 2010, also *see* Archer, 2003

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[96] Please note that the researcher interprets 'coding for instances' in a somewhat broader fashion as this is commonly understood by grounded theorists who usually focus on events and actions as instances due to the symbolic interactionist origins of the methodology (Charmaz, 2006; Bryant and Charmaz, 2010). Instances are seen simply as textual instances with topical/informative relevance, which also includes themes, expressed opinions, attitudes *etc.*

re the importance of internal conversations for human agency in general) in reference to the interview situation itself (*see* appendix E.3.12, p. 578 for an initial reflective memo written for the example interview) but more importantly in regard to the codes developed. These memos ranged from short descriptive notes about a code or a coded instance in the text to more interpretative memos reflecting on the meaning of a code (*see* appendix E.3.13, p. 579 for a number of exemplary memos *re* the codes emerging from the example interview, also *see* chapter 4 section 4.3.4.3, p. 163ff. on the different memo types).

With the growing number of interviews coded the large number of open codes based on singular coded instances gave way to salient focused codes based on clusters of coded instances across different interviews leading to a gradual consolidation of the coding system that emerged from the interview texts. Hence, the constant comparison of coded instances within one interview was gradually replaced by a comparison of coded instances across all interviews (*see* appendix E.3.14, p. 583 for a list of open codes generated during the early stages of analysis).

In summary, the open coding of interview documents generated 259 different open codes based on 759 coded instances (text segments) across all interviews, which were reduced to 56 tentative and preliminary clusters of open codes (focused codes).These interim clusters of open codes were still unstable and based on *prima facie* similarities/dissimilarities identified during open coding but provided the basis for and represent the transition into the next analytic stage (*see* next section).

5.4.1.2.2   Relational coding stage

During this stage the objective of the coding procedure slightly changed from the development of salient codes (in terms of clusters of coded instances) to the potential relationships and linkages between different codes gradually evolving into higher level codes (axial codes). Figure 28 (p. 217) schematically shows the transition from open coding to relational coding.

In addition to the reflective memo-writing that continued at this stage conceptual mapping or diagramming was used as an analytic procedure in order to visualise and comprehend the tentative relationships between codes and groups of codes that emerged from the ongoing data analysis. During that stage the researcher increasingly reverted to manual forms of analysis in addition to the software based work, which included:

- The annotation and work with hardcopy printouts from the software (*see* appendix E.3.15, p. 588 for an annotated printout of a list of open codes preliminarily clustered around emerging axial codes within the software package),

- The generation of handwritten notes and sketches (*see* appendix E.3.16, p. 592 for an example of manual clustering of emerging axial codes),
- The manual sorting of codes (*see* appendix E.3.17, p. 593 for pictures take during a manual sorting exercise).

Figure 28: From open to relational coding

1	Coded instances (of textual data)	759
2	Open codes (clustered coded instances)	259
3	Focused codes (clustered open codes)	56
4	Axial codes (related focused codes)	30
5	Selective codes (most relevant axial codes)	14

Triangulation, specification & contextualisation
Thematic analysis of documents and observations.
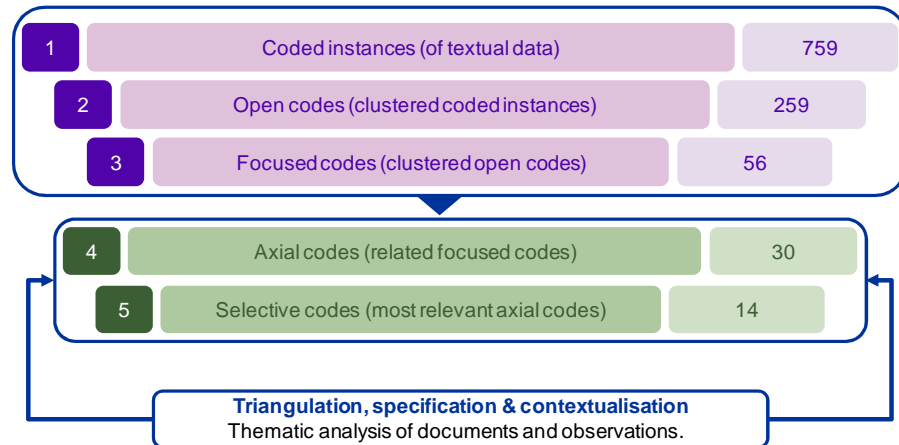
Further, open codes were tentatively clustered around higher level codes and checked again against the coded instances associated with them. At this stage additional coding and extensive re-coding took place leading to higher level (axial) codes (*see* appendix E.3.18, p. 594 for a software screenshot during mid-stage relational coding). This clustering and relating of different codes was hugely facilitated by conceptual mapping using the mapping tools of MaxQDA 10, which supported the visualisation of relationships between different codes based on co-occurrences in the empirical documents and sub-codes of a higher level code gradually emerging from the analysis (*see* appendix E.3.19, p. 595 for a conceptual map of an exemplary emerging axial code at an earlier stage; appendix E.3.20, p. 596 at a later stage in a more consolidated form; and appendix E.3.21, p. 597 for a software screenshot of a conceptual map of code relationships during an early stage of relational coding).

In addition to this extensive work with the open coding system developed from the interview transcripts the researcher started at this stage to corroborate increasingly the emerging higher level codes and their tentative relationships by including additional documents in the analysis based on the thematic and corroborative coding of these documents. While broad thematic coding looked for contextual information in the documents, corroborative coding looked for enriching empirical evidence for the higher level codes emerging from the interviews. For example, the analysis of annual reports provided contextual information but also generated enriching evidence for interview-based codes such the "*marriage of the very traditional with the ultra-modern*" manifested, for instance, in the

frequent use of old and new photography in the annual reports (*see* appendix E.3.22, p. 598 for a list of thematic codes developed from the analysis of annual reports).

Similarly, the analysis of corporate marketing documents also provided insights into or manifestations of the link between management self-understanding and the enactment of the corporate identity *vis-à-vis* external stakeholders (*e.g.* company website, corporate magazine, press releases). Based on that triangulation of empirical materials a number of salient codes gradually emerged that provided the basis for the final stage of data analysis. During the stage of relational coding, the number of codes was further reduced from 56 focused clusters of open codes to 30 higher level axial codes of which 14 emerged as most salient (selective codes) providing the basis for the next stage in the analytic process.

5.4.1.2.3   Selective coding stage

The final stage of data analysis focused on the development of main categories based on the most salient codes that emerged from the preceding analytic stages.

At this point it has to be reiterated that the entire process of data analysis was iterative in nature characterised by a back and forth between different documents, empirical materials, coded instances, and codes. As such, the transition from relational data analysis and code elaboration to the selective and more abstract development of main categories was gradual and any differentiation into stages is to some degree arbitrary but necessary for a written exposition of the analytic process.

At this stage extensive recoding and re-sorting of coded instances took place in order to elaborate and substantiate the selective codes, which would eventually form the main categories and final conceptual results of the data analysis (*see* appendix E.3.23, p. 600 for a software screenshot during final stage coding).

The articulation of the main categories was again facilitated by software-based and manual analytic work predicated on reflective memo-writing as well as conceptual mapping and diagramming. The reflective memos written at this stage (usually by hand) ranged from short descriptive memos articulating a category (*see* appendix E.3.24, p. 601) to more theoretical deliberations, while trying to make sense of the empirical phenomena encountered in the data (*see* appendix E.3.25, p. 603). At the same time, successive conceptual maps of code relationships (*see* appendix E.3.26, p. 607) and diagrams drawn (*see* appendix E.3.27, p. 608 for an exemplary manual diagram) became more abstract and structured.

As such, questions asked and comparisons made at this stage were increasingly conceptual and/or theoretical.

Finally, six main categories were articulated and relationally linked forming the basis for the development of the theory framework of this thesis (*see* appendix E.3.28, p. 609 for a conceptual map integrating extant open and axial codes and its associated category and E.3.29, p. 610 for an annotated printout of interim categories the researcher worked with during that stage).

Figure 29: From selective coding to category development
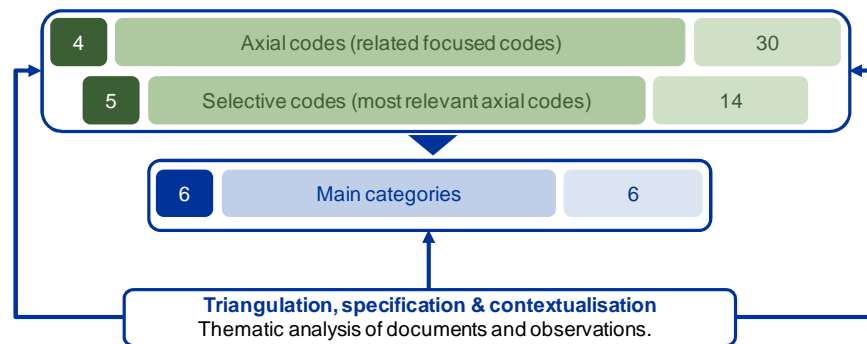
Figure 29 (p. 219) shows this process in schematic form. As such, the final stage of data analysis gradually morphed into data synthesis and the development of a conceptual model/theory that would eventually represent the findings of the research.

5.4.1.3 Synthesising the data into a coherent framework

The synthesis of main categories into a coherent framework represents an interpretative leap that is based on the previously discussed stages of data analysis and closely intertwined with the later stages of these analytic activities. As such, the transition from selective coding to category and framework development was again gradual and iterative (*see* previous section).

However, this stage was also characterised by a high degree of interpretative uncertainty. Albeit stable axial codes emerged from the analytic work, the richness of the data indicated towards several different interpretative possibilities and reasonable conceptual directions to take.

As such, data synthesis was a prolonged activity over several months and not as straight forward as it may appear from the neat sequential exposition in this thesis. Hence, a variety of tentative preliminary conceptual models and interpretations were developed, reflected upon by referring them back to the empirical materials, prior coding and thematic analysis as well as the extant literature (checking for possible explicatory theories), and compared to each other (*see* appendix E.3.30, p. 611 for examples of interim models from which the final conceptual

model was evolved and appendix E.3.31, p. 612 for a consolidated theoretical memo articulating these categories as an interim summary).

Further, preliminary findings and interpretations were frequently discussed with the researcher's supervisor, presented at internal workshops and symposia within Brunel Business School, and exposed to scrutiny at international symposia and conferences (*i.e.* 'peer debriefing', *see* Figure 25 in section 5.3, p. 192) in order to ascertain the emergent main categories' relevance and parsimony in regard to the instrumental objectives of the study, which is an accepted quality control procedure for qualitative and interpretative research (Lincoln and Guba, 1985; He, 2004; Flick, 2009) as well as grounded analysis (Goulding, 2002b; Strübing, 2008) and consistent with the paradigmatic understanding of research being a social activity within a community of fellow academics (*see* appendix D.1, p. 460ff.).

Gradually, three primary concepts emerged from this process, which were directly based on the final six main categories that 'best fit' the interpretative understanding of the coded data. However, due to the interpretative nature of this stage the final theory framework that gradually emerged from this process not only included the three primary concepts directly based on the main categories but also two secondary concepts derived from the interpretative interplay between the main categories, empirical materials, and extant literature, which are more derivative in nature but equally grounded in empirical data. Figure 30 (p. 220) schematically depicts this process.

Figure 30: From core categories to conceptual framework

Final theory framework
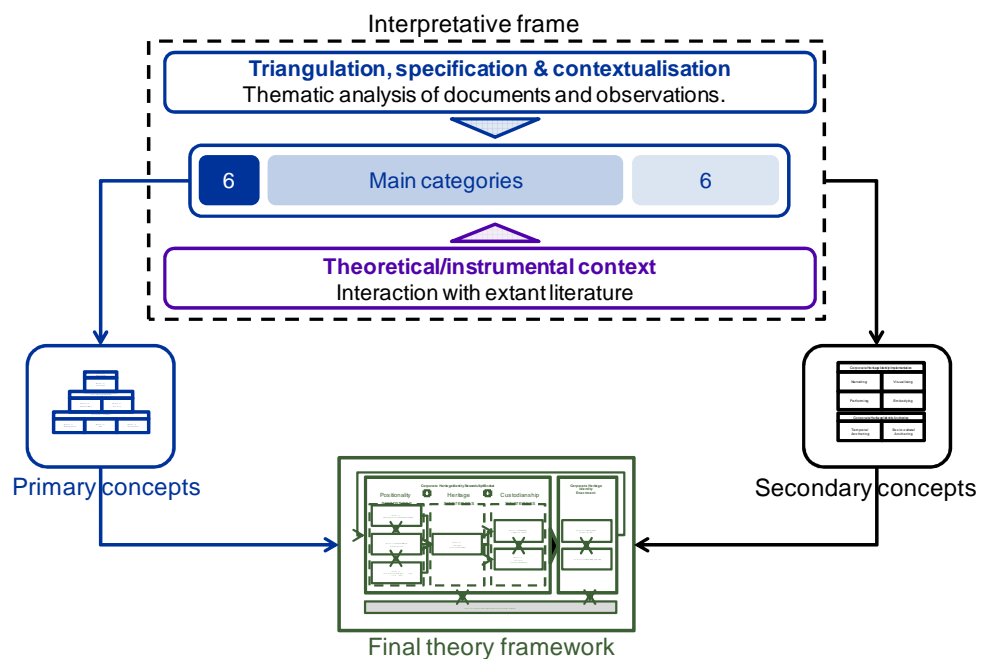
Finally, at some point it was decided that empirical and theoretical saturation had occurred and that the primary and secondary concepts and the conceptual framework provided the best possible explanation and interpretation of the empirical materials analysed in the context of the research purpose, methods used, and extant literature consulted. It is difficult to portray when and how that point was reached, but it may best be described as a state when the interpretative deliberations seemed to indicate towards the same categories and the theory framework comprised of primary and secondary concepts that would finally constitute the findings and when changes to the framework or concepts made increasingly became less 'substantial' in terms of the properties and meaning ascribed to them and increasingly 'representational' in regard to how best to depict the framework in diagrammatic form without significantly altering the former.

Having outlined the general process of data analysis and synthesis the next section articulates the emergence of the six main categories underpinning the final conceptual framework with its primary and secondary concepts.

5.4.2   The genesis of six main categories

This section outlines the development of the six main categories in procedural terms based on the analytic process described in the previous section of this chapter. As such, it is attempted to show the evolution of the categories from relational coding to concept development. However, due to the iterative and cyclical nature of the analytic and interpretative process the explication of this movement from codes to categories and to a final model is only indicative of a much more convoluted endeavour.

Further, the six main categories that emerged were analytically condensed into three core categories representing the primary concepts, which are predicated on the former in empirical and conceptual terms. In addition, the six main categories provided an additional thematic focus for the development of two secondary concepts interpretatively derived from the former. Table 17 (p. 222) depicts the three primary concepts and two secondary concepts analytically and interpretatively derived from the six main categories.

Thus, the six main categories represent the empirically grounded building blocks for the corporate heritage identity stewardship theory, which the thesis contributes to this nascent field of corporate marketing scholarship.

As such, the conceptual framework – to be discussed and substantiated in the next chapter – articulates in abstract terms the nature of a professed managerial self-understanding and disposition to act that is – it is argued in this thesis – instrumental and constitutive for the enactment of a corporate heritage identity. Thus, the management and the particular

manifestation of a corporate heritage identity are predicated on a specific management mind-set and a managerial disposition to act, *viz.* corporate heritage identity stewardship. The six main categories that emerged from the data analysis directly specify three distinct but related dimensions (*i.e.* primary concepts) of the aforementioned management mindset. In addition, they also provide the analytic and interpretative backdrop for two secondary concepts that are derivative in nature and specify the strategic enactment part of the theory framework emerging from the study.

Table 17: Core categories and sub categories

Main categories	Primary concepts	Secondary concepts
Sense of continuance Sense of belongingness Sense of self	Positionality awareness	Corporate Heritage Identity Implementation
Sense of heritage	Heritage Awareness	Corporate Heritage Identity Anchoring
Sense of responsibility Sense of potency	Custodianship Awareness	

To reiterate, this section describes the analytic genesis of the six categories in procedural terms, while in the next chapter the primary and secondary concepts based on the six categories are integrated into a conceptual framework and further defined, specified, and substantiated by exemplary and illustrative empirical evidence. In order to make explicit the relations between different codes and the main categories conceptual maps developed during the analytic process are used as examples and illustrations thereof.

The use of computer software facilitated the tracking of analytic moves that otherwise would have been difficult to trace. It enabled not only coding and re-coding within a main database as the analysis proceeded but also the storage of the results at different coding stages (using backup files) and the overlay of these results (*e.g.* open coding structure with the selective coding structure) in order to show linkages between coding systems at different stages referring to the same coded instances within empirical materials.

However, albeit this may facilitate the illustration of moving from open to selective codes it cannot adequately depict the interpretative and analytic process itself. Hence, in reading the next sections one has to bear in mind that the process of interpretative abstraction involved not only extensive re-coding, re-sorting, re-labelling, and re-describing of codes and categories but also more importantly constant reflection and interpretation throughout the entire process. As such, the *prima facie* neat and direct sequential move from open codes to main categories, which the expositions that follow may imply, was in reality a prolonged and

convoluted process that involved many analytic and interpretative detours, dead-ends, and re-starts before the main categories crystallised as final results. Thus, the important role of the researcher as research instrument can only partially be made explicit in a written treatise such as a thesis.

5.4.2.1   Category 1: Sense of continuance

This category is derived from three salient axial codes (*i.e.* selective codes) that featured prominently throughout the analytic process form and early stage onwards.

The first of these salient codes was labelled 'focus on continuity' exhibiting different dimensions, which already became apparent during open and focused coding. Over the course of data analysis these dimensions were specified and became more abstract/conceptual (*see* appendix E.3.32, p. 614 for a mid-stage conceptual map with annotations and appendix E.3.33, p. 615 for a handwritten note reflecting on these dimensions).

As such, the axial code 'focus on continuity' was differentiated into four main dimensions of continuity focus that emerged from the data analysis (*see* appendixE.3.34, p. 617 for a software screenshot of a more integrated later stage conceptual map), which are (1) temporal continuity, (2) spatial continuity, (3) social continuity, and (4) institutional continuity.

The second selective code was labelled 'focus on adaptation' (in earlier documents it was labelled 'adaptation/change') and derived from a number of open and focused codes (*see* appendix E.3.19, p. 595for a mid-stage and appendix E.3.20, p. 596 for a later stage conceptual map with annotations used for the development of this selective code). Based on the analysis and synthesis of the data this selective code making up the category was further specified into three dimensions referring to a tripartite focus on the (1) need to/for change, the (2) ability to change, and (3) the willingness to change (*see* appendix E.3.35, p. 618 for a memo tentatively articulating these dimensions for the first time during the relational coding stage).

The third salient axial code was labelled 'long term view' equally derived from a number of open and focused codes (*see* appendix E.3.36, p. 619).

Several lower level codes substantiated more than one selective code or a certain dimension developed. However, these linkages provided substantive hints and indications for the conceptual links between the three salient axial codes that finally constitute the category of 'sense of continuance' (*see* appendix E.3.37, p. 620 for a final stage conceptual map integrating the different selective codes and their dimensions with several earlier open codes).

To reiterate, the definitional, explanatory, and empirical substantiation of all categories will be presented in chapter 6 (p. 230ff.).

5.4.2.2   Category 2: Sense of belongingness

The category *sense of belongingness* is derived from two selective codes both exhibiting two main dimensions. First, it is comprised of the salient axial code labelled 'closeness' that was evolved from partial aspects of several earlier focused/axial codes, which were labelled 'family company', 'close-knit organisation', 'community-based company' and 'regional corporate brand' (*see* appendix E.3.38 to appendix E.3.41, pp. 621-624 for software screenshots of mid-stage conceptual maps for each of the codes).

Second, the category 'sense of belongingness' also refers to the selective code 'provenance' that is a derivative of the axial code 'proximity to company' and partially derived from the already mentioned earlier codes of 'regional corporate brand' and 'community-based company' (*see* appendix E.3.42, p. 625 for a mid-stage conceptual map for the code 'proximity to company' and appendix E.3.24, p. 601 for a memo first articulating the dimensions of belongingness).

The substantive overlap of different axial and focused codes in regard to the specification of the two selective codes constituting this category is also reflected in the further specification of the two selective codes into two similar abstract dimensions. Thus, both selective codes are differentiated at a more abstract level into a spatial and a socio-cultural dimension. As such, the selective code of 'closeness' refers to 'spatial proximity' and 'socio-cultural proximity', while the salient axial code of 'provenance' is differentiated into 'spatial origin' and 'socio-cultural origin' respectively (*see* appendix E.3.43, p. 626 for a final stage conceptual map of the category 'sense of belongingness' overlaid with earlier codes).

5.4.2.3   Category 3: Sense of self

The third category *sense of self* evolved from the earlier open codes 'sense of independence' and 'sense of individualism' with which a number of additional open codes were gradually associated and later developed into two axial codes.

However, at first the researcher struggled to develop a main category from both. Nonetheless, both were sufficiently salient not to be neglected and at first it was attempted to associate them with other categories (*e.g.* sense of potency, sense of heritage, sense of responsibility). None of these categories, however, was explaining the underlying connotations of both codes sufficiently. Thus, only towards the later stages of the analytic work the empirical and conceptual overlap between both axial codes was firmly established. As such, both axial codes eventually provided the basis for the development of two distinct aspects of the same main category (*see* appendix E.3.44, p. 627 for a late stage conceptual map

overlaying the final category with associated earlier open codes). Consequently, this category was along with category 6 the last to be established as a distinct category.

5.4.2.4 Category 4: Sense of heritage

The category *sense of heritage* is constituted by two selective codes of which the first was derived from the axial code labelled 'heritage awareness', while the second selective code 'heritage disposition' represents as later stage abstraction derived from several open codes earlier clustered around the focused code thematically labelled 'heritage' during the initial stage of coding (*see* appendix E.3.45, p. 628 for an early stage conceptual map depicting the focused code 'heritage'). Gradually, the coding and re-coding yielded a more elaborate network of codes that were finally distinguished into three main aspects of the category 'sense of heritage' (*see* appendix E.3.46, p. 629 for a late stage conceptual map of the category 'sense of heritage' linking it to several earlier and later codes).

Further, the analysis of the underlying coded instances and open codes from which this category emerged also revealed a close link with the two previous categories and a close association with the remaining two categories. As such, the category 'sense of heritage' was conceptually developed into a 'bridging concept' linking the remaining main categories (*see* exposition in chapter 6, p. 230ff.).

5.4.2.5 Category 5: Sense of responsibility

The category *sense of responsibility* is derived from an earlier focused code with the same label (*see* appendix E.3.47, p. 630 for a mid-stage conceptual map of an axial code derived from that early stage focused code). It was one of the first codes that emerged during the earlier interview coding stage (*see* appendix E.3.13, p. 579 for a memo discussing this code for the example interview at an early stage of coding). As such, the category emerged at first through the coding of interview and document passages referring to the CSR activities and achievements of the company, which could have been just a manifestation of salient contemporary societal discourses (*e.g.* corporate citizenship, corporate social and environmental responsibility) that are of particular importance to the brewing industry in general (*e.g.* the health and societal effects of alcohol consumption) reflected in management talk and corporate communication. Thus, one could have easily settled with this *prima facie* sensible explanation.

However, due to the prolonged interaction with the empirical materials during relational and selective coding it was recognised that the notion of responsibility was potentially broader

and closely linked to the codes that would later evolve into the category 'sense of heritage' but also those associated with the category 'sense of potency' marking 'responsibility' as a central theme of managerial self-understanding and corporate heritage identity enactment.

Based on this insight, the empirical materials were further analysed and gradually two aspects emerged that were not yet captured by the more limited earlier codes largely meaning CSR. Hence, the final category 'sense of responsibility' is more expansive than the similarly named earlier code and incorporates two conceptual dimensions only elaborated during these later stages of analysis.

The first dimension of this category labelled 'non-institutional custodianship' is on the one hand based on an interim axial code labelled 'social responsibility' (derived from the limited earlier codes). On the other hand, however, this dimension is not restricted to social responsibility but also refers to a professed custodial role towards 'heritages' beyond the institutional heritage, which emerged as a salient theme in corporate documents. As such, this dimension is partially derived not only from what managers talked about in the interviews but from what the company actually does and communicates (*i.e.* corporate heritage identity enactment).

The second dimension named 'institutional custodianship' was derived from an earlier axial code labelled 'custodial responsibility' referring to the notion of responsibility towards the institutional heritage of the company itself (*see* appendix E.3.48, p. 631 for a final stage conceptual map of the category showing the two earlier axial codes and appendix E.3.49, p. 632 for a mid-stage handwritten note reflecting on the more expansive notion of responsibility with the final dimensions not yet elaborated). Again, the empirical evidence for and the precise meaning of the various categories and their linkages are shown in chapter 6 (p. 230ff.).

5.4.2.6   Category 6: Sense of potency

The final category *sense of potency* was derived from the salient axial code 'sense of purpose and authority' evolved from a number of earlier open codes, such as 'voice of the industry', 'punching above its weight' or 'credence and credential'. Appendix E.3.50, p. 633 depicts a final stage overlaying conceptual map showing the category's links with earlier codes.

At first the researcher did conflate the aspects of purpose and authority within one axial code. Only at a later analytic stage did the researcher start to differentiate between them. Further, the researcher also struggled at first to see the category at all as there was a close overlap with other categories. As such, this category was the last to be established and consolidated.

However, the previously mentioned linkages with the category 'sense of heritage' and the articulation of the category 'sense of responsibility' finally provided the empirical and conceptual clues that triggered the development of this category. Both dimensions involved an active or performative aspect of enacting the corporate heritage identity in a particular way, which is different from (albeit related to) the notion of responsibility *per se*. While the latter carries the notion of obligation and duty, the former two dimensions exhibit the notion of legitimacy. Thus, it was decided to conceptually develop this final and sixth category.

5.4.3   Primary and secondary concepts

All six categories represented in the preceding sections derived from the prolonged interpretative interplay between coded empirical materials (interviews and documents) and emerging salient codes were further synthesised into three primary concepts (*see* appendix E.3.51, p. 634 for a final stage conceptual map integrating the different categories) highlighting linkages between them.

However, due to the dual focus of the research design on managerial interpretations on the one hand as well as substantive representations of the former on the other the prolonged interpretative interaction with the data also yielded secondary insights based on a thematic analysis of empirical documents that not only corroborated the primary concepts but provided derivative but interlinked secondary concepts as well.

This secondary thematic analysis of documents was less structured than the coding process of interview and document evidence that generated the main categories. Nonetheless, these secondary concepts were equally underpinned by empirical evidence but with a thematic focus on corporate heritage identity representations rather than managerial interpretations thereof.

Further, the thematic focus was largely guided by the main categories that emerged from the multi-stage coding process due to the study's focus on the instrumental relevance of corporate heritage identity management. Thus, while the primary concepts specify cognitive, affective, and dispositional antecedents of corporate heritage identity management largely based on the interpretative deliberations of managers, the secondary concepts shed light on relevant consequences of the former that were evident in the empirical materials scrutinised (documents and interviews) but are based to a much larger extent on the researcher's own interpretative understanding of these materials.

Figure 31: Primary and secondary concepts derived from the six main categories

Main categories

Sense of Belongingness	Sense of continuance
Sense of Responsibility	Sense of Heritage
Sense of Self	Sense of Potency

Synthesised into

Primary concepts

Heritage Awareness

Sense of Heritage

Custodianship Awareness

Sense of Responsibility	Sense of Potency

Positionality Awareness

Sense of Belongingness	Sense of Self	Sense of Continuance

Thematically informed

Secondary concepts

Corporate Heritage Identity Anchoring

Temporal Anchoring	Spatial Anchoring	Socio-cultural Anchoring

Corporate Heritage Identity Implementation

Narrating	Visualising	Performing	Embodying

Figure 31 (p. 228) schematically depicts the six main categories from which the three primary concepts of the theory framework were directly derived as well as the secondary concepts they partially underpin. As such, the final theory framework that provides the conceptual basis for the articulation and discussion of the main finding of the thesis is predicated on direct primary concepts as well as derivative secondary ones. Both are substantiated by exemplary and illustrative empirical evidence in the next chapter (chapter 6, p. 230ff.).

5.5   Summary of chapter 5

This chapter described and detailed the research activities of this study in terms of where, when, and how it was undertaken. Thus, this chapter provides empirical and procedural transparency in order to show the study's rigour and quality, and to improve the finding's transferability and usefulness for future research.

As such, the first part of this chapter provided a short overview of case company and industrial sector. The relevance and suitability of both for the purpose of this thesis was shown. Richness and descriptive detail of the socio-historic development and context of the case company is, in addition, provided in appendix E.1 (p. 485ff.).

In the second part of this chapter the five-stage research process was outlined and detailed how the research moved from scoping the topical focus of the study, to developing an appropriate research design and choosing a relevant empirical case setting, to collecting empirical materials in the field, and to finally analysing and synthesising the data, which finally resulted in the thesis document.

The third part of this chapter described in detail how the different analytic procedures and tools were used to make sense of the empirical data and how the interpretative imagination sparked by a prolonged interaction between data and researcher led to the main findings. Of course, it was also argued that the format of a thesis document has limits in this respect. Nonetheless, the detailed exposition of data analysis and synthesis procedures improved, it is believed, the overall confidence one can have in the findings of the study.

Having focused on the empirical and procedural aspects of the research, the next chapter presents and substantiates the findings of this study and introduces the corporate heritage identity stewardship theory as the main contribution of this study.

6 Findings

6.1 Introduction to chapter 6

This chapter details the findings and the empirically grounded substantive theory developed as a result of this study. Both emerged from the empirical and analytic procedures descriptively outlined in the previous chapter. It is divided into two main parts.

The first part details the constitutive properties and dimensions of the substantive theory derived from the study's findings, which are substantiated by exemplary interview quotes within the main text and additional empirical examples included in an appendix (Appendix F, p. 635ff.). The second part presents the *Corporate Heritage Identity Stewardship Theory* (CHIS Theory) as the primary theoretical contribution of this work derived from the empirical findings.

The substantive CHIS Theory outlined in this chapter argues that the particular material and ideational manifestation of a corporate heritage identity is predicated on two interdependent aspects that are mutually reinforcing. It is argued that the managerial *Corporate Heritage Identity Stewardship Mindset* (CHIS Mindset) is constitutive and instrumental for strategic *Corporate Heritage Identity Enactment* (CHI Enactment), which in turn reinforces the former.

It is shown that the CHIS Mindset represents a shared managerial sentiment (affective), understanding (cognitive), and propensity (performative) towards the organisation and its corporate heritage and in terms of the organisation itself and *vis-à-vis* different stakeholders and societal environments. Further, the chapter also shows CHI Enactment to represent a specific multi-modal and multi-sensory actualisation of the corporate heritage dimension of the corporate heritage identity facilitated by a relational positioning of the corporate heritage identity *vis-à-vis* its stakeholders/societal environments.

6.2 The constitutive parts of the CHIS Theory: Substantiation of main finding

In this section the different building blocks that underpin the two conceptual parts of the CHIS Theory are described and substantiated in detail.

First, six different CHIS Dispositions that underpin the three CHIS Awareness Dimensions of the managerial CHIS Mindset are exhibited in detail and substantiated with empirical evidence. Exemplary evidence is discussed and provided in the form of interview quotes and additional substantive evidence where appropriate for each of the identified CHIS Dispositions in the following sections. The presented quotes are exemplary for a general pattern that emerged from the interviews but was also found to be salient for the particular ways in which the

corporate heritage identity of the firm is strategically enacted and represented *vis-à-vis* the company's stakeholders. Thus, the interpretative dimensions are corroborated by manifestations thereof such as corporate policies, practices, strategies *etc.* For confidentiality reasons and due to the relative small size of the case organisation the name or position of any individual person interviewed in conjunction with a quote are not disclosed and it is referred only to the generic labels of director (*i.e.* board members) and manager (*i.e.* middle-management) respectively.

Next, definitions and empirical evidence are also provided for the two CHI Enactment Dimensions of CHI Implementation and CHI Anchoring that may partially overlap with already presented substantive evidence due to the conceptual and empirical closeness of primary and secondary concepts that form the interrelated building blocks of the CHIS Theory introduced, which also shows their interdependent nature (*see* chapter 5 section 5.4.3, p. 227).

6.2.1   CHIS Mindset

6.2.1.1   *Positionality awareness*

The CHIS Awareness Dimension 'positionality awareness' expressed by managers refers to a managerial awareness of the company's particular socio-historical position within its various environments and is derived from three interacting CHIS Dispositions:

- Sense of continuance
- Sense of belongingness
- Sense of self

Each of these managerial dispositions is explicated and substantiated with empirical evidence in the following sections.

6.2.1.1.1   Sense of continuance

The CHIS Disposition **sense of continuance** refers to management's expressed concern for and awareness of the company's long persistence over time: it has so far and should also in future prevail as an institution. On the one hand it is related to a managerial **focus on continuity** expressed by managers as four different forms of continuity. On the other hand, this dimension is characterised by a professed long-term orientation towards the business (*i.e.* **focus on the long-term**) paired with a **focus on adaptation** in terms of the necessity, ability, and willingness to adapt to changing circumstances in order for the company to prevail long-term. All three managerial foci are interrelated and as such concur into the particular CHIS Disposition sense of continuance.

Focus on continuity

The managerial **focus on continuity** manifests in and refers to four different forms: temporal, institutional, spatial, and social continuity. Table 18 provides succinct definitions for each of the four manifestations of the focus on continuity expressed by managers.

Table 18: Focus on continuity (definitions)

Temporal continuity: Relates to a general appreciation and awareness of the company's continuity over time (*e.g.* longevity, age of company)
Institutional continuity: Refers to a dedication to the firm's continued institutional existence (*i.e.* its survival as an independent economic and legal entity based on a core business model)
Spatial continuity: Refers to the importance accorded to the continuity of place and location (*e.g.* brewery site, core trading area)
Social continuity: Indicates the importance accorded to the continuity in stakeholder relationships (internal and external)

A general appreciation and awareness of the company's **temporal continuity** manifest in its longevity, age, and being the oldest brewery still operating was frequently expressed by managers in the interviews:

"I suppose being Britain's oldest brewer, no-one else can say that so it's a unique selling point, you know, it's solely ours." (manager 1)
"Britain's oldest brewer. Have been here since at least 1698 – probably longer than that, possibly back as far as the early 1500s. So we have a very strong sense of history and heritage." (manager 2)
"Oh, we're three hundred years old," and it rolls off the tongue quite easily, but it's not until you think what Britain was like three hundred years ago that you appreciate quite what this company's been through, what it's seen – the employees and the products and how the company's ethics have been formed and everything else." (manager 3)
"I suppose I'd start off with the same phrase that you've heard 150,000 times. Probably a starting point for me on that would be saying ... Britain's oldest brewer, oldest continuing brewer, that we've brewed in the same place for x amount of years and the same water etc and that some of our pubs we've had for about 300 years." (manager 4)

The temporal continuity aspect is reflected in the company slogan "Britain's Oldest Brewer" as well as the firms founding year "1698" that both feature prominently in the company's (corporate) marketing artifacts and activities. For example, since the company's tercentenary in 1998, both are an integral part of the company logo and feature on beer bottles and labels, marketing documents and the company's pubs as well; an empirical observation underpinned by the following interview quote:

"The company logo has still got 1698 in it, which for many years was thought to be the date that the brewery was founded. So you can't have a much stronger link with the past than that. One of the beers that we brew is also called 1698 and I think the date appears on pretty much every bottle of beer that leaves here" (manager 6).

Further, the phrase "We are extremely proud to be Britain's Oldest Brewer" is an explicit part of the company's value statement, which has prefaced every annual report since 2005.

The importance accorded to continuity was not limited to a general awareness and appreciation of the company's age and longevity as such but also manifested in a managerial dedication to the firm's **institutional continuity** expressed by managers in the interviews:

> *"And I think fundamentally, whilst it certainly makes good business sense, there have been arguments at times to say do we carry on brewing? Is that economic? Do we split the company up? But in all of those debates really the overriding thing has been to maintain the company." (director 1)*

> *"There have been one or two potential decisions that we didn't take which would have shaken the thing to the core. Now, whether in the future, similar decisions come up and we do take them I don't know. But I think that generally we've trod the path of trying to maintain the company with its core values." (director 2)*

This aspect was a recurrent theme in the annual reports and other corporate communication materials related to investor relations justifying the integrated business model pursued (*i.e.* keeping brewing and pubs together), but the author could also identify this theme in more general marketing copy such as the closing statement of the company history book commissioned for the 300th anniversary in 1998 that states: "*The Company is continually being built on sound foundations and is determined to celebrate its 400th anniversary in the year 2098*" (Barker, 1998, p. 103).

Further, it is strategically manifested in the company's shareholding structure and the dedication of the current owners to maintain the company, which culminated in a legal battle for control and ultimately the strategic direction of the company between different members of the shareholding family at the end of 2003. Hence, it is partially predicated on the continued commitment of the family shareholders to keep the business based on the core business model going:

> *"I think we're very lucky in that the family shareholders are very focused and committed to the business, to the independence of the business, so long as it's successful. And I think there is a sort of unspoken bond between the shareholders that if it is successful and continuing to generate dividends and is investing in a relatively prudent way in fixed assets, bricks and mortar, and over time we would expect them to increase, so long as that basic business model continues, then I think the family shareholders are thoroughly committed to it remaining an independent business." (director 4)*

Next, a particular focus on **spatial continuity** (*e.g.* brewery site) was found to be a constitutive aspect of how managers understood their organisation that partially informed their enactment of the corporate heritage identity:

> *"I think that plenty of people own great pubs in this country. We own great pubs. But I think when people come to the brewery, look at its site, its location, just get a feel of the spirit of the place, you actually realise this is a bit different." (director 4)*

> *"We've moved the distribution off site – that's a mile or so away – so parts of it have been moved. The brewery itself is here and <u>if you're Britain's oldest brewer I don't think you're going to move.</u>" (manager 5)*

Again, the close association with the brewery site and its location was a recurrent theme within the marketing documents analysed. Further, the brewery still operates within the historic buildings which are used as an important vehicle for stakeholder interactions. For example, the visitor centre of the company is actually not a separate museum but designed as an integral part of the running brewery. The company uses its location as a touristic visitor attraction in its own right that is distinct due to its location in the middle of a small market town:

> *"I'd say it's the quality of what we're (the visitor centre) doing and <u>the ambassadorial role we're playing for Shepherd Neame</u>. But quite apart from that, <u>we are very good and we're running a very good visitor attraction in its own right</u>. [...] not only are we doing a good job for Shepherd Neame and being great ambassadors and portraying the brand and the history, the heritage and all the values of the company, which should all be there, but it's not a hard sell, high pressure thing. [...] it's not just we're a good add-on for Shepherd Neame but actually we're a very good visitor attraction and it's worth coming to see us from a tourism point of view, which must benefit the company as well." (manager 8)*

> *"I think we are conscious of <u>what we call the 'shop window', which is the visitors centre</u>. <u>Twenty thousand people, potential ambassadors for Shepherd Neame coming in</u>, whether they're coming in for a conference or a wedding, just a tour, they've all got to be sort of targeted with messages which they can take away and spread for us, online, word of mouth, however they do it." (director 5)*

Hence, the physical place and space of the brewery is used as a central part of the corporate heritage identity representation *vis-à-vis* stakeholders, which is believed by managers to contribute to its authenticity. Of course, one has to recognise that the brewery site is also important for pragmatic reasons due to the water source available on the site:

> *"<u>It's the water source</u>. That's why the brewery was located here 300 or more years ago, was the source of good water for brewing. And that hasn't changed and that's there and is our source of water. [...] So <u>I think part of it is economic, part of it is tradition that it is here</u>." (manager 7)*

> *"The reason the brewery has always been here, and why there were 280 beer brewers years ago in Faversham, is because there is good... <u>because of the good water</u>. We could sell mineral water here as much as beer, if we wanted to. And of course, <u>that is the reason the brewery is where it is, up to a point</u>." (director 6)*

Finally, the analysis also revealed that **social continuity** in the company's internal and external stakeholder relationships represents an empirically salient aspect of the professed focus on continuity that is captured well by the following statements:

> *"It's what I always say is that <u>there's a huge number of people involved in Shepherd Neame whose own families have been involved here for many, many, many years</u> [...] They're the people that set the culture of the business [...] And there are more than 100 staff, about 120 staff who have done... no, sorry, about 150 staff have done more than ten years and damn near 100 staff have done 20 years or more. So it's very deeply set and I think we're very lucky we've got very capable people..."(director 4)*

> *"They [the board] actually expect high standards of all these companies too, if you see what I mean. The way they source producers I don't think is always predicated on price. A lot of the time, <u>they want them to be right to share the values of the company</u>. So they've got relationships... <u>they've had those relationships for quite a long time</u>, <u>so that's the way they like to do business</u>... I always imagine that Coutts lent them the money to buy the steam engine in 1789... That's what you call a long term business relationship!" (manager 1)*

> *"The second <u>thing that struck me is</u> <u>how loyal Shepherd Neame are to you as an individual</u>, as long as you don't pull the wool over their eyes. You can get away with the odd faux pas, upsetting the odd person and they'll back you as long as you're loyal to the brewery. And there's a lot to be said for that." (manager 5)*

This aspect is, for example, reflected in company policies that reward long-term loyalty of staff and business partners (*e.g.* pub tenants) exemplified by – apart from members of the shareholding family – the number of non-family members of staff within the company that are the second or third generation of their families working for the company and the long tenure of some of its pub tenants. An illustrative example is the long term business partnership with its full-service PR agency going back more than 30 years (personal conversation).

Focus on the long-term (long-term view of the business)

The second salient dimension of the managerial sense of continuance identified refers to a professed long-term orientation towards the business (Table 19).

Table 19: Focus on the long-term (definition)

Focus on the long-term: Refers to a long-term managerial orientation and view of the business that fundamentally guide management decisions and strategies

This salient interview theme is captured well by the following statements:

> *"He's [the CEO] always talking about... '<u>Every decision is taken with the view to the long term</u>'. And by long term, a lot of CEOs would mean in the next couple of years...but he's thinking generations... So that's what it means taking the long view that they're [the board] not going to do anything desperate, gimmicky, chasing a quick profit. <u>They're happy to look decades ahead in the decisions that they make</u>, and that's something else we use [for corporate marketing] as well and that takes you all the way back three hundred years." (manager 1)*

> *"<u>Everything that I face here with the decisions we make today, we kind of want to stand by them in 5 years time, in 10 years time</u>. And that's just... it's much harder in my view to deliver long term thinking." (director 3)*

> *"I think that philosophy carries through. Of course, there are some times when you just need to make a practical solution and keep the tills rolling but other times, if there are opportunities, there's definitely a will to talk to the Board and say, 'Look, we could do this here. The payback may be slightly slower than we may expect but in the long term, it's the right thing to do'... <u>It's not just about making money. Of course that's an important thing, but there does seem to be that longer term view on things</u>." (manager 3)*

As a theme the long-term view is explicitly included in the company value statement and reflected in the investment decisions the company makes, which are focused on incremental improvements and organic continuous growth rather than rapid expansion and instant returns exemplified by the following statement:

> *"It definitely leads to long-term thinking and focuses the whole time on business optimisation rather than, where's the next deal around? [...] And I think it probably means that we're much more likely to grow through organic growth rather than through mergers and acquisitions, which unless they've... we only rarely do mergers and acquisitions ... unless they really enhance the business."* (director 4)

For example, the number of pubs has been kept relatively stable around 360 for the last 20 years while gradually expanding the trading area and changing the composition of the estate in terms of location, type, and quality of pubs (as a reacting to overall decline in beer consumption and changing life-style patterns) despite the general industry trend towards consolidation and concentration as the following statement clarifies:

> *"And that seems to apply to the pub estate as well. I've been involved with it six years now. The size of the estate has remained within ten pubs up and down the same, around three hundred and seventy or so and the reason is that they're [the board] not seeking to expand so much as to improve."* (manager 5)

Further, the company throughout its history has constantly invested in new technology in order to improve the productivity, efficiency, and sustainability of its operations and the quality of its services and pub estate and has successfully managed to survive as the last independent brewery in Kent (*see* appendix E.1, p. 485ff.).

Also, long-term thinking within the company was partially attributed to being a family business by a number of respondents exemplified by the following quote:

> *"I think having a family, being a family business, gives you the luxury, if you like, of being able to take a slightly more long term view."* (director 3)

Focus on adaptation

The professed concern for continuity and the long-term does not imply a managerial preoccupation with maintaining the status-quo *per se*, nor a one-sided retrospective orientation towards the past. Hence, it also entails an ability and willingness to change and an appreciation for the necessity to adapt and constantly improve, which was understood as an important antecedent for the very endurance and longevity of the organisation. Table 20 defines the three interrelated aspects of the **focus on adaptation** identified.

Table 20: Focus on adaptation (definitions)

Necessity to change: Refers to the appreciation for the necessity to adapt to changing circumstances and requirements
Ability to change: Refers to the appreciation for having the right resources and capabilities for changing circumstances and requirements
Willingness to change: Refers to the appreciation for the preparedness and readiness to act on changing circumstances and requirements

The focus on adaptation was frequently expressed by managers during the interviews illustrated by the following exemplary quotes:

> *"I think we're very early adopters of new technology. I think that goes way back to... in fact it goes back through the Shepherd family. If you look at some of the things that have happened in the past here, we were one of the first breweries to have a steam engine back in 1789, we were one of the first to get out of horses and steam traction, one of the first to have early things like PDX technology, our new bottling line, our SAP IT information system. We're very willing to be experimental with new technology as producers. And I suspect that is quite deep seated here..." (director 4).*

> *"And I think we have a willingness to do that. And why do we have a willingness to do that? Well, that's tied up in the nature of the Board and in the fact that ultimately Shepherd Neame's success, I think, is being able to grasp the nettle, the thorn, at the time and say, 'Actually we need a different skill set or we need a different approach to our asset base.' And we must have done that in one form or another over the 300 years, from bringing in the very first beer trains to London, to this fancy bottling line, to buying new pubs, to all sorts of things." (director 3)*

> *"But for me that was probably the biggest stake in the ground to say we're willing to change. We're willing to seriously contemplate the future. [...] Very easily inspired to see something in an opportunity. Particularly from outside the industry, and that's a massive thing. Just because we're in beer and pubs, doesn't mean we just look at beer and pubs all day." (director 5)*

Throughout its history the company went through periods of stability and periods of rapid change but each time the management recognised the need for change and acquired the necessary capabilities and resources to answer challenges and grasp opportunities (*see* appendix E.1, p. 485ff.). This general tendency is reflected in the following interview quote nicely:

> *"Now if I was looking forward and looking back [...] you could say that the 300th anniversary [in 1998] was almost a catalyst to say... 'Actually we've made it for 300 years, are we going to continue? Now if we are going to continue, how are we going to continue?' And I think there was broad recognition that things had to change." (director 3)*

The focus on adaptation is reflected in the constant investments made to renew or expand the capital stock of the company in order to improve production processes, to meet service levels and customer demands, and to address changing lifestyle patterns or societal concerns as the following interview quote illustrates:

> *"I mean I think that's been part of the excitement that <u>the last 15 years is that the level of skill, professionalism, the quality of our product, the quality of our pubs, the whole quality of the business has moved forward a quantum leap</u> in that time because it's needed to, because the beer market has shrunk by about 30% in the last 20 years, because the consumer is much more excited, or needs to be excited to spend money, and it goes back to the basic thing, <u>if the business is going to survive as a family independent business, it needs to be very professional</u>." (director 4)*

This aspect was very much expressed as a heritage dimension of the company by most respondents, with frequent reference being made to earlier innovations (*e.g.* steam engine of 1789) that were already used in historic marketing/promotional documents with historical references being used to support the present day identity (as early as the 1940s). The following interview quote neatly summarises this:

> *"You know, I think to be a business, to survive this long, <u>you have to have an eye for the future,</u> willingness to invest in technology and practices that seem maybe pretty mad at the time; and the skill of the Board and of the company is to find the next slightly mad concept that seems very strange to us at the time, but will actually become very important to us in the future. <u>And I think that we have a heritage of doing that as a company otherwise we wouldn't be here.</u>" (director 2)*

Convergence into a balanced sense of continuance

The three dimensions focus on continuity, focus on the long-term, and focus on adaptation identified empirically were found to interact and converge and are as such conceptually consolidated into the CHIS Disposition of **sense of continuance**.

The importance accorded to the balance between continuity and change as well as long-term orientation and short-term delivery was frequently expressed by the company's management and is exemplarily illustrated by the following interview quotes:

> *"I think a third unique thing about Shepherd Neame, sort of what we're about, is <u>this marriage of the very traditional with the ultra modern</u> and I think, in those areas where we've managed to do it most successful, we've been very strong. So if you take a walk around the brewery you'll find ancient buildings, very traditional methods – hand mashing of malt and what have you into our mash tuns – you'll find very traditional methods but in the next door room you'll find state of the art atomised steam injection systems, SAP running our company, you'll find robots, you'll find the most modern bottling line in Britain." (director 2) "*

> *The point is that we have pubs where the FA [English Football Association] was founded, we have a fifth generation of this father to son running a business, we have brewers with 150 years experience between them, we have the only wooden mash tun in the UK [...] <u>But at the same time, Sheps [Shepherd Neame] – and this is an important thing for me to constantly remember – is not a backward looking company. It's not a retrospective company.</u> It wouldn't be here now... Sheps wouldn't be here now if it hadn't always been forward looking. That's why it's not with the other forty [breweries] in the country that have died over the last 15 or 20 years. <u>Because although it's the oldest, that's nice, that's great, but we'll always keep moving forward, just to stand still, but also to gain the competitive edge.</u> So I think that's quite an important message for us. I think that's one of the values, is not to get complacent, and to keep doing something new and something quite different." (director 5)*

> *"So they are the traditions, that's the way we always have done business in the past, but then there are new realities in the marketplace and the challenge would be to bring both together in terms of say, well <u>to a certain degree of course we have to stay true to our origins or where we come from, but at the same time we have to answer those challenges</u>." (director 3)*

The company deliberately pursues a corporate heritage based corporate communications strategy that is balanced against the need for adaptation to contemporary standards in that constant reference is made to the continuity of values and traditions and the change and innovation in practices and technology for corporate marketing purposes (strategy documents inspected). On its corporate website the company states:

> *At Shepherd Neame, <u>heritage and traditional values go hand-in-hand with state-of-the-art technology and contemporary standards of customer service and care</u>. Our traditions can be traced back to the foundation of our brewery in 1698 - with strong links to the town of Faversham and the local community many years before - and our commercial expertise is enhanced by 21st century production and distribution facilities. (company website, Welcome p., 2009)*

This strategy is exemplified, for instance, by the juxtaposition of photographs from the company archive and photos depicting modern technologies (*e.g.* in annual reports, advertising documents), the use of design patterns from the past together with modern fabrics and features within the company's pubs, the use of historical references for new products (*e.g.* names, types and design), or the combination of traditional craft methods and modern applications (*e.g.* the use of digitised traditional linocuts for the corporate website giving it a traditional yet modern appeal or the use of woodcut prints to create individualised pub signs in a contemporary design). The following interview quote reflects this approach:

> *"<u>We want to bolster the heritage communication but again do it in a modern way</u>. Because there's a huge amount of interest in who do you think you are? Where do you come from? And all this ancestry stuff. There's a huge amount of interest in our history, but it can be conveyed in a slightly more modern way, and that's partly why [the company historian/archivist] is here to develop that." (director 4)*

> *"I think you have to be careful, because I think <u>you can end up looking old-fashioned, romantic and sentimental. And that's what we're always cautious of</u>, I suppose." (director 5)*

The combination of tradition and innovation represented a core corporate marketing theme identifiable not only within documentation but also strategically used for the visitor centre of the company through a seamless integration of current operations and modern equipment, hospitality areas and historical references manifested in artifacts (*e.g.* history related displays, old delivery vehicles or tools exhibited) and the brewery site itself (*e.g.* the Victorian age buildings).

6.2.1.1.2   Sense of belongingness

The CHIS Disposition **sense of belongingness** stresses the importance of attachment, affiliation, and affinity towards place (*e.g.* home town and county), social groups, and institutions (*e.g.* family, community, industry) for the enactment of the corporate heritage identity. On the one hand, it refers to a managerial **focus on closeness** in terms of spatial and socio-cultural proximity. On the other hand, it is reflected in a **focus on provenance** in regard to the company's spatial and socio-cultural origin.

Focus on closeness and provenance

The managerial **focus on closeness** refers to two main aspects: spatial and socio-cultural proximity. Table 21 provides the definition for each of these abstract aspects of closeness.

Table 21: Focus on closeness (definitions)

Focus on spatial closeness: Refers to the importance accorded to the spatial proximity between the organisation and a place or location
Focus on socio-cultural closeness: Refers to the importance accorded to the socio-cultural proximity within the organisation itself and between the organisation and social groups/institutions

The managerial **focus on provenance** relates to the concept of origin, which similarly manifests in spatial and socio-cultural terms (Table 22).

Table 22: Focus on provenance (definitions)

Focus on spatial provenance: Refers to the importance accorded to the place and location from which the organisation originates
Focus on socio-cultural provenance: Refers to the importance accorded to the socio-cultural groups and institutions from which the organisation originates

The managerial focus on closeness and provenance are closely coupled and often overlap; as such concur in the CHIS Disposition sense of belongingness. It reflects a "strong sense of belonging" that manifests itself in the company's identity, policies, and strategies as well and refers to questions such as:

- Where do we come from?
- Where do we belong to?
- Who or what are we close to?

Albeit the conceptual distinction between spatial and socio-cultural aspects of closeness and provenance emerged from the analysis of empirical materials, evidence often supports each of the two main dimensions and several aspects thereof. Thus, the following paragraphs jointly present empirical evidence for the different dimensions of the CHIS Disposition sense of belongingness instead of neatly dissecting interview quotes into the different aspects.

The general importance accorded to closeness and provenance in socio-cultural terms and their reciprocity is illustrated by the following interview quote:

> *"We get involved in all manner of different social and sports and school events and what have you and it does make a difference because <u>we very much feel that we are from here and part of here</u> and I would think that, while not everybody might like the smell of hops in the morning or what have you, people outside of our four walls, but within the community, will all know about Shepherd Neame. <u>We're very much involved in everything that goes on</u>. And I think that gives us great strength in some regards and loyalty and I think people know who we are, we're good employers, we're seen as a savvy and successful business. Of course, this all helps. I think it is very important. <u>It defines us in some way</u>." (director 2)*

The focus on closeness and provenance in regard to "the community" is supported by active sponsorship, corporate philanthropy, and the involvement in local and regional festivals.

It was frequently mentioned by managers as an important aspect of how the company operates as the following interview quote indicates:

> *"The brewery does a hell of a lot for Kent and we've started doing more in Essex, Surrey, and Sussex where our trading areas have developed. They've [the board] made it a kind of thing <u>to get into the society of a county</u>..." (manager 7)*

> *"It's something they're [the board] doing constantly, they're not doing it just to say look how great we are. It's something they've always done and probably always will; it's <u>our strong place in the community</u>. (manager 5)*

On the other hand, closeness and provenance are also associated with the importance of place and location (also aligned with the focus on spatial continuity outlined earlier), which reinforces the community link:

> *"And I do think, <u>particularly with the location of this brewery</u>, right in the heart of the town centre, with the fact that for 400 years people have walked to work here and <u>if you imagine the relationship with the town</u>, if it ever came to thinking, could you sell the business or close the brewery? That would be an extremely difficult thing to contemplate because you would never a build a brewery in this location if you started again. (director 4)*

> *"It's seen very much as part of the community and <u>because it's right in the heart of the town I think that's reinforced</u>." (manager 4)*

> *"We're unique in so far as we have... I think geographically we're quite tucked away in a corner. It's kind of like a frontier land, very close to the continent and in that regard we've been able to create an estate in a corner, <u>our little corner of England</u> where we can defend both our estate and our trade – historically we've been able to do this anyway." (director 3)*

This close interaction between spatial and socio-cultural belonging empirically manifests in the way the company premises (*e.g.* visitor centre) are used for concerts and other activities involving the community (*e.g.* weddings).

Apart from the brewery site itself, the communal aspect of closeness is also reflected in the importance accorded to the role of pubs:

> *"But genuinely we have a number of excellent pubs who have immense character and are very much part of a community and the brewery are behind that community, if we can encourage the tenants to get behind it." (manager 7)*

> *"I think Shepherd Neame's heritage brings up the view that we're heavily involved in communities, the RAF Fund, that kind of stuff, sports and all that kind of stuff, involved in the community, caring more and will listen more and that's how I think it attracts tenants in." (manager 4)*

The importance accorded to communal belonging is also reflected in the envisaged identification with the company within the community expressed by managers:

> *"People really identify with us and – this is purely anecdotal but it always amuses me – the cricket team I play for, when we're playing away and we go to a pub that's a free house or whatever, they always drink Masterbrew because they drink Shepherd Neame. And I think throughout Kent people regard Shepherd Neame almost as their brewery. There's a very strong identification throughout Kent." (director 1)*

> *"And it's a fundamentally important part of Kent life. If you say to anybody you work at Shepherd Neame, immediately they're interested and immediately someone knows something about Shepherd Neame." (manager 7)*

> *"I think there's a feeling of ownership in Kent. I think that's probably the other thing. I think that people feel that Shepherd Neame pubs are their pubs. Whereas all the others, with the exception of free houses, are interlopers, if you like." (director 5)*

The envisaged identification with the company within Kent is a central theme for the corporate heritage identity and frequently mentioned not only during the interviews but also used in corporate marketing documents and reflected in market research conducted by the company.

The importance of provenance and closeness is also reinforced by the use of PGI certification under the EU scheme for some of the company's beers as well as local food initiatives and the focus on regional suppliers (*see* chapter 5, section 5.2.1, p. 178ff. and appendix E.1, p. 485ff.).

In order to reinforce this aspect, the company actively uses the association with the town and county for its corporate marketing and constantly refers to its Kentish origins and its close links with the communities of Kent. However, the close association with the county of Kent was also identified as a limiting factor by management:

> *"I think I've already said that once you get beyond 100 miles, they [the customers] don't know us. They don't have a clue. It's only within the heartland that people know it's Shepherd Neame." (director 1)*

> *Yeah, because it's a close connection to Kent, <u>it's married with Kent</u>. Like Masterbrew - I'm sure everyone's told you this - everyone drinks it in Kent. Outside of Kent no-one wants it. [...] I think it's because it's quite a regional, local brewery. It is very Kent based and the beer portfolio maybe suits local tastes more..."* (manager 7)

> *"I think in the supermarkets our beers already have national appeal. I think that Spitfire and Bishops Finger strangely have... they over-index on a national basis in terms of their sales performance as bottles. Whereas there are other regional brewers that are much more regional and much more confined to their territory. How far can we... but having said that, <u>I think there's definitely a Kent [corporate] brand if you like</u>, which is the traditional Shepherd Neame pub, the master brew drinker, etc. <u>I think as we go further afield</u>, particularly into Sussex, <u>we're not quite so successful</u>. We've got some good pubs over there but our current formula doesn't quite meet the needs in every locality, <u>which is partly what we're trying to unlock now</u>."* (director 4)

Hence, the company has been trying over the last couple of years to broaden its regional associations and now frequently balances its Kentish origins with a general South-East outlook in its corporate marketing activities (*e.g.* sponsorship). This is partially supported by its national premium ale brand Spitfire with a strong association with the "Battle of Britain" during WW2 that provides a link to Kent as well as the UK as a whole. Further, the slogan of "Britain's Oldest Brewer" provides another important corporate heritage identity association not confined to Kent alone, which is increasingly utilised by the company. For instance, it features on a timeline at the Museum of London reinforcing the company's link with the history of London and the UK. Nonetheless, the importance accorded to closeness and origin *per se* is maintained despite these attempts to broaden the company's spatial and socio-cultural affiliations.

The dimensions of socio-cultural closeness is associated with another aspect frequently mentioned in the interviews that refers to the importance accorded to social and emotional proximity within the firm that facilitates reciprocal communication and loyalty within the organisation. It is as such closely aligned with the general focus on social continuity discussed earlier. The following interview quotes are illustrative of this second aspect of closeness:

> *"<u>It's a pretty close-knit organisation</u>. [...] <u>generally everyone knows everyone else</u>. I know all the guys who work in the brewery itself, I know the draymen, obviously the sales force and so on. And people do know each other and do relate to each other. I think, for instance, <u>the way we deal with our licensees actually is very similar</u>. It is trust, it is communication, it is open doors and so on. And silly things like we still have a [company] cricket team."* (director 1)

> *"Bear in mind there are a lot of people that I employ in my team have got generations of people that have worked for the brewery, being draymen or done this job or that job, married. Everyone's... as they say, all rabbits, friends, and relations. <u>Everyone's got some kind of link with someone else in the business</u>."* (director 2)

> *"<u>We [the board] enjoy talking to people and enjoy interacting</u>. I think we want to be part of the team, want to be stuck in. [...] the philosophies towards people, where people, I hope, would say that it's a transparent culture, an open culture; it's certainly not a closed door culture. I hope everybody can speak to me and feels confident to make a suggestion, have a laugh, whatever."* (director 4)

> *"For example, you've probably heard this before, but [the CEO] knows everybody and will stop and talk to everybody and that is important and I guess in many ways that has affected the way I portray myself... And the feedback I get is that that's appreciated, has a motivating effect because they just feel that they're respected and they're not just there to do a job, and I think that's true for Shepherd Neame that shapes me in a way... I think that's one of the things, people are interested in your private life and how things are and everything else, and that's important." (manager 3)*

> *"Also, there's quite a strong social side as well to the company and it really is heavily involved in trying to bring... a lot of events that go on throughout the year." (manager 6)*

This aspect of the importance of closeness is substantiated by an active social and sports club for employees and a pensioner's club for former employees all supported by the company.

However, management was also aware of some drawbacks of this aspect of closeness within the company itself:

> *"I think one of the problems of a heritage-bound company like this is that you can look upon your assets through rose-tinted spectacles and I think that Shepherd Neame, like many old businesses, has probably been guilty of doing that to some extent." (director 2)*

> *"And unfortunately when you get absorbed into a company like this sometimes the company can take preference over your thought processes or probably your ability to think and act. And I think that is dangerous because the challenge is if you all then think and act the way you think the company wants you to think and act you fail to deliver, you fail to be effective and the job that you're doing." (director 3)*

> *"Also when you're very close to something, it's very difficult to sometimes to take a step back and see how good it [the company] is. I think one of the things that [the board] has done, which is great, is bringing in a lot of new people to the company, who can look at it and go, oh, yeah, this is really good. If you've been with the company for a long time, it's very easy, not to be complacent, but just almost not realise how good it really is." (manager 7)*

6.2.1.1.3   Sense of self

The CHIS Disposition **sense of self** refers to non-conformist disposition shared amongst managers that is constituted by two interrelated aspects: **focus on independence** and **focus on individuality**. It refers to a managerial appreciation of affective, cognitive, and performative independence and individuality in regard to corporate strategy, direction, and conduct. This aspect imbues management feeling, thinking, and acting with a strong sense of confidence towards a perceived non-conformism in regard to strategies and policies pursued.

Focus on independence and individuality

The managerial **focus on independence** relates to the concept of autonomy, while the **focus on individuality** connotes the notion of difference and plurality. Both aspects closely interact in that autonomy justifies difference and the latter reinforces the former. Table 23 gives a definition for both abstract aspects of the CHIS Disposition sense of self.

Table 23: Focus on independence and individuality (definitions)

Focus on independence: Refers to the importance accorded to autonomy in feeling, thinking, and acting
Focus on individuality: Refers to the importance accorded to plurality and difference in feeling, thinking and acting

Due to the close link between both aspects, the empirical evidence is again jointly presented in the following paragraphs. The importance accorded to independence and individuality by managers in general is illustrated by the following exemplary interview quotes:

"There's a self confidence about the business too. I mean we do want to be a leader not a follower. It doesn't mean we want to cock a snoop at everyone, but we do want to pursue our own path. We're quite resistant to sort of follow industry initiatives, and so I think that's part of the characteristic of the business. [...] we're independent, proudly independent and expect to remain so." (director 4)
"I think we're quite an independent-thinking company. We don't just do what everyone else does. In fact, more often is the case – and this is people coming to me and telling me this from other companies – they look to Shepherd Neame to see what we're up to. So they'll look to us and to the brewery to see what's going on at Shepherd Neame? What are they up to? What's going on? What technology are they going to add? Can we come and have a look? What are they brewing next? How's it all going? Because I think that we are independent thinkers and I think that is something that is different. [...] A sense of independence bred by people, processes, technology." (director 2)
"If I'm to put a sort of common factor on it, I think it [the company] stands for sort of individualism, I think it likes to do its thing its own way. It doesn't join every industry body going, and spread itself thin [...] We get a lot of recognition for the things we do, and that goes back to the first answer, because we do our things differently." (director 5)
"I think our way of doing it is probably trying to be a different. It's, I'll say quirky and I don't really mean quirky. But because of the scale you have to be different. [...] So I think, what we do, we try and be a little bit, I think challenging, quirky, and different. But I think as well we probably get away with a lot of that because people appreciate the longevity of the company so it's not quite, you're not kind of being challenging, quirky or relevant, when actually you haven't got the credentials to almost back you up if that makes sense." (director 3)

As such, the company has tended to introduce its own initiatives in regard to certain policies and strategies relevant for the industry it operates in such as an initiative to improve the quality of beer served in pubs called "Master of Beer" used as an example by one interviewee:

"I think we're prepared to try something. So everyone would go and do Cask Marque, for example, this sort of quality thing in the pubs. But no, we would do Master of Beer. We had our own thing." (director 2)

The individuality aspect is further reflected in the way the company positions its pub estate *vis-à-vis* themed and branded pub chains, which the following interview quotes illustrates:

> *"You know, you get also that <u>sense of individualism [with the pubs]</u> as well. The <u>Sheps [Shepherd Neame] pubs have character</u>, even the managed houses, and the consumer nowadays is, not exclusively but often, aware of the difference between... all those sort of cut-and-paste McDonalds pubs." (director 5)*

> *"<u>The fact that the properties tend to be old and quite attractive is significant</u>. [...] Because I think people like going to pubs with roses round the door. They like going to pubs with beams and so on. <u>They like going to pubs that have got individual character</u>. [...] It's the old thing of you walk through the door and they're already pouring the pint, which people like. So it's <u>individuality of the property allied with a personal welcome and treating the customer as an individual too</u>." (director 1)*

> *"<u>Well, we start with the building</u>. I guess this is reflective of our long term view. <u>We don't try and force concepts into buildings or shoehorn things in that don't fit</u>, just because it happens to be fashionable so the starting point are the buildings – what is it like, what's the style of the building, how can we tap into the potential in this building, does it have a garden we can look into. So that's really the starting point and the Shepherd Neame branding is almost secondary to that. [...] I think if we had an estate of homogenous buildings, like McDonalds, we'd have a different approach but we don't. <u>We have buildings of different ages, different styles and it's best to have a flexible approach</u>" (manager 3)*

Moreover, the individuality and independence dimensions were also referred to in terms of staff and pub tenant policies. As such, interviewees stressed the importance of being treated as individual person and being empowered to act independent and with autonomy partially driven by mutual trust:

> *"We enjoy people, we're people people. <u>We enjoy the individuality of people</u>, we enjoy their different characteristics. <u>The presumption is of trust</u>. We have confidence that they can make a difference, confidence that they can grow their skill base [...] So people really feel that they can get on with their job I think. [...] Whatever position you're in, it's a very flat management structure and <u>you get much more authority to do the job</u> and get on with it [...] and feel that they've got the freedom to execute their policies." (director 4)*

> *"<u>I think the great thing about Shepherd Neame is that there isn't a Shepherd Neame way of doing it</u>, and I think that's one of the great things about the company, is that you can, you know, our Board, if I put together an idea that's never been done before, and they think it's a good idea, they'd say go for it. And that's great. That's the great thing about working for this company. [...] I don't think there is a generic way of doing things around here, at all." (manager 3)*

> *The reality <u>over the last couple of years is that we've recruited</u> – perhaps not actively – but we have recruited quite a number of very <u>good licensees who have said</u>, 'No, we don't want to be with these bigger companies. <u>We want to be treated as an individual rather than a number</u>'." (director 3)*

> *"You're allowed a lot more flexibility to do what you want. <u>There's a lot of freedom, a lot of flexibility and you're not checked that much but it's driven by results</u> solely. So as long as you're doing results people don't actually ask you what you're doing. There's a lot of trust and a lot of flexibility on your personal circumstances which you wouldn't get, I'm very sure, in a bigger corporation." (manager 7)*

> *"We're miles apart from them [big companies]. And I interview people every week and <u>anybody that's come from these large companies over to us is saying 'We want to be with you because you're a person and you are treated as such at your company'</u>." (manager 4)*

6.2.1.2 *Heritage awareness*

The CHIS Awareness Dimension "heritage awareness" refers to a managerial understanding of the company's particular status as an organisation with an institutional corporate heritage that

represents a shared inheritance, which is worth to be protected, nurtured, and bequeathed to the next generation. It is based on a shared "sense of heritage" (CHIS Disposition) that is explained and further substantiated with empirical evidence in the following section.

6.2.1.2.1   Sense of heritage

The CHIS Disposition **sense of heritage** refers to a managerial **validation** (acknowledging), **appreciation** (valuing), and **adoption** (ownership taking) of the company's institutional corporate heritage and of the company's heritage status within its societal and institutional environments, which are perceived as strategically efficacious for the present and the future of the company. Table 24 provides a definition for each of the three overlapping aspects of this CHIS Disposition.

Table 24: Validation, appreciation and adoption of heritage (definitions)

Validation of heritage: Refers to the recognition and acknowledgement of the institutional heritage and the heritage status of the organisation
Appreciation of heritage: Refers to the valuation and estimation of the institutional heritage and the heritage status of the organisation
Adoption of heritage: Refers to the acceptance and in possession taking of the institutional heritage and the heritage status of the organisation

As such, it relates to the acceptance and adoption of specific corporate identity traits as constituting an "inheritance" from the past (*i.e.* corporate heritage) that is "our" shared heritage as the following quotes illustrate:

> *"I think there's* <u>terrific pride in the heritage</u> *of the business." (director 4)*

> *"Britain's oldest brewer. Have been here since at least 1698 – probably longer than that, possibly back as far as the early 1500s.* <u>So we have a very strong sense of history and heritage.</u>*" (manager 2)*

> *"*<u>We are clearly very aware of our heritage</u>*, the fact that the company was one of the first to be registered as a company, the fact that we've been brewing on this site actually not since 1698, it's 1570 – research has taken it further back. So, at that level, one is very aware of the family involvement, the history, the longevity of the business and the fact that we've owned properties for nearly 300 years which is very unusual." (director 1)*

In this respect, heritage awareness is closely associated with the aforementioned appreciation of the organisation's temporal continuity (*e.g.* age, longevity) but also refers to other corporate identity traits and core values perceived by managers as part of the institutional heritage (*i.e.* substantive heritage identity traits). Thus, a close overlap between corporate identity and corporate heritage was found.

The general importance accorded to the heritage aspects of the business was said to be shared throughout the company and beyond as the following quotes indicate:

> *"So I think a lot of that history and heritage gives an atmosphere that is ingrained in everything that happens, rather than it necessarily being something that – it's more subconscious than overt, I would say, with a lot of the things that go on here." (manager 3)*

> *"Particularly obviously the family shareholders because they are all aware of the history and their place in that history. And I think directors and employees are very aware of the history of the company and it's certainly something that licensees [pub tenants] buy into." (director 2)*

In addition, the heritage and family business aspects of the corporate identity were frequently discussed together and there was an apparent overlap and convergence between both identity dimensions as the following interview quote illustrates:

> *"Some of that's the heritage, some of that's the family brewer aspect over corporate. But they're all mixed together so it's hard to exactly cut them apart." (manager 7)*

As such, the management of the company expressed a keen interest in the past of the business partially because it is strongly related to the family of the owners themselves, but also as the management was determined to use it as a strategic resource for its various corporate marketing activities (strategy documents, personal conversations). Thus, a sense of heritage also involves an understanding of its strategic relevance in the present and a disposition to use it as such:

> *"The point is that we have pubs where the FA [English Football Association] was founded, we have a fifth generation of this father to son running a business, we have brewers with 150 years experience between them, we have the only wooden mash tun in the UK. All those things are great hooks for us... we're probably lucky to have more of those points than anyone else." (director 5)*

> *"I think the great thing about Shepherd Neame is that Britain's Oldest Brewer does say something. Oh, god, it's a massive story. When you've got that much history within a company, it's great. And okay, some of it, a consumer or a customer is not going to want to know all of it, but there's going to be certain bits that people will find interesting." (manager 7)*

> *"I think the most important key points are, as we've just said, that the company's heritage is one of our key advantages going forward." (manager 1)*

> *"I think our reputation 50 years ago would have been quite different with our heritage. I think the heritage just elaborates whatever you've got going for you." (manager 3)*

At the same time managers also stressed that the corporate heritage could only have a strategic impact and marketing relevance when paired with success and positive performance in the present:

> *"Now of that tradition [brewing in the UK], there are only 35 that survive, and to be Britain's oldest brewer, it definitely has consumer appeal. To be the only major brewer in Kent has consumer appeal. And yes, we have deliberately tried to reinforce those messages, but also without wanting to be sentimental about our heritage and just rely on our heritage only." (director 4)*

> *"I think that part of that is driven by heritage but let's not kid ourselves – heritage is important but I would say only important if aligned with success and we have been a very successful business over many years." (director 2)*

> *"I think the thing is that Shepherd Neame shows its tradition. And I think <u>what you've got to try and do is keep the traditional relevant for today.</u>" (director 3)*

> *"So if you do good quality beer with a good offer and then you can tack on heritage, it's great. <u>If you've got a bad reputation, saying you've got heritage won't help you anyway.</u>" (manager 3)*

> *"And I think when it really comes down to it, ok, if we were Britain's oldest brewer, but we couldn't deliver, or we couldn't service it, we couldn't do it, nobody would really be interested. <u>It's a full package.</u>" (manager 4)*

The saliency of heritage within the organisation is not only supported by the way interviewees represented the company's heritage and stressed its importance to them, but the fact that the company employs a company archivist/historian. The archivist's task is not only to systematise and organise the vast collection of historical documents and archival materials accumulated by the company over the years, but also to provide historical information and data that can be used for corporate marketing purposes:

> *"One of the things I do try to do when chatting to any of them [the directors] is to flag up these situations in the past which I see being replicated today. So I think that's part of the answer; the other answer to your question I think is saying that [the corporate communications department] are very interested in using what I'm turning up [...] And I'm delighted that that is done; <u>I mean that is what I think is part of my good role, to use the past to illustrate and project the present.</u>" (manager 9)*

For instance, the company magazine features a regular column by the company historian/archivist discussing interesting aspects of the company's past and linking it to current issues or, as a another example, for the bottle-conditioned premium ale "1698" that company deliberately draws on the heritage dimension of the company as the following excerpt from a press release illustrates:

> *"Shepherd Neame's bottle-conditioned ale, 1698, has been given a new look, evoking the Faversham brewery's rich heritage. The label has been redesigned in black, gold and cream with a collar bearing the three royal lions and the legend "Market Town of Kings". Shepherd Neame has brewed Kentish ales in the ancient port of Faversham for more than 300 years. A Royal Court to the Kings of Kent, the town holds no less than 17 Royal Charters and is one of the few allowed to use the 'three lions crest' from the Royal Arms. Originally brewed to celebrate the tercentenary of Britain's oldest brewer, 1698 is a characteristically hoppy Kentish ale, which has Protected Geographical Indication from the European Union, the same unique regional protection afforded to Champagne and Parma Ham. ..." (press release, 8th April 2011)*

More recently, the company has introduced a limited edition "Generation Ale" celebrating the five generations of the current family and linking them to the three other multi-generational families involved in the brewery since its inception in the 16th century (*see* appendix E.1, p. 485ff.) and re-created two historic ales based on 19th century recipes uncovered from the company's archives. Although the validation and appreciation of the organisation's heritage was found to be strong amongst the management team, the strategic and consistent use for corporate marketing purposes is only a relatively recent phenomenon,

which is one of the reasons the company – albeit clearly exhibiting the characteristics of a corporate heritage identity – does not yet qualify as a corporate heritage brand *per se*:

> *"And when you walk in here [the brewery] you talk heritage. But when you walked into a lot of our pubs you didn't get that feeling which, as I said, I believe was our weakness. [...] So that has been an area of weakness which, funnily enough, is being addressed now. We are going more down the heritage route now than perhaps we have done and that will take a little bit of time to take effect..."* (manager 4)

> *"Five years ago it was the throw-away line of 'Britain's Oldest Brewer', and that's more or less where it stopped. [...] We've gone much heavier on it in the last two or three years. Then, our CEO said, right [our archivist] has been here some time, he's turned up lots of information, now is the time to start capitalising on it. So in fact, our strategy for the coming years will involve, I should say, a lot more history work."* (director 5)

Nonetheless, the sense of heritage was found to be reflected in the frequent use of historical references and its status as an organisation with heritage in corporate marketing documents such as annual reports, press releases, company magazines, or on the company website where it states, for instance, that "[t]he company has a genuine interest in history" and that "[w]e are proud of our rich heritage"; something that was already apparent in historical marketing documents going back to the 1950s (*see* appendix E.1, p. 485ff.).

Further, the brewery still operates within the historic buildings that are steeped in history with various documents, photographs, and memorabilia proudly displaying past glories and current achievements (*e.g.* recent business awards).

In addition, around 200 of the company's 354 pubs (in 2012) are protected listed buildings or situated within conservation areas (company annual report), some of them continuously owned by the company since the first half of the 18th century (the longest owned of those pubs was first acquired in 1711). The property ownership of many old pubs often with their own history (*e.g.* the company owns the Pub where the English Football Association was founded) was mentioned as strengthening the heritage awareness within the company:

> *"A lot of the pubs are historic in their own right. So we own more listed buildings in Kent than the National Trust or English Heritage. And with that comes some responsibilities and I think the history and the heritage of the pubs and the accommodation will then be, in their own right, a selling point for those outlets."* (manager 4)

6.2.1.3 *Custodianship awareness*

The CHIS Awareness Dimension "custodianship awareness" expressed by managers refers to a managerial awareness of a shared custodial obligation and duty to speak and act for the company and on behalf of others in an authorial way, which is perceived as legitimate by management due to their concurrent understanding of the company's status as an organisation imbued with an institutional heritage (*i.e.* heritage awareness) and its particular

socio-historical position (*i.e.* positionality awareness). It is constituted by two interdependent CHIS Dispositions articulated by managers:

- Sense of responsibility
- Sense of potency

These two managerial dispositions are defined and substantiated with empirical evidence in the following sections.

6.2.1.3.1   Sense of responsibility

Corporate heritage identity stewardship is further characterised by a **sense of responsibility** constituted by two aspects: **institutional custodianship** and **non-institutional custodianship**. The former stresses a managerially perceived custodial obligation towards the organisation and its institutional heritage that is derived from the instrumental necessity to protect, nurture, and bequeath the corporate heritage (and the company), which implies intergenerational exchange between present and future generations. The latter aspect indicates a professed sense of custodial duty that goes beyond the company and its corporate heritage itself predicated on the perceived heritage status of the organisation justifying and demanding such an expanded notion of responsibility. Both aspects are empirically substantiated in the following two sections. Table 25 succinctly defines the two aspects of this CHIS Disposition.

Table 25: Institutional and non-institutional custodianship (definitions)

Institutional custodianship: Refers to the perceived custodial obligation towards the institutional heritage and the organisation's heritage status
Non-institutional custodianship: Refers to the perceived custodial duty beyond the organisation itself predicated on the heritage status of the organisation

Institutional custodianship

First, **institutional custodianship** was identified as a professed understanding amongst managers that there is a shared obligation to carefully manage the corporate heritage as something unique and valuable for today and the future. It is as such, closely linked to and based on the previously discussed sense of continuance. Hence, it is a less explicitly professed disposition but implicitly entailed in the previous disposition (*see* sections on institutional continuity and long-term view) represented by the following exemplary quotes from directors:

> *"And I think fundamentally, whilst it certainly makes good business sense, there have been arguments at times to say do we carry on brewing? Is that economic? Do we split the company up? But in all of those debates really the overriding thing has been to maintain the company." (director 1)*

> *"There have been one or two potential decisions that we didn't take which would have shaken the thing to the core. Now, whether in the future, similar decisions come up and we do take them I don't know. But I think that generally we've trod the path of trying to maintain the company with its core values." (director 2)*

> *"Everything that I face here with the decisions we make today, we kind of want to stand by them in 5 years time, in 10 years time. And that's just... it's much harder in my view to deliver long term thinking." (director 3)*

However, there is indirect evidence for this aspect of a managerial sense of responsibility that goes beyond mere focus on institutional continuity and a long-term view of the business. It carries the additional notion of care and a focus on intergenerational exchange representing a kind of long-term orientation with the purpose of bequest. Hence, what was named institutional custodianship refers to a managerial inclination to protect, nurture, and subsequently bequeath the organisation and its corporate heritage. Thus, the articulation of this aspect relies on middle-manager's interpretations illustrated by the following quotes:

> *"The most important thing, I think, about the company and the people who run it ... is that it's almost like just... I get the sense that it's like being the custodian of something and it almost feels like they [the board] don't want to be the one to drop the ball because it's got to pass on to someone else after they're not involved any more, or they've died or something, in years to come. (manager 5)*

> *"I think the Board cares, I really do think they do, and I think the management feels a sense of responsibility for what's gone before and where the company will be in the future. It's not just about today, you know [...] There seems to be an overarching sense of responsibility [within the company] which filters down from the directors really." (manager 4) "*

> *I think the most important key points are, as we've just said, that the company's heritage is one of our key advantages going forward. In the tough business world, it's something we should use and exploit but carefully and being mindful that it's a valuable but quite fragile thing in some ways. And also that actually, probably without knowing it, we are doing a lot of that already. [...] So that's the part that has always fascinated me about the company and that you're only here really, I'm sitting in this office, but I'm only a tiny speck on the history of the company. (manager 1)*

The above quotes also indicate that the sense of responsibility is something shared within the wider management team involving top and middle managers alike.

Further, part of that institutional custodial role can be attributed to the company being a family business as well as the ownership of many historic buildings, which was earlier found to reinforce the heritage awareness within the organisation as well (*see* previous section on sense of heritage). The following three quotes nicely articulate that aspect:

> *"The pub estate is also representative of the company and the way that we treat our buildings that they are unique things, valuable. Lots of people have lots of stakeholders, if you like, in pubs – the community, licensee or brewery, visitors, tourists – and it's that understanding that the building has a past and a history as well and that we're as individuals just here for a small time really and with responsibilities." (manager 1)*

> *"I think some of it has come through the family and that has been their role and the company has been run by generations of the same family so, to some extent, it will have come from that. Part of it, I think is that if you own listed buildings there's a certain amount of legislative responsibility as well." (manager 7)*

> *"You've got a very sort of family-minded opinion. It's not to do with one chap who is the CEO driving something through, and if he can't get it through, he'll probably leave. Even if he does get it through, he might leave in 5 years time and go to the next big company. What you've got with Shepherd Neame is people far more invested in the future for sentiment... sentiment is not the right word... for the right reasons, I suppose." (director 5)*

However, the family ownership of the company provides only a partial explanation as the occasional family disputes about the future of the company during its history evince, where some family members attempted to split or sell the company. Thus, it is to some extent also predicated on the managerial convictions of individual directors to protect and nurture the organisation and its corporate heritage, albeit facilitated by the governance and ownership structure of the business.

Non-institutional custodianship

Apart from the custodial obligation towards the organisation and its heritage the CHIS Disposition sense of responsibility is characterised by a second aspect, which represents an expanded notion of responsibility and indicates that the custodial role is not restricted to the institutional heritage or the company as such, *viz.* **non-institutional custodianship**.

First, it involves a perceived responsibility for employees, pub tenants, and the wider community, which is closely aligned with the sense of belongingness and provides a substantive and conceptual link with CSR issues in general. The first aspect is exemplified by the following quotes:

> *"We want to be a premium long term benevolent company that has responsibility in terms of the environmental impact and responsibility in terms of the employment of the people and in terms of the support to the community. [...] we have a desire to produce great quality products, a desire to be proud of the community in which we work in and support, being able to give something back to the community as well as deliver a sales performance, and ultimately a return to the shareholders." (director 3)*

> *"I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing. And that sort of responsibility extends very much to the workforce. We certainly care about the workforce! We're very aware of our position as the largest employer in Faversham..." (director 1)*

> *"I think it is important because we take our responsibilities – and without trying to sound too trite – we take our responsibilities within the community quite seriously, or very seriously. [...] we have a reputation for being, and justly, a good company that looks after its people, that's savvy, clever and does the right thing. So from that perspective I think it matters. But they [people outside the company] don't know the specifics. They just know the general. There's a general feeling that this is a good company and it looks after its people and it's a good place to go and work and, my god, if you can get a job there you're really doing very well." (director 2)*

> *"And they [the directors] want people that share the same values, who are going to appreciate the values that they've built up and looked after. And if they hear that you [as a manager] haven't been sympathetic to someone's parent dying or some very nasty thing that's happened, they'd be on to you like a ton of bricks. They very much want – business is business – but also... the welfare of the tenant is also important, as long as these tenants are... doing their job, but it's a two-way relationship really." (manager 7)*

This aspect of responsibility appears to be part of the company's heritage itself that developed from a familial tradition of involvement in the community and evidence for policies and strategies that support these claims were traced back to first half of the 20th century (*e.g.* pension and hardship funds, community involvement), which was also mirrored by one of the family directors:

> *"Well, we'd always participate and the family would always participate a lot in the community, and creating jobs for the community, or people in the community. And so that's how the brewery was developed. We knew all the families working in the brewery, and in fact kept the bottle store going below, which you wouldn't have seen, but it's deliberately to keep some females in work, particularly after the war when more was required [...] And in fact, my grandfather and others, they started the gasworks here, the water company, the laundry and various other of those sort of things which developed as, you know, communities developed. And so we were very much participating, the family were participating quite a lot in the welfare of everything, and well, we're had a number family members who were Mayors of Faversham etc." (director 6)*

Further, the responsibility dimension has been constantly adapted to new societal requirements (*e.g.* environmental issues) and broadened over time leading to a more comprehensive understanding within the company as one respondent explained with an example:

> *"If you look 4 years ago, 5 years ago everyone was going green. To them [other companies], sustainability meant environment... sort of traceability and carbon footprint, etc. For us sustainability – green is only a part of that. This is why we got a Queen's Award and a National Business Award [for sustainability]. Green is one of say, seven strands. The other one is looking after your local market place, the people next door to your pub that you don't want people being noisy as they leave, or it's looking after your licensees, it's looking after your employees, it's all those other factors. And we said 'when we do sustainability, that's what it is to us'." (director 5)*

> *"We get a lot more school groups than we ever used to so we will be talking to them about responsible drinking and such like, which again is probably something that we've introduced as the number of school visits have gone up because we want them to make educated and informed decisions. And as part of our social responsibility - we're making alcoholic beverages and selling them and retailing a lot more through our pubs – we want people to know what they're doing and to think about how they're using those products." (manager 9)*

This notion of responsibility is manifested in various policies and activities of the company testified by industry awards that substantiate the corporate responsibility and sustainability claims communicated on the company website or in annual reports:

> *"Sustainability is nothing new for Shepherd Neame where, after 300 years, we have built our success on taking the long-term view." (company website, "Our values" section, 2012)*

From the explicit link between social and communal responsibilities and the heritage status of the company evolves a second aspect of non-institutional custodianship. It refers to a professed custodial duty for cultural heritage at different levels within society predicated on the heritage status of the organisation itself.

For instance, the non-institutional custodial role also concurs with legislative responsibility for listed buildings, which was alluded to earlier in the context of institutional custodianship (*i.e.* pub estate as part of the institutional heritage), but has an external dimension to it as well (*i.e.* pub estate as heritage of Kent or England):

> "*I think part of it is the fact that it is Britain's oldest brewer so there is that importance there. A lot of the pubs are historic in their own right. So we own more listed buildings in Kent than the National Trust or English Heritage. And with that come some responsibilities...*" *(manager 4)*

It was found, for instance, that the company is represented in corporate marketing documents as a custodian of cultural heritage at different levels. For example, the conservation and preservation of the many listed buildings the company owns is communicated as a contribution to the protection of the 'pub heritage' of England.

Moreover, the company portrays itself as a guardian of the UK's 'brewing heritage' in the light of industry consolidation and the closure of many regional and national brewers as well as the last surviving independent brewery in the county. Also, it is home to the National Hop Collection (in collaboration with a local hop farmer) of 250 different varieties of hop plants preserving the UK's 'hop growing heritage'.

Thus, the notion of non-institutional custodianship articulates an expanded notion of responsibility in a twofold way: it goes beyond the company and its heritage, but it also reaches beyond questions of corporate social responsibility *per se*.

Nonetheless, management also expressed the importance to balance performance and responsibility issues and that it may pose a challenge for the company and its management team to deliver both:

> "*And I think it's tough delivering all of those [objectives] [...] where the responsibility doesn't always come with a commercial gain, and therefore there is an expectation you must deliver it [responsibility objectives], but there is also a challenge in that you still have to deliver the bottom line.*" *(director 3)*

> "*It must be intimidating [for the directors] in terms of well, we'd better make sure we do the right thing here, both in terms of business decisions but also the community because it's [the company] become such a part of the community, obviously a big employer in the town and the farms all around supplying it, and to have become part of the fabric of Faversham.*" *(manager 5)*

6.2.1.3.2 Sense of potency

The CHIS Disposition **sense of potency** closely interacts with the above discussed sense of responsibility. However, it carries the notion of perceived legitimacy rather than obligation and duty. It imbues the company and its management with a "license to speak and act" partially justified by the heritage status of the firm, which implies (claimed) authenticity, credibility, and legitimacy *vis-à-vis* the company's stakeholders. Thus, it denominates a clear understanding of **corporate purpose** and **corporate authority** expressed by managers in terms of

communicative action in regard to immediate institutional concerns but also issues beyond the organisation itself, which is facilitated by the company's heritage status (Table 26, p. 256).

Table 26: Purpose and authority (definitions)

Corporate purpose: Refers to the perceived corporate vocation to engage in issues not only in regard to the company itself (*e.g.* interests, strategies and policies) but also in terms of issues beyond immediate institutional concern
Corporate authority: Refers to the perceived corporate legitimacy to engage in issues not only in regard to the company itself (*e.g.* interests, strategies and policies) but also in terms of issues beyond immediate institutional concern

Both aspects are further derived from the sense of self and the sense of heritage discussed earlier. Independence provides confidence and the heritage status of the organisation legitimates corporate activities. The following interview quotes illustrate the final CHIS Disposition:

"There's a self confidence about the business too. I mean we do want to be a leader not a follower. It doesn't mean we want to cock a snoop at everyone, but we do want to pursue our own path." (director 4)
"I think it's typical Sheps. I think certain people... I think you'd have to know the company reasonably well, or Kent reasonably well, but I think everything from the challenge to the duty in the '90s, to [our] more recent challenge to duty on alcohol, which I was involved with, that was all sort of my responsibility. It's typical Sheps. You know, we like to be involved in the democratic process. You know, we've got a democracy, let's use it." (director 5)
"So I think it's a case of sort of punching above its weight a little, I suppose, it's all about looking after beer, looking after pubs, and it's, you know, for a relatively small, regional brewer. So compared to the big brewers I think it gets a lot more coverage [in the media]." (director 2)
"I think we're involved heavily in industry discussions and matters so [the current CEO] now, but [his predecessor] before him, was a resounding voice in the industry..." (director 3)

The heritage status of the organisation implies authenticity, credibility, and legitimacy of the corporate heritage identity and confers a degree of claimed authority to the company (and its management) to purposively engage in different societal discourses on behalf of themselves, the community, the industry *etc.*, which facilitates corporate communication activities:

"There are so many more interesting stories to tell and because of its [Shepherd Neame] history, there's that sort of idea of, they're experts in their field as well so you've always got that to work with and obviously they're very well-established with a good reputation which is good" (manager 7).
"When you go on about heritage and oldness it conjures up trusting, caring, community based company [...] People feel that if you've been at it for a long time you know what you're doing." (manager 7)
"So even if it's a modern ale, or if it's a brand new product, the fact that it is from an established, renowned brewer gives it more credibility and perhaps a bit more traction in the marketplace." (manager 9)

Thus, the heritage status of the organisation facilitates company activities and operations at a more subtle level based on the positive reputation of the company associated with that status as the following exemplary quote attests:

> *"We've produced beer for the longest in the country and that's a heritage that works very much in our favour... that heritage is very important. I would say definitely, for me, dealing day to day with responsible authorities and what I mean by that, that's the council, the police and everything. It makes my day to day life much easier. [...] I'll give you an example. It was the first time I'd been in a hearing and we actually looked really pretty poor in this hearing. And I was very worried that I was potentially going to lose it but didn't and the licensing chap said, 'I would like it pointed out' – at the end, before the committee disappeared – they said, 'I just want the representative of Shepherd Neame to take back to the brewery how much we've appreciated all their help and guidance on determining matters in the licence trade and how much we respect Shepherd Neame.' And at the end of it I said to him, 'God, I thought I was in trouble there.' And he said, 'No, because you were talking absolute 100% sense and we've got the highest respect for the brewery.'" (manager 6)*

At a more substantive level, the company has pursued policies and practices that reflect the sense of potency expressed by managers. For instance, in the late 1990s the company spearheaded a campaign against rising beer duties in the UK and duty disparities within the EU and later continued to publically make a stance towards industry relevant issues. Further, the CEO of the company as the main representative of the organisation is seen to concurrently have a pivotal role as a 'figurehead' for the company and as a key 'voice of the industry' (strategy documents), a role that has recently been confirmed by the CEO's Chairmanship of the British Beer and Pub Association. In addition, other directors of the company are equally involved in industry related bodies and committees. Thus, the CHIS Disposition sense of potency to speak and act on behalf of the company and wider issues is to some extent embodied by the management team itself.

Having empirically substantiated the building blocks of the CHIS Mindset, the following two sections detail the CHI Enactment part of the CHIS Theory in descriptive and empirical terms.

6.2.2   CHI Enactment

6.2.2.1   CHI Implementation

The case study revealed four main ways in which the corporate heritage dimension of the corporate heritage identity is actualised through corporate marketing activities, *viz*. corporate heritage **narrating**, **visualising**, **enacting,** and **embodying** (Table 27, p. 258). As such, the four aspects of **corporate heritage identity implementation** represent corporate heritage identity specific forms in addition to the more general corporate identity dimensions of corporate communication, corporate design, or corporate behaviour (*see* chapter 2 section 2.3, p. 58ff.).

Table 27: CHI Implementation (definitions)

Corporate Heritage Narrating: Refers to actualising the corporate heritage dimension through narrative forms that constitute a corporate heritage story
Corporate Heritage Visualising: Refers to implementing the corporate heritage dimension by using visuals linking past, present and future
Corporate Heritage Performing: Refers to realising the corporate heritage dimension through traditions, rituals and customs
Corporate Heritage Embodying: Refers to manifesting the corporate heritage dimension in objects and people

Exemplary empirical evidence is provided for all the four conceptually distinguished modes of corporate heritage implementation in the following paragraphs (with examples included in the appendix), because the actual use of them often overlaps.

The inspection of corporate marketing documents and empirical materials shows that the corporate heritage dimension of the corporate heritage identity represents a salient theme of the company's corporate communication. Historical references are used to establish links between the past, present and future across different types of communication ranging from the company magazine (*see* example in appendix F.1.1, p. 635), annual reports (*see* example in appendix F.1.2, p. 636), or the company's website (*see* example in appendix F.1.3, p. 638).

Out of individual narratives and stories that link past and present a central corporate heritage story emerges that partially constitutes the heritage status of the organisation in narrative form, which can be summarised in the following way:

Britain's Oldest Brewer with a proud institutional heritage is well equipped to successfully continue with that institutional heritage into the future; at once protecting time honoured crafts and values as well as adapting to economic, social and technological changes. In doing so the company safeguards the corporate heritage that is valued within and beyond the company and has the experience and credibility to acts as a guardian for others in a responsible manner due to the organisation's long standing within the communities it operates.

The corporate heritage status of the company is also facilitated by the use of photographs and other visual design elements and illustrations that link past, present and future. This includes the combination and juxtaposition of old and new photographs as well as the re-interpretation of historic visual design elements for present day corporate communication (*see* appendix F.1.4, p. 643) and marketing communication purposes (*see* appendix F.1.5, p. 648).

The corporate heritage dimension and the central heritage story are reinforced by cultural practices such as traditions, rituals, and customs that are strategically used for corporate marketing purposes, some of which are more recent in provenance such as the annual 'hop blessing' or the 'Bishops Finger Charter' introduced in 2003 (*see* appendix F.1.6, p. 649).

The corporate heritage status of the company is further supported by corporate or corporate-sponsored events and festivals such as the annual Faversham Hop Festival and Classic Car Rally in which the company is closely involved and for which a 'Spitfire' steam train runs from London sponsored by the company since 2003 re-enacting the trains that used to carry hop pickers from London to Kent (*see* appendix F.1.7, p. 650).

The corporate heritage dimension is also manifested through the aesthetic properties of material objects and spaces. This includes corporate architecture with the company's historic buildings and pubs representing the corporate heritage and manifesting the corporate heritage status of the organisation in material form (*see* appendix F.1.8, p. 651).

In order to reinforce the heritage status the company has in recent years strategically acquired historic pubs and hotels in London and the South-East as well (*see* appendix F.1.9, p. 655). Moreover, the corporate visitor centre on the historic brewery site serves as a multi-purpose tourist attraction and as a venue offering a wide variety of hospitality and entertainment services (*see* appendix F.1.10, p. 656).

Next, traditional crafts and historic design patterns are used by re-interpreting them for present purposes and adopting them in a contemporary way in material and virtual form ranging from stained glass windows and ornamental glass etching and colouring, linocuts and woodcut prints to traditional poster painting and sign writing (*see* appendix F.1.11, p. 658).

Further, material artifacts such as beer bottles and labels are used to reinforce the corporate heritage dimensions of the company's corporate heritage identity and historical references are used and re-interpreted for contemporary product offerings (*see* appendix F.1.12, p. 661).

In addition, the company operates a fleet of historic delivery vehicles and drays that it uses for promotional activities such as pub openings, at festivals or classic car races and the company sponsors an historic barge that used to transport beer on the river Thames (*see* appendix F.1.13, p. 663).

Next, the embodiment of corporate heritage manifests also in the personal identities of individual managers professing an interest in the history of the company (evidence from interviews, personal conversation) and in the institutional role of the company historian to provide interesting information about the past of the company and its pubs that can be used for corporate marketing purposes as well as to engage with stakeholders in various ways (*e.g.* "Ask the Archivist").

This is also reflected in an explicit statement in regard to this interest in history on the company website articulated as part of the company values:

> *"The company has a genuine interest in history. Many of our pubs are listed buildings and we are dedicated to safeguarding local and brewing heritage for future generations." (company website, "Our values" page, 2012)*

Finally, the activities to appropriate the corporate heritage status of the company for marketing purposes are increasingly coordinated as the company more recently introduced a dedicated *history strategy* (strategy documents inspected).

6.2.2.2 CHI Anchoring

Based on the specific implementation of the corporate heritage identity described in the preceding section the inspection and interpretation of empirical materials revealed in addition three basic processes of relational and reflexive positioning (*i.e.* **CHI anchoring**) that are constitutive for CHI Enactment and the salience of the corporate heritage identity vis-à-vis stakeholders and within multiple societal environments: **temporal anchoring**, **spatial anchoring**, and **socio-cultural anchoring** (Table 28).

Table 28: CHI Anchoring (definitions)

Temporal Anchoring: Refers to the positioning of the corporate heritage identity in reference to the past and the future
Spatial Anchoring: Refers to the positioning of the corporate heritage identity in reference to a place
Socio-cultural Anchoring: Refers to the positioning of the corporate heritage identity *vis-à-vis* different stakeholders within various societal environments

First, **temporal anchoring** was found to be a central process used for corporate marketing purposes across all the different modes if CHI Implementation identified in the preceding section and manifested in different dyadic relations: *past and present*, *old and new*, and *traditional and modern* that are commonly used by the company. In this way, continuity and/or similarity between past and present are established without a negation of the necessary changes and/or differences between past and present. Hence, the corporate heritage identity spans different timeframes without being nostalgic or retrospective only but to strike a balance between past, present and future, which the following examples from various documents illustrate:

> *"At Shepherd Neame, <u>heritage and traditional values go hand-in-hand with state-of-the-art technology</u> and contemporary standards of customer service and care. <u>Our traditions can be traced back to the <u>foundation of our brewery in 1698</u></u> – with strong links to the town of Faversham and the local community many years before – and <u>our commercial expertise is enhanced by 21st century production and distribution facilities.</u>" (from company website, "The Company" page, 2009)*

> *"I would like to welcome you to Shepherd Neame. Shepherd Neame is Britain's Oldest Brewer established in 1698 in Faversham, Kent. Our brewery is an historic site of which we are justifiably proud. We can even trace the origins of brewing on site as far back as 1570 using the same source of water as we use today. We still operate one pub to this day in Faversham that the brewery acquired in 1711. The company has been passed from the Marsh family to the Shepherds to my great great grandfather, Percy Beale Neame, who formed a partnership with the Shepherds in 1865. Our commitment to Faversham, to the community we serve and our passion for great beer and great pubs is undiminished during that time. But against this historic backdrop and rich heritage, we run a very modern business. We need to. We are nothing without the consumer and we need to make sure that our*
> *beers and pubs, our levels of customer service and all aspects of our business keep pace with the ever-challenging attitudes of consumers. [...] After 300 years, Shepherd Neame knows a thing or two about beer and pubs. But we are still learning..."* (CEO Welcome address from Shepherd Neame Tenancies Code of Practice Handbook, August 2010)
>
> *"At Shepherd Neame brewing is both an ancient and a modern art. Our beer's main ingredient is still the same water that we used in 1698. But some of the systems we employ could only be products of the 21st century. (from company website, "The Brewery" page, 2012)*

In addition, the process of temporal anchoring manifested in the previously mentioned juxtaposition of old and new photographs, the re-interpretation of historic visual design elements for present day corporate and marketing communication purposes, the integration of historic architecture and modern technology or the contemporary usage of historic crafts.

Spatial anchoring represents a second basic process of corporate heritage identity enactment that was empirically salient with a close association between the corporate heritage identity and particular places ranging from the local to the national level.

This includes the central importance of the brewery site and the close association of the corporate heritage identity with the town of Faversham, the county of Kent (and the South-East region), and the country of Britain. However, spatial anchoring was usually found to be used for corporate marketing purposes in conjunction with temporal and/or socio-cultural anchoring.

For example, the brewery site and the integrated visitor centre are used as a central hub for the company in interacting with different stakeholders from customers and trade partners to the local community and investors. The brewery site and its location within the town centre of Faversham are a central aspect of the corporate heritage identity enactment.

In addition, within the county of Kent, the South East and London the company is 'anchored' based on the location of the brewery and its pubs with the corporate heritage identity closely associated with Kent and its Kentish provenance reflected also in the production of Kentish Ale, the serving of Kentish food or the co-branding of ale brands with Kent products such as Kent Crisps *etc.*

Concurrently, the corporate heritage identity is also linked to Britain in general due to its status as Britain's oldest brewer. For example, the corporate heritage identity is linked to London and Britain in general by an entry on a timeline display at the Museum of London (*see*

appendix F.1.14, p. 664). Thus, the corporate heritage identity provides multiple spatial anchors (in conjunction with temporal and/or socio-cultural anchoring) that can be used in a differentiated way according to local market requirements accentuating the local links in Faversham, the Kentish associations in Kent or the link with Britain in other locations.

The third salient process that the analysis of the empirical materials revealed is the process of **socio-cultural anchoring** that refers to the various ways the corporate identity is linked to different identity and heritage domains.

This is achieved by stressing the link between the company's identity and other collective or institutional identities such as the local communities in which the company operates or the brewing and hospitality industry that is frequently used. Socio-cultural anchoring usually overlaps with spatial anchoring at the local, regional, and national level. It is reinforced by communicative engagement in relevant societal discourses. Socio-cultural anchoring is facilitated by various charitable activities, by social and issue-related marketing as well as by the sponsorship of sport, culture, and arts within the local and wider communities the company operates in:

> *"We take great pride in supporting the town of Faversham and the county of Kent through events such as the Faversham Hop Festival, Classic Car and Motorcycle Show and local Food and Drink weekends. We sponsor the Faversham Christmas Lights, the town's Food Trails Walking Project, the Kent Messenger Group's countywide Big Quiz and the Rare Breed Centre's Great Kent Bike Ride which attracts up to 1,000 entrants. We invest around £500,000 annually on sports sponsorship, usually linked to the supply of drinks, from grassroots to county level. The Company sponsors local leagues and provides equipment for community sides. We support a variety of sports including cricket, rugby, football, and traditional pub games such as bat and trap. We promote local tourism through our membership of Visit Kent." (company annual report 2012)*

It is further accentuated by its product branding with 'Spitfire' being closely associated with 'Britain's Finest Hour' and the 'Battle of Britain' linking the brand to an important identity marker for British collective identity as well as the present societal concerns in regard to charitable support for British troops and veterans (*e.g.* 'Help for Heroes' campaign):

> *"We launched Spitfire Premium Kentish Ale in 1990 to raise money to help RAF veterans. To date, fundraising efforts for RAF veterans' charities have netted more than £140,000. We are a key partner of the RAF Benevolent Fund. In 2012 we brewed a special beer to raise money for veterans of the Falklands War 1982. We have continued our support of the armed services by the publication of an e-book of pub walks, launched in aid of the charity Combat Stress. We support Help for Heroes." (company annual report 2012)*

Co-branding and the association with other institutional heritage identities or brands further reinforce the socio-cultural anchoring capabilities such as, for instance, the company's partnership with the Royal Albert Hall (*see* appendix F.1.15, p. 665) or the various other co-branding activities at product brand level (*see* appendix F.1.16, p. 666).

At the same time, the concurrent temporal anchoring of the identity that gives rise the heritage status of the organisation and provides the authority to engage into societal discourses about identity also provides the opportunity to engage in societal discourses about different heritages within society and helps to "position" the company not only as a custodian of its own institutional heritage, but also as a custodian for other heritages (*i.e.* industry heritage, regional heritage, craft heritage, national heritage).

For example, the heritage status of the company facilitates and justifies a custodial role in terms of the local heritage within a community represented by historic pubs (*i.e.* 'pub heritage') and the brewing heritage within Kent:

> *"The company has a genuine interest in history. Many of our pubs are listed buildings and we are dedicated to safeguarding local and brewing heritage for future generations." (company website, "Our values" page, 2012)*

This is also reflected in the company's support for the National Hop Collection of historic varieties of hops being portrayed as guarding the nation's 'hop growing heritage' (*see* appendix F.1.17, p. 667). Further, the company is also positioned as a guardian of 'craft heritage' exemplified by the following excerpt from its annual reports:

> *"We believe that we own more listed buildings in Kent than any other organisation. Our investment in their upkeep helps preserve time-honoured crafts, including thatching, stonemasonry, traditional carpentry and glass-etching." (company annual report 2010)*

6.3 Corporate Heritage Identity Stewardship Theory (CHIS Theory): Synthesis of main finding

The empirical evidence reported in the previous section and the author's analytic deliberations suggest a close relationship between the particular manifestation of the case company's corporate heritage identity and a certain multi-dimensional disposition and awareness shared amongst the management team of the organisation. The research insights derived from this understanding constitute the main finding of the thesis and is articulated as the **Corporate Heritage Identity Stewardship Theory** (CHIS Theory).

Due to the research design of the study the empirically grounded findings of this research are spatially and temporally situated and context-specific. As such, statistical generalisation across different empirical domains is not feasible and a direct one to one transfer of substantive insights from one empirical setting to another is unlikely. However, consistent with the author's paradigmatic convictions, the findings of the study constitute an abstraction from the particular empirical setting of the case company and the *emic* insights expressed by managers – fused with the author's own *etic* deliberations – and as such are potentially transferable and generalisable in analytic and theoretical terms at this higher level of

abstraction. Hence, the theory provides a new interpretative conceptual lense for the understanding of corporate heritage identity management that is potentially applicable to other empirical domains – most likely leading to further alterations in the wake of such an endeavour – but does not claim any universal veracity across empirical settings *per se*. Thus, the presented theory as the main finding of the study, albeit substantiated by evidence from the particular empirical setting of the case company, needs to be read in this latter fashion.

The CHIS Theory is comprised of two interrelated parts and argues that the particular strategic enactment of a corporate heritage identity in terms of its implementation and positioning *vis-à-vis* an organisation's stakeholders and within the company's societal environments, *viz.* **Corporate Heritage Identity Enactment** (CHI Enactment), is predicated on and interdependent with a specific managerial **Corporate Heritage Identity Stewardship Mindset** (CHIS Mindset). Figure 32 schematically depicts the two main interlinked parts of the CHIS Theory.

Figure 32: The two conceptual parts of the Corporate Heritage Identity Stewardship Theory.
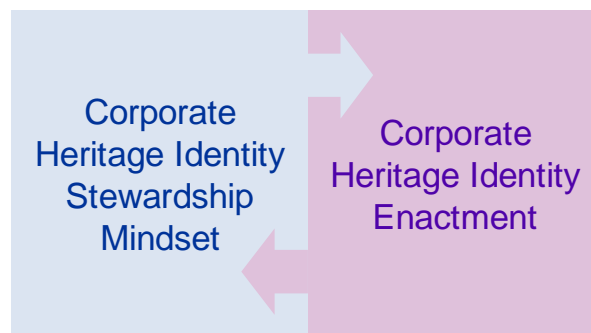
While the strategic CHI Enactment part is characterised by a particular way of implementing and positioning the corporate identity as a corporate heritage identity, the managerial CHIS Mindset part represents the manner in which managers apprehend and relate to their organisation affording them a propensity to act that is constitutive for a corporate heritage identity as well as instrumental for its management. Thus, the CHIS Mindset part articulates conceptual antecedents while the CHI Enactment part represents conceptual consequences within the general theory framework of the CHIS Theory.

The two main parts of the CHIS Theory are described in the next two sections in more detail before both are integrated into a general theoretical framework.

6.3.1 Corporate Heritage Identity Stewardship Mindset (CHIS Mindset)

The CHIS Mindset – the research indicates – is comprised of six interrelated and interacting **Corporate Heritage Identity Stewardship Dispositions** (CHIS Dispositions):

- Sense of continuance
- Sense of belongingness
- Sense of self
- Sense of heritage
- Sense of responsibility
- Sense of potency.

The six managerial dispositions conceptually coalesce within the CHIS Theory framework into three main **Corporate Heritage Identity Stewardship Awareness Dimensions** (CHIS Awareness Dimensions):

- Positionality awareness
- Heritage awareness
- Custodianship awareness.

Figure 33 schematically depicts the different conceptual building blocks of the CHIS Mindset (in a non-hierarchical order).

Figure 33: Conceptual building blocks of the Corporate Heritage Identity Stewardship Mindset
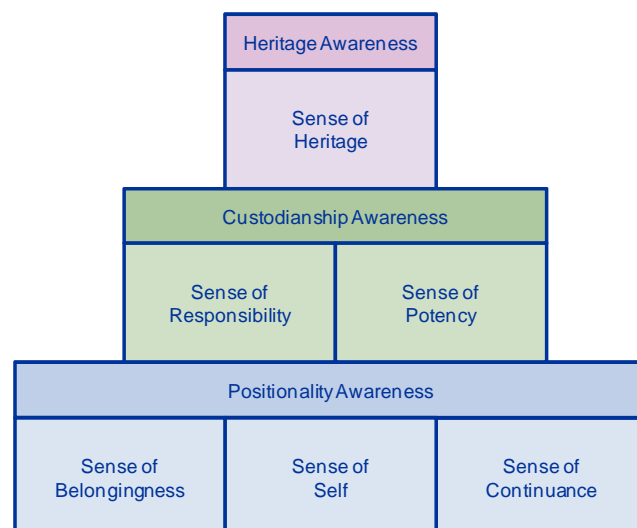
The three CHIS Awareness Dimensions and the associated six CHIS Dispositions combined constitute the CHIS Mindset. It articulates at once a shared *managerial sentiment* (affective), an *understanding* (cognitive), and a *propensity* (performative) towards the organisation and its corporate heritage and in regard to the organisation (*e.g.* position, role, and purpose) *vis-à-vis* different stakeholders and the societal environments within which the organisation is embedded. It is constitutive for the strategic enactment of a corporate heritage identity by

managers guiding corporate marketing activities and the actualisation of the corporate identity as a corporate heritage identity. Thus, the constitutive building blocks of the CHIS Mindset represent conceptual antecedents within the general theory framework.

The three CHIS Awareness Dimensions are each underpinned by one or several of the six CHIS Dispositions that constitute the building blocks of the CHIS Mindset. They are defined in the following way: [97]

- **Positionality Awareness**: awareness of the company's particular socio-historical position (temporal, spatial, socio-cultural) which is more specifically characterised by a particular

  - **Sense of Continuance**: focus on the temporal, spatial, social, and institutional continuity of the organisation with a concurrent appreciation of the need, ability and willingness to change while adopting a long-term view

  - **Sense of Belongingness**: focus on the company's spatial and socio-cultural closeness (proximity) and provenance (origin) *vis-à-vis* places, groups, and institutions

  - **Sense of Self**: focus on independence and individuality in terms of corporate conduct and behaviour

- **Heritage Awareness**: awareness of the company's particular status as an organisation with an institutional corporate heritage that represents a shared 'inheritance', which is worth to be protected, nurtured, and bequeathed to the next generation, that is reflected in a

  - **Sense of heritage**: focus on the company's corporate heritage identity traits and its heritage status as an organisation derived from its specific socio-historical position

- **Custodianship Awareness**: awareness of a shared obligation and the concurrent legitimacy to speak and act for the company and others in a custodial role derived from a

  - **Sense of Responsibility**: focus on the obligations derived from the instrumental necessity to protect, nurture, and bequeath the corporate heritage (and the company) as well as a professed sense of duty that goes beyond the company itself predicated on the heritage status of the organisation.

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[97] The six CHIS dispositions that underpin the three main CHIS awareness dimensions of the managerial CHIS mindset are labelled 'senses' for descriptive purposes in order to indicate their tripartite character (*i.e.* as sentiment, understanding, and propensity to act).

- **Sense of Potency**: focus on the purpose and authority derived from the company's heritage status to speak and act not only in terms of immediate institutional concerns but also issues beyond the organisation itself; justified and justifiable by the company's specific socio-historical position and its heritage status as an organisation.

The CHIS Theory argues that a managerial **sense of continuance** interacts with a professed **sense of belongingness** and a profound **sense of self**, which all coalesce into a managerial awareness of the specific socio-historical position of the organisation, *viz.* **positionality awareness**.

The first disposition *sense of continuance* is characterised by a *long-term orientation* and view of the business paired with a concurrent *focus on continuity and adaptation*, while the second disposition of *sense of belongingness* refers to the general importance accorded to the company's attachment, affiliation, and affinity towards place, social groups and/or institutions in terms of its *spatial and/or socio-cultural closeness* (proximity) and its *spatial and/or socio-cultural provenance* (origin). The third disposition *sense of self* interacts with both and articulates the importance accorded by managers to non-conformist *independence and individuality* in terms of corporate policies and strategies. Through the interaction of these three dispositions a shared managerial understanding emerges in regard to the company's temporal, spatial, and socio-cultural place in the word.

Further, the CHIS Theory asserts that the above articulated awareness of the company's specific temporal, spatial and socio-cultural position within its various environments (*e.g.* economic, socio-cultural, institutional) concurs with a shared managerial understanding of the company as an organisation imbued with a valuable and relevant institutional heritage (*i.e.* corporate heritage) having acquired a particular status within those environments (*i.e.* heritage status). As such, this managerial **heritage awareness** is underpinned by the fourth CHIS Disposition labelled *sense of heritage*, which is characterised by the *validation* (acknowledging), *appreciation* (valuing), and *adoption* (ownership taking) of the institutional heritage itself (*i.e.* corporate identity traits perceived as substantive heritage dimensions) and the company's particular status as an organisation imbued with that heritage. At the same time the institutional heritage and the company's heritage status are perceived by managers not only as a legacy to be honoured but as being relevant for the present and future of the company, hence, they are still invested with new instrumental value (*i.e.* valorised) and appropriated for corporate marketing purposes.

Due to the interaction between the above described CHIS Awareness Dimensions of positionality awareness and heritage awareness the CHIS Theory further purports that a third managerial CHIS Awareness Dimension emerges, *viz.* **custodianship awareness**. It is constituted by the interrelation between a **sense of responsibility** indicating connotations of obligation and duty and *a* **sense of potency** carrying an association with authenticity, legitimacy, and credibility.

The fifth CHIS Disposition *sense of responsibility* indicates a perceived custodial obligation in regard to the company and its institutional heritage, while the perceived company's heritage status warrants an expanded notion of responsibility (*i.e.* duty) and entails a professed custodial role beyond the boundaries of the firm itself.

The final CHIS disposition *sense of potency* refers to a shared sense of purpose and authority. It imbues the company and its management with a "license to speak and act" based on and justified by the heritage status of the firm, which implies (claimed) authenticity, credibility, and legitimacy *vis-à-vis* the company's stakeholders.

The three CHIS Awareness Dimensions (*i.e.* positionality awareness, heritage awareness, custodianship awareness) are mutually constitutive and reinforcing. Thus, the heritage awareness is predicated on a shared understanding of the company's particular socio-historical position. Both provide the obligating and legitimating underpinning for the notion of custodianship fashioned by managers, which in turn reinforces the managerial self-understanding in regard to the former two CHIS Awareness Dimensions. Figure 34 (p. 268) schematically depicts the different CHIS Awareness Dimensions.

Figure 34: Schematic depiction of the CHIS Awareness Dimensions underpinned by six CHIS Dispositions
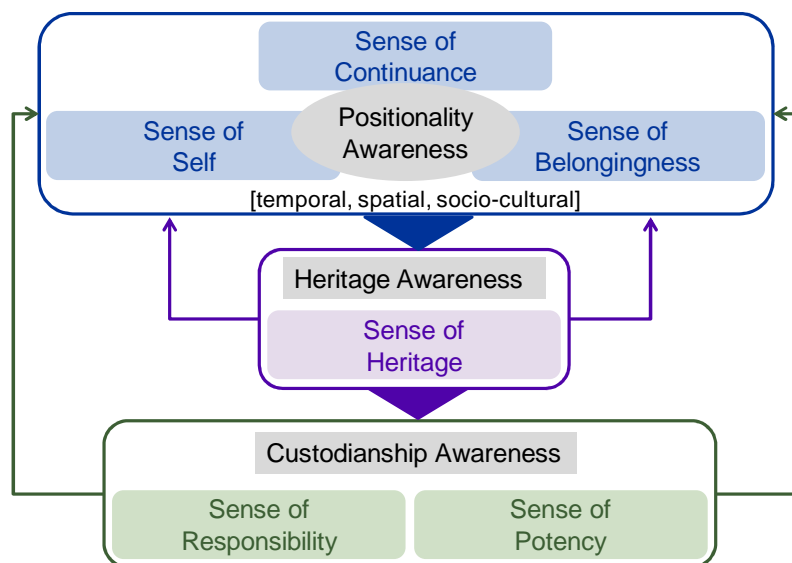
The CHIS Theory further argues that the interaction between the three CHIS Awareness Dimensions results in a shared managerial CHIS Mindset informing the corporate heritage identity stewardship activities of management (*i.e.* managerial and strategic action), which are constitutive for and have instrumental necessity for the strategic enactment of the corporate heritage identity *vis-à-vis* stakeholders and within multiple societal environments. This second part of the CHIS Theory is explained in the next section.

6.3.2   Corporate heritage Identity Enactment (CHI Enactment)

The strategic enactment of the corporate heritage identity (*i.e.* CHI Enactment), which is predicated on the CHIS Mindset, the study found to be characterised, on the one hand, by a particular approach to **Corporate Heritage Identity Implementation** (CHI Implementation) and, on the other hand, to be facilitated by a specific process of **Corporate Heritage Identity Anchoring** (CHI Anchoring). CHI Implementation is constituted by four interrelated dimensions:

- Corporate Heritage Narrating
- Corporate Heritage Visualising
- Corporate Heritage Performing
- Corporate Heritage Embodying.

The specific implementation of the corporate heritage identity facilitates CHI Anchoring that comprises three basic interacting processes:

- Temporal Anchoring
- Spatial Anchoring
- Socio-cultural Anchoring.

Figure 35 (p. 269) schematically depicts the conceptual building blocks of the CHI Enactment part of the CHIS Theory (in a non-hierarchical order).

Figure 35: Conceptual building blocks of Corporate Heritage Identity Enactment
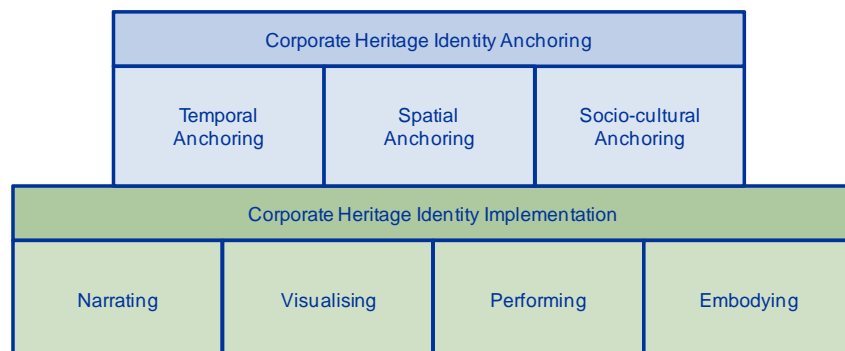
As such, CHI Enactment refers to the substantive (material and ideational) consequences of the CHIS Mindset that are constitutive and instrumental for a corporate heritage identity. The two dimensions of CHI Enactment that the study revealed are defined in the following way:

- **CHI Implementation**: the specific multi-modal and multi-sensory actualisation of the heritage dimension of a corporate heritage identity based on:

    - **Corporate Heritage Narrating**: the corporate heritage dimension actualised in different narrative forms.

    - **Corporate Heritage Visualising**: the corporate heritage dimension implemented through a specific combination of visuals.

    - **Corporate Heritage Performing**: corporate heritage dimension realised through traditions, rituals, and customs.

    - **Corporate Heritage Embodying**: corporate heritage dimension embodied through the aesthetic properties of objects, personified by individual social actors and manifested in institutional roles.

- **CHI Anchoring**: the relational and reflexive positioning (*i.e.* anchoring)[98] of the corporate heritage identity in terms of two interdependent processes:

    - **Temporal Anchoring**: positioning of the corporate heritage identity in reference to the past and the future (at various levels from the institutional to the national).

    - **Spatial Anchoring**: positioning of the corporate heritage identity in reference to a place

    - **Socio-cultural Anchoring**: positioning of the corporate heritage identity *vis-à-vis* different stakeholders within various societal environments.

The case study revealed four main ways in which the heritage dimension of the corporate identity is manifested in and represented by cultural artifacts and practices, *viz*. **narrating, visualising, performing, and embodying.** Hence, these cultural artifacts and practices are the objectivated actualisations of the corporate heritage dimension that constitute resources for the representation of the corporate heritage identity *vis-à-vis* different stakeholders.

First, the heritage dimension is actualised in different narrative forms ranging from short press releases, various textual documents, the company's website, to the commissioned

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[98] I use the term 'anchoring' in gerund form to indicate the relational and reflexive nature of positioning as a process that is not only instrumental in strategic marketing terms *vis-à-vis* competitors, stakeholders *etc.* (*i.e.* 'traditional positioning') but also constitutive for the corporate heritage identity as such, which cannot be fully comprehended separate from its societal environments (*see* chapter 2 section 2.3.2, p. 76ff. for an exposition of my theoretical understanding of identity in general). In this respect my use of the term is different to the notion of 'identity anchors' suggested by He (2012) as it goes beyond mere management cognitions at the individual or collective level but refers to the multiple ways the institutional identity is 'anchored' within its societal contexts.

corporate history of the company. Thus, the company's 'corporate heritage story' and its 'heritage status' unfold across different domains and provide multiple points of reference for the company's various stakeholders.

However, the heritage status of the organisation is not only actualised in narrative form, but is also visualised with the help of photographs and illustrations that accompany the textual documents. The use of these visuals makes the link between past, present, and future more explicit and emotionally appealing.

Next, corporate heritage is also manifested in and represented by traditions, rituals, and customs strategically enacted through or linked to events and festivals from the institutional to the national level. Some of the traditions are handed down from the past others are more recent 'inventions' designed to reinforce the heritage status of the organisation.

Finally, the corporate heritage dimension of the corporate heritage identity is embodied in objects and people. On the one hand, it materialises in the aesthetic properties of buildings, corporate and product design or other material artifacts. On the other hand, it is personified by various social actors and manifested in different roles within the company. The latter aspect of corporate heritage embodiment does not only refer to the managerial CHIS mindset *per se* but also includes individual identities such as a person's professed interest in history and specific roles such as company historian.

Thus, the corporate heritage identity is predicated on multi-modal and multi-sensory actualisations of the corporate heritage dimension as part of the organisation's present identity. Figure 36 (p. 271) schematically depicts the CHI Implementation aspects of CHI Enactment.

Figure 36: Schematic depiction of CHI Implementation
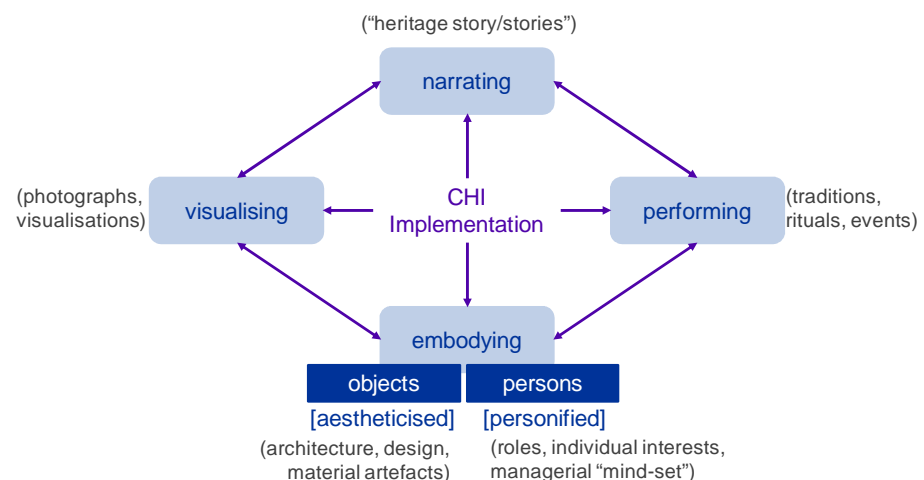
The multi-modal CHI implementation of the corporate heritage dimension, which manifests the 'heritage status' of the organisation, is predicated on three interrelated processes of relational and reflexive positioning of the corporate heritage identity (*i.e.* CHI Anchoring) that facilitate and reinforce the 'heritage status' of the organisation *vis-à-vis* stakeholders and within societal environments. Thus, the present corporate identity is 'anchored' in reference to the past and the future (at various levels from the institutional to the national) by a processes labelled 'temporal anchoring' and concurrently relationally and reflexively positioned *vis-à-vis* a particular place (*i.e.* spatial anchoring) and in relation to different stakeholders within various societal spaces or institutional fields, *viz*. socio-cultural anchoring.

Temporal anchoring refers to the process of 'temporal positioning' of various aspects of the organisation's identity that link the past with the present and enable a potential projection into the future. This temporal anchoring is mainly manifested in various ways of conflating dyadic relations between the past and present, old and new, or the traditional and modern. The temporal confluence enables the simultaneous focus on continuity and/or the similarity between past and present as well as an emphasis on change and/or the difference between past and present. Hence, the organisation's identity is retrospective in emphasising similarities and the continuity with the past (not necessarily a purely "factual" past) and prospective in focusing on the dynamics and the necessary changes over time. Hence, the past is reinterpreted in the light of the present and in acknowledging the need for change with an 'eye on the future'. The processes of temporal anchoring are manifested in the way the company is represented to its various publics as well as the company's activities and strategies and can be found in cultural artifacts and practices as well.

Spatial anchoring refers to the close association of the corporate heritage identity with particular places ranging from the local to the national level. The spatial anchoring of the corporate heritage identity concurs with temporal anchoring and reinforces the heritage status of the organisation by linking the company to the past, present, and future of the places the corporate heritage identity is associated with. As such, spatial anchoring also facilitates the third aspect of CHI Anchoring.

Socio-cultural anchoring refers to the various ways the corporate heritage identity is linked to different extramural identity and heritage domains. It is based on the (claimed) heritage status of the organisation and the (claimed) authenticity, credibility, and legitimacy that the heritage status of the organisation implies. Hence, the implied authenticity, credibility, and legitimacy of the corporate heritage identity confer a degree of (claimed) authority on to the organisation (and its management) to engage in different societal discourses (on behalf of the community, the industry *etc.*) as well as to engage with stakeholders about relevant issues and

concerns. The concurrent temporal, spatial, and socio-cultural anchoring of the corporate heritage identity, which is actualised through the four different basic implementation modes identified above, gives rise to the heritage status of the organisation and provides the authority to engage in societal discourses about identities at different levels but also provides the opportunity to engage in societal discourses about different heritages within society. It further helps to 'position' the company not only as a custodian of its own institutional heritage but also as a custodian for other heritages (*e.g.* industry heritage, regional heritage, craft heritage, national heritage). Figure 37 (p. 273) schematically depicts the two aspects of CHI Enactment articulated above. Having outlined the two constitutive parts of the CHIS Theory both parts are integrated into a single theoretical framework in the next section.

Figure 37: Depiction of CHI Enactment through implementation and anchoring
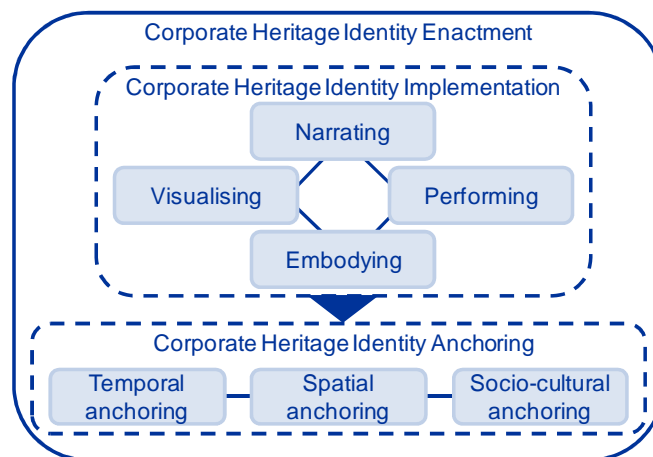
6.3.3   The general framework of the CHIS Theory

The CHIS theory argues that the particular constitution of a corporate heritage identity is predicated on a two interdependent parts: managerial CHIS Mindset and managerial CHI Enactment. The multidimensional CHIS Mindset shared by managers represents the conceptual antecedent within the theory framework resulting in the strategic enactment of the corporate heritage identity in a particular way that establishes the heritage status of the organisation. However, the CHIS mindset is also reinforced by this strategic enactment of the corporate heritage identity. Figure 38 (p. 274) shows this relationship in schematic form.[99]

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[99] On a cautious note, the theory framework derived from the study abstracts from particular environmental conditions and as such brackets out contextual and moderating factors as well as changes thereof over time (*e.g.* material relations and industry conditions, discursive and cultural patterns within a society at a particular time). However, these conditions might nonetheless impact on or moderate the relevance and particular nature of the CHIS Mindset and the subsequent strategic enactment and manifestation of a corporate heritage identity (CHI Enactment).

Figure 38: The Corporate Heritage Identity Stewardship Theory (schematic framework)
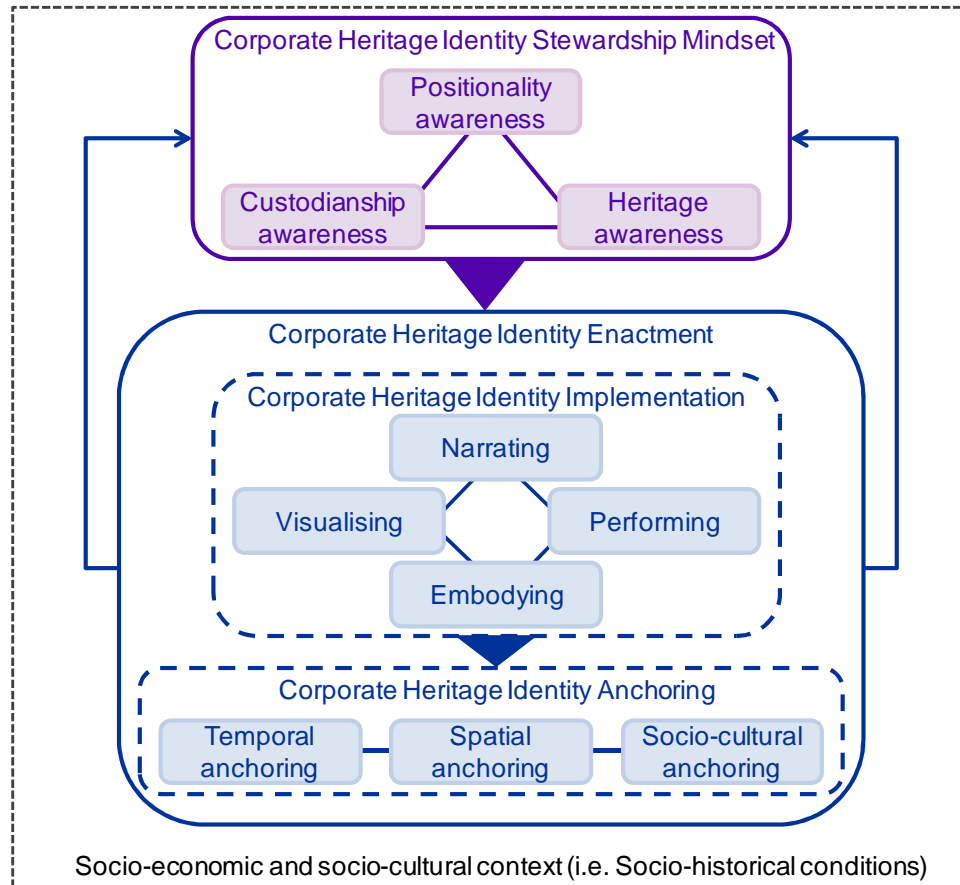
As such, the positionality awareness amongst management is not only reflected in the multiple anchoring of the corporate heritage identity *vis-à-vis* stakeholders and societal environments but the latter also reinforces that managerial understanding of the company's distinct temporal, spatial, and socio-cultural position in the word based on a reciprocal sense of belongingness and facilitated by as sense of temporal, spatial, institutional, and social continuance. Similarly, the managerial heritage awareness manifests in the multi-modal implementation of the corporate heritage identity that in turn reinforces the valorisation of the corporate heritage and the heritage status of the organisation within its various societal environments. Finally, custodianship awareness not only facilitates CHI Enactment based on multiple anchoring but the latter also strengthens the perceived obligation and legitimacy to speak and act that is derived from the heritage status of the organisation.

Thus, the interrelated processes of temporal, spatial, and socio-cultural anchoring that facilitate corporate heritage identity implementation in a multi-modal way reinforce the tripartite CHIS mindset of mangers by providing a feedback loop between CHI Enactment and CHIS Mindset. Hence, within the theory framework CHIS Mindset and CHI Enactment are interdependent and mutually reinforcing.

6.4   Summary of chapter 6

This chapter detailed the constitutive properties and dimensions of the substantive theory derived from the empirical inquiry, which were also substantiated by exemplary interview quotes within the main text and supported by additional empirical examples included in an appendix (Appendix F, p. 635ff.) and introduced the *Corporate Heritage Identity Stewardship Theory (CHIS Theory)* as the primary theoretical contribution of this work.

It was argued that the particular material and ideational manifestation of a corporate heritage identity is predicated on two interdependent aspects that are mutually reinforcing: the managerial *Corporate Heritage Identity Stewardship Mindset* (CHIS Mindset) is constitutive and instrumental for strategic *Corporate Heritage Identity Enactment* (CHI Enactment), which in turn reinforces the former.

The chapter specified that a shared managerial mindset of three awareness dimensions, which manifest in six managerial dispositions towards the organisation and its corporate heritage and *vis-à-vis* different stakeholders and societal environments, constitutes one important part of corporate heritage stewardship.

Concurrently, it was shown that it also involves corporate heritage identity enactment, guided by the former, which is predicated on four implementation strategies and underpinned by three interrelated anchoring processes of relationally positioning the corporate heritage identity *vis-à-vis* its stakeholders/societal environments.

In the light of the above, the final chapter discusses the findings in the context of extant scholarship and summarises the contribution of this study, provides some advice for practicing managers, acknowledges several limitations of the study and finally looks into avenues for future research.

7   Discussion and conclusion

7.1   Introduction to chapter 7

The study set out to explore and elaborate the nascent notion of corporate heritage stewardship as an approach to management of corporate heritage identities/brands – understood as a distinct category of institutional identity/brand – that was said to be predicated on a particular managerial mindset, which had received only tentative conceptual treatment and little empirical scrutiny within extant corporate heritage scholarship, especially in relation to corporate heritage identities. As such, the study's main purpose was to make a primary theoretical contribution relating to the nature of corporate heritage stewardship from a dedicated managerial perspective. It also aimed to clarify, in a more derivative way, the nascent concept of corporate heritage as a conceptual tool for corporate marketing. The study was timely and relevant in light of the *prima facie* abundance of organisations exhibiting general characteristics of being heritage imbued institutions, the growing utilisation of historical references in a business context, the general conditions, and sentiments towards the past within contemporary societies *per se*, and the nascent state of corporate heritage scholarship.

In reviewing the literature it was established that corporate marketing provides a relevant meta-level framework for such an inquiry, due to its institutional focus, its identity-based view of organisations, and its transtemporal stakeholder orientation. Corporate identity was discerned as a salient construct within that meta-level framework and it was shown that the temporal dimension of corporate identities is generally acknowledged in the literature but little understood, conceptually and empirically. A growing reference to heritage within the marketing literature was identified as indicative for attempts to address the temporal dimension; but also a conceptual confusion surrounding the concept's usage within marketing was diagnosed (in the context of other past-related concepts used, often interchangeably). A distinction was made between foundational and instrumental past-related corporate marketing constructs and the conceptual confusion was associated with a lack of clarity in regard to the former. In order to address this problem, corporate heritage was conceptualised and delineated from other past-related foundational constructs (*i.e.* past as such, memory, history, tradition, nostalgia, and provenance) by selectively drawing on the wider social science and humanities literature. In doing so it was established that heritage represents a rich construct that warrants import into the corporate marketing domain, which was also shown to be conceptually possible. As such, the *secondary aim of this study* was achieved by providing a *specified definition of corporate heritage* and by *differentiating between foundational and*

instrumental past-related corporate marketing constructs. Corporate heritage brands and corporate heritage identities were discussed as two emerging instrumental constructs that draw on the foundational construct of corporate heritage; but it was found that their nascent status within the canon required further conceptual and empirical work. The notion of corporate heritage stewardship was identified as a particularly timely and relevant research focus in light of extant corporate heritage scholarship but also in reference to the growing importance accorded to a better understanding of managerial cognitions, orientations, and logics that inform corporate marketing activities *per se*.

Based on this thematic focus, the research design of the study was developed informed by an explication of ontological, epistemological, and axiological considerations relevant for the study in order to provide theoretical transparency. It was shown that a qualitative-interpretative single instrumental theory-building case study would best address the research purpose in light of the assumed nature of the empirical phenomenon to be scrutinised, the nascent state of the field, and the paradigmatic convictions guiding the inquiry. As such, research approach, research strategy, and research methodology adopted for the study were discussed and justified and the study's general quality assurance principles and strategies introduced. The empirical context of the study was outlined and the relevance of company and sector was established, the research process was described in general, and the approach to data analysis and synthesis outlined in detail in order to provide empirical and procedural transparency.

The findings of this study were detailed and empirically substantiated and a theoretical framework introduced that constitutes the *primary theoretical contribution of this study viz.* the substantive *Corporate Heritage Identity Stewardship Theory* (CHIS Theory).

To reiterate, the study found that the particular material and ideational manifestation of a corporate heritage identity is predicated on two interdependent aspects. The managerial *Corporate Heritage Identity Stewardship Mindset* (CHIS Mindset) is constitutive and instrumental for strategic *Corporate Heritage Identity Enactment* (CHI Enactment), which in turn reinforces the former.

The CHIS Mindset represents a shared managerial *sentiment* (affective), *understanding* (cognitive), and *propensity* (performative) towards the organisation and its corporate heritage and in terms of the organisation itself (*e.g.* its position, role, and purpose) and *vis-à-vis* different stakeholders and the societal environments within which the organisation is embedded. It is predicated on three CHIS Awareness Dimensions (*i.e.* positionality awareness, heritage awareness, custodianship awareness) underpinned by six managerial CHIS

dispositions (*i.e.* sense of continuance, sense of belongingness, sense of self, sense of heritage, sense of responsibility, sense of potency).

The CHI Enactment aspect represents a specific multi-modal and multi-sensory actualisation of the corporate heritage dimension (*i.e.* four implementation dimensions: heritage narrating, heritage visualising, heritage performing, heritage embodying) facilitated by a relational positioning of the corporate heritage identity *vis-à-vis* its stakeholders/societal environments (*i.e.* three anchoring processes: temporal anchoring, spatial anchoring, socio-cultural anchoring).

In this final chapter of the thesis, the results of this study and the resulting CHIS Theory framework as the main finding of this research are first discussed in terms of nascent corporate heritage scholarship as well as the subject domains of corporate identity and corporate marketing in general. Further, some aspects are outlined that this study implies in the context of the wider social science and humanities literature on heritage. Second, the contributions of this study in theoretical and empirical terms are explicated. Based on these contributions some general policy advise is given for practicing managers. Finally, the theoretical, methodological, and empirical limitations of this study are summarised and areas of future research are identified and suggested.

7.2   The findings in the context of extant scholarship

7.2.1   Corporate heritage scholarship

In general terms, the findings of this study support the notion of corporate heritage stewardship being characterised by a particular heritage-oriented mindset that is instrumental for successfully nurturing and protecting a corporate heritage brand (and by implication a corporate heritage identity) as suggested by Urde *et al.* (2007). However, in identifying multiple dimensions of a specific managerial CHIS Mindset and revealing its constitutive and instrumental role for strategic CHI Enactment this study goes beyond the original conception of corporate heritage stewardship and the tentative discussions in the extant literature in several substantive ways. Thus, the notion of corporate heritage stewardship is further specified and significantly expanded by this study.

First, the conceptual reach of corporate heritage stewardship is extended beyond the original domain of corporate heritage brands by showing its relevance in the context of corporate heritage identity management *per se*. Despite acknowledging the close link between corporate identity and corporate brands, the extant corporate heritage literature so far has largely focused on stewardship requirements of corporate heritage brands (Urde *et al.*, 2007;

Balmer, 2011b) or discussed the stewardship of monarchies as corporate brands (Balmer *et al.*, 2004, 2006; Greyser *et al., 2006*; Balmer, 2009, 2011b). Albeit Balmer (2011c) has tentatively introduced the notion of corporate heritage identities, drawing on earlier and ongoing research into monarchies, his recent commentary is largely conceptual and aimed at establishing the construct *per se* rather than to detail the particular nature of corporate heritage identity management. Thus, the empirical and conceptual underpinning of corporate heritage identities in general and their management specifics in particular are still slight in the extant literature and this study contributes to the development of the corporate heritage identity construct by specifically illuminating the managerial perspective.

Second, so far corporate heritage scholarship has largely focused on articulating the core constructs of corporate heritage, corporate heritage brands and corporate heritage identities *per se* (Urde *et al.*, 2007; Balmer, 2011b; 2011c) and on showing their conceptual validity in a limited number of empirical contexts (Urde *et al.*, 2007; Hudson, 2011; Wiedmann *et al.*, 2011a, 2011b; Balmer, 2011a, 2011b). This study, in building on these contributions, provides conceptual and empirical support for the constructs of corporate heritage and corporate heritage identity. On the one hand, the thesis clarifies and conceptually underpins the corporate heritage construct and establishes its conceptual link with identity by drawing on the extant heritage literature outside the corporate marketing domain. On the other hand, it shows the constructs' utility and applicability as conceptual lenses in a business context by illuminating the corporate heritage identity management within Britain's oldest brewer. As such, the study goes beyond the extant empirical work in the area, which has largely focused on MNEs, well-known corporate brands or non-business institutions, by showing the constructs' relevance for multi-generational family-owned SMEs. In doing so this study substantiates claims in regard to the efficacy of the constructs for these types of organisations (Balmer *et al.*, 2006; Blombäck and Brunninge, 2009).

Third, in terms of heritage stewardship extant discussions have mainly concentrated on instrumental aspects by identifying and normatively suggesting management practices and activities that would facilitate corporate heritage stewardship (Urde *et al.*, 2007; Balmer, 2011b; 2011c). However, the specifics of the management mindset necessary for corporate heritage stewardship to successfully unfold has received little attention beyond the four mindset dimensions (*see* Figure 17, p. 123) originally conceptualised by Urde *et al.* (2007). While broadly confirming the extant dimensions suggested by Urde *et al.* (2007), this study adds depth and specificity by identifying and articulating the multi-dimensional and interlinked nature of the CHIS Mindset. Contrary to previous discussions, the theoretical framework developed in this thesis clearly differentiates a shared management understanding comprising

three awareness dimensions predicated on six managerial dispositions to think, feel and act, which were found to be constitutive and instrumental for a multi-modal corporate heritage identity implementation and its relational positioning *vis-à-vis* stakeholders (*i.e.* multiple anchoring processes). As such, the study shows the interdependence between the managerial CHIS Mindset and strategic CHI Enactment. Thus, the current study establishes corporate heritage identity stewardship as comprising an ideational and a material dimension.

Fourth, in providing instrumental insights and normative guidelines in terms of corporate heritage stewardship and in articulating generic conceptual characteristics of the constructs, extant contributions have not yet conceptualised the actual manifestation of the corporate heritage dimension of corporate heritage brands and identities and their strategic implementation and positioning *vis-à-vis* stakeholders, apart from a general acknowledgement of the importance of, for instance, rituals, communication and symbolism (Balmer *et al.*, 2006; Greyser *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2011b, 2011c). This being said, the important contribution of Hudson (2011) has to be mentioned who has recently identified different corporate heritage implementation strategies employed by Cunard. As such, this study broadly confirms previous contributions in regard to the aforementioned but goes beyond existing discussions by conceptualising how the corporate heritage story can be told (Urde *et al.*, 2007) in a multi-modal and multi-sensory way facilitated by the relational and reflexive positioning of a corporate heritage identity *vis-à-vis* stakeholders and different societal environments.

Thus, in articulating different implementation modes and anchoring processes this study helps to further illuminate the enactment aspects of a corporate heritage identity providing insights into the 'how' in addition to the 'why' (mindset model in this study) and 'what' (normative and conceptual models in the extant literature) of corporate heritage stewardship.

Having outlined the general four areas in which the current work has confirmed but more importantly expanded extant corporate heritage scholarship the discussion will now focus on more substantive aspects of the current study in relation to extant work.

The empirical evidence underpinning the CHIS disposition sense of continuance largely confirms the focus on long-term continuity predicated on adaptability and a striving for continuous improvement suggested by Urde *et al.* (2007) as an important dimension of corporate heritage stewardship. However, the sense of continuance conceptualised as the result of this study is more elaborate and expansive in that it provides a specified and more detailed account of the notion of focus on continuity (*i.e.* temporal, spatial, institutional, social) showing its multi-dimensional characteristics.

Further, the focus on the long-term continuity of an organisation *per se* as identified by Urde *et al.* (2007) – the current findings indicate – is accompanied by a general long-term view

of doing business, which represents a specific managerial frame of reference for strategic decision making expressed by managers. Thus, it is not only a focus on the continuity of the institution (and its corporate identity or its corporate brand) manifested in concerns for institutional arrangements and a core business model/industry affiliation that is an important dimension of a corporate heritage stewardship mindset but also the continuity of stakeholder relations within and beyond the company and the continuity of place and location that guide managerial understanding and action. Thus, the study has shown that the focus on continuity is facilitated by a necessary long-term temporal orientation and outlook that managers share, which is of strategic significance as much as a central dimension of managerial self-understanding and an important trait of the company's identity *vis-à-vis* other more short-term oriented businesses.

The equal importance accorded to continuity and change that was found to be present amongst managers confirms a conceptual tenet recently articulated by Balmer (2011c), which states that corporate heritage identities need to concurrently embrace continuity and change in order to stay meaningful and salient (Balmer, 2011c); a managerial sentiment empirically identified by Hudson (2011) as well. In addition, the current study's findings indicate also that there is a managerial appreciation for the need to balance the long-term orientation with short-term pressures to satisfy stakeholder expectations in the present while staying true to past and future concerns.

The CHIS disposition sense of belongingness indirectly provides support for the notion of reciprocity advanced by Balmer (2011b, 2011c) in regard to trust as a fundamental aspect of corporate heritage brand/identity saliency. However, the findings of the study indicate that the associated affinity dimension of that saliency (*see* Balmer, 2011b; 2011c) is equally reciprocal in that the notion of belongingness is not confined to the identification of various stakeholders with the firm but also based on the importance accorded to attachment, affiliation, and affinity towards place, social groups, and institutions by management and manifested in the strategic corporate heritage identity enactment (*e.g.* spatial and socio-cultural anchoring) supporting the earlier mentioned notion of meaningful bilateral relationships that characterise corporate heritage brands/identities (Balmer, 2011b, 2011c). It further supports the notion of corporate heritage identities being partially constituted in relation to the cultural heritage and the identities of other societal entities and actors imbuing it with cultural relevance and legitimacy (Balmer, 2011c; also *see* Foster *et al.*, 2011). Moreover, it lends support to the notion of brand archaeology as a concern with provenance and historic attractiveness (Balmer, 2011b). However, the identified sense of belongingness is more expansive in regard to being concurrently concerned with spatial and socio-cultural

proximity and origin, which provides indirect evidence for the potentially much broader base for the organisation's legitimacy and stakeholder relevance suggested by Balmer (Balmer, 2011c). Indirect support for the relevance of belongingness is provided by the study undertaken by Wiedmann and colleagues (Wiedmann *et al.*, 2011a, 2011b) who found 'bonding' to be the most important driver of heritage value for customers.

Further, the findings support the notion of a trans-generational sense of responsibility discussed by Urde *et al.* (2007) and the strategic aspects of marshalling corporate heritage identified by Balmer (2011b) as a core dimension of management stewardship. However, the study provides further evidence for the interdependence between the notion of responsibility and a sense of continuance as well as the managerial disposition labelled sense of belongingness. More importantly, the claimed/perceived heritage status of the corporate identity informs not only the custodial role for the institutional heritage but also legitimates (for managers) a sense of responsibility beyond the company itself. This more expansive notion of responsibility in conjunction with the sense of belongingness expressed by managers and manifested in the strategic enactment of the corporate heritage identity (*e.g.* socio-cultural anchoring) lends further support to the notion of corporate heritage identities being partially constituted in relation to the cultural heritage of other social entities (*e.g.* Kent/UK brewing heritage, hop growing heritage, pub heritage) legitimating the corporate heritage identity within a wider socio-cultural context (Balmer, 2011c) as well as for a corporate heritage identity having acquired different institutional roles over time (Balmer, 2011c).

The notion of potency (*i.e.* CHIS disposition sense of potency) supports the strategic and proactive aspects of corporate heritage stewardship in regard to the activation of corporate heritage for corporate marketing purposes (Urde *et al.*, 2007). The findings further support, at least in the way it is envisaged by management, the reciprocal dimension of trust and affinity mentioned above, which is predicated on the activation of corporate heritage as a stable point of reference for stakeholder identification and a base for the organisation's legitimacy (Balmer, 2011c). As such, the 'traditional authority' of a corporate heritage identity is predicated on its temporal transcendence as much as its cultural relevance (Balmer, 2011c). The study also shows that the heritage status of the organisation helps to self-authenticate and self-legitimise managerial agency *vis-à-vis* stakeholders (*see* He and Balmer, 2007b).

Thus, custodianship awareness identified as a core awareness dimension shared by managers is concurrently characterised by a perceived obligation and duty towards the organisation and the societal environs within it operates as well as a perceived legitimacy and credibility to act in that custodial role for self and others. This notion of custodianship goes

beyond the extant discussion in the corporate heritage literature with a focus on custodianship for the institution and its brand/identity (Urde *et al.*, 2007; Balmer, 2009b; 2011b).

Further, the study revealed that a corporate stewardship mindset is also characterised by a managerial sense of heritage *per se* with management validating, appreciating, and adopting the corporate heritage and the organisation's heritage status *vis-à-vis* stakeholders and within societal environments. This disposition supports the general notion of the importance accorded to history by managers as an important aspect of identity (Urde *et al.*, 2007). However, it is more specific in that it exhibits a relational and positional dimension in terms of the importance of the heritage status of the organisation *vis-à-vis* its stakeholders and within its various societal environments. Moreover, the dimensions of validation, appreciation, and adoption expand the managerial dimensions of uncovering, activating, and protecting the corporate heritage brand/identity (Urde *et al.*, 2007), which were broadly confirmed by the current study (*e.g.* the dedicated role of the company archivist to uncover the company's past in order to be activated in a corporate marketing context). As such, the study suggests that a corporate heritage mindset involves 'taking ownership' of the corporate heritage as well.

The above was found to be partially predicated on the close link between corporate identity characteristics in general and corporate heritage traits expressed by managers and strategically enacted as part of the corporate identity (*i.e.* substantive corporate heritage identity traits), which provides empirical support for the notion of a macro-level heritage footprint recently advanced by Balmer (2011b). At the same time, the identified four interrelated modes of CHI implementation broadly correspond to the notion of a heritage footprint at the micro-level (Balmer, 2011b). Moreover, the substantive corporate heritage identity traits identified in this study are company-specific and as such complementary to the generic corporate heritage characteristics expressed by the heritage quotient framework suggested by Urde *et al.* (2007).

Finally, the CHIS mindset exhibits a strong managerial sense of self-facilitating autonomy and individuality in terms of feeling, thinking an acting (*i.e.* sense of self), which is partially predicated on the heritage status of the organisation and its particular socio-historical position. This aspect further expands the extant stewardship conceptualisation discussed in the literature by adding a new dimension not previously articulated, which seems to facilitate the differentiating potential of corporate heritage stewardship by imbuing managers with a self-confidence to pursue non-conformist strategies and policies. The differentiating aspect of corporate heritage has been discussed in the literature in terms of positioning and its role as a strategic asset and resource (Urde *et al.*, 2007; Balmer, 2011b; Hudson, 2011).

However, this study shows the importance of perceived independence and individuality shared by managers that is reinforced by the sense of continuance and sense of belongingness converging into a managerial positionality awareness, which together with the awareness for the organisation's heritage and its heritage status *vis-à-vis* stakeholders facilitates the manager's custodial role and the subsequent activities suggested in the extant literature for successful corporate heritage stewardship.

To reiterate, extant corporate heritage scholarship has so far focused on rather generic instrumental and normative aspects of corporate heritage stewardship. It is generally acknowledged in the extant literature that rituals, communication and symbolism, for instance, play a crucial role (Balmer *et al.*, 2006; Greyser *et al.*, 2006; Urde *et al.*, 2007; Balmer, 2009, 2011b, 2011c), but little further detail has been added so far beyond the concept's original non-business domain of monarchies (Balmer *et al.*, 2004, 2006; Greyser *et al.*, 2006; Balmer, 2009, 2011b, 2011c), with the exception of Hudson's (2011) case-study of the repositioning exercise of the Cunard cruise ship brand. This study has shown the multi-modal and multi-sensory aspects of corporate heritage implementation and the importance of balancing past and present in order to be perceived as "*historic, but not obsolete*" (Hudson, 2011, p. 1548; also *see* Byrom and Lehman, 2009).

The current study broadly confirms this notion of corporate heritage enactment. However, the present work shows and conceptualises four basic ways of corporate heritage implementation and as such specifies the generic aspect of corporate heritage symbolism in a business context and sharpens analytic and descriptive clarity by identifying the narrative, visual, performative, and embodied nature of corporate heritage implementation (*i.e.* heritage narrating, heritage visualising, heritage performing, and heritage embodying). Again, some of these multi-modal and multi-sensory dimensions have been identified in regard to monarchies as heritage institutions (Balmer *et al.*, 2004, 2006; Greyser *et al.*, 2006; Balmer, 2009, 2011b, 2011c) but not yet in a business context.

For example, on the one hand embodying refers to the personification of the corporate heritage identity in individuals such as the CEO and their interest in history as postulated by Urde *et al.* (2007) but also in the institutionalised role of the company archivist and historian both representing and symbolising as much as facilitating the corporate heritage identity. On the other hand, the corporate heritage dimension is also objectivated through cultural artifacts embodying the corporate heritage identity in an aestheticised form having symbolic utility *vis-à-vis* stakeholders (Balmer *et al.*, 2004, 2006; Urde *et al.*, 2007). The symbolic representation of corporate heritage also has a strong performative dimension manifested in cultural practices such as rituals, festivals, and staged events that underpin the heritage status of the

company; similar to the findings of Hudson (2011) and reminiscent of the rich symbolism indentified in regard to monarchies (Balmer *et al.*, 2004, 2006). In addition, the present study reveals the importance of all forms of visual representations of a corporate heritage identity. Finally, the storytelling capacity of corporate heritage is supported (Urde *et al.*, 2007) by this study and the narrative use of corporate heritage elements is identified as a central implementation dimension as well.

Further, the necessary balance between past and present identified by Hudson (2011) and partially evidenced by Byrom and Lehman (2009) was found to be pertinent for corporate heritage identity enactment by the current study. In addition, the present study revealed that this dimension constitutes a core process of the relational and reflexive positing of a corporate heritage identity characterised by a conflation of different temporal dyads (*i.e.* temporal anchoring) establishing similarity as well as difference between past, present and future. This study indicates that temporal anchoring underpins the transtemporal nature of a corporate heritage identity spanning all three timeframes without appearing to be nostalgic or purely retrospective.

Moreover, the identification and conceptualisation of the concurrent processes of spatial and socio-cultural anchoring significantly expands extant corporate heritage scholarship. The identification of this interdependent triad of anchoring processes supports the notion that the salience of corporate heritage identities is predicated on an apparent timelessness and relative invariance as much as on cultural and spatial relevance with corporate heritage identities becoming associated with places or cultures (Balmer, 2011c). Further, the current study also shows the important role of place as a material manifestation and mediator between temporal and socio-cultural anchoring at different levels (*e.g.* local, regional, national).

Again, the empirical evidence indicates a link between the managerial sense of continuance and corporate identity enactment, which is facilitated by the identified process of temporal anchoring. The conflation of old and new, traditional and modern, or past and present is actively used by the company in its corporate marketing activities that (it is assumed) constitute and reinforce the relevance of the corporate heritage identity *vis-à-vis* the company's stakeholders. Thus, a concern for a balance between continuity and change and between long-term orientation and short-term requirements expressed by management manifests in the corporate heritage identity and the multiple modes in which it is represented *vis-à-vis* the company's stakeholders.

The identified process of temporal anchoring and the multi-modal implementation of the corporate heritage dimension of a corporate heritage identity mirror the findings of Hudson (2011) in regard to heritage positioning pursued by Cunard and the identified challenges to

strike the right balance between past and present being "*historic, but not obsolete*" (Hudson, 2011, p. 1548; also *see* Byrom and Lehman, 2009).

However, from a corporate marketing perspective it is interesting to note that these factors are reflected also in the way the corporate identity is articulated by managers and communicated to stakeholders, thus being a strategic resource as well as a potential marker of identity and constitutive for the manifestation of a corporate heritage identity as an apparently timeless yet changing entity (Balmer, 2011c). In addition, the concurrent processes of socio-cultural and spatial anchoring are found to be closely aligned with the managerial concern for spatial and social continuity as well as the expressed sense of belongingness.

In summary, the current study broadly confirms but also significantly expands our current understanding of corporate heritage stewardship and shows its multi-dimensional and interdependent characteristics. The developed CHIS Theory provides an empirically grounded and conceptually specified and expanded framework of corporate heritage identity stewardship that it is hoped will facilitate future empirical and conceptual work in this nascent area of corporate marketing scholarship. Taking a somewhat broader perspective, the next section discusses the findings in the context of extant corporate identity and corporate marketing scholarship.

7.2.2   Corporate marketing and corporate identity scholarship

The findings of this study also resonate with extant corporate marketing and identity scholarship. This study lends support to but also expands and contradicts several themes discussed in that literature in terms of the applicability and utility of historical references in particular. Further, the notion of corporate heritage identity stewardship has implications in the context of corporate marketing and corporate identity in general.

The current study generally supports the notion of corporate historical references functioning as a manifestation of corporate identity (Blombäck and Brunninge, 2009). More specifically, the study highlights the strategic and multi-modal use of historical references within a multi-generational family-owned SME, with the company having more recently devised a dedicated 'history strategy' as well. However, while Blombäck and Brunninge (2009) suggest that the use of certain corporate marketing tools such as corporate museums or a written company history may privilege larger firms due to resource advantages this study indicates that company size does not necessarily predict the extent and success of historical references. The study indicates that the dedication and interest of the management team influence its extent and utility in a corporate marketing context as well (apart from other context conditions the study did not scrutinise).

Further, the study indicates that a focus on historical references in corporate communication does not necessarily lead to inertia as suggested by Blombäck and Brunninge (2009). Instead, the study shows how a balanced use of temporal dyads prevents the organisation to be portrayed as one-sidedly tilted towards the past. Also, the significance of the founding stages of a company and the pivotal role of the original founder seem to diminish with temporal distance and company age increasing not only the historical repository of potential references but also the degree of freedom for managers to use them (*see* Ogbonna and Harris, 2001). Thus, the selective use of historical references and the infusion of historic labels with new meaning in order to support the current corporate identity (Blombäck and Brunninge, 2009) are supported by the current study.

As such, several different types of historical references were identified by the current study, which are already discussed as corporate marketing tools in the extant literature. The role of corporate museums/visitor centres as experiential places and as places of identity representation and construction *vis-à-vis* stakeholders is generally supported by the present work as well (Nissley and Casey, 2002; Hölschen, 2005; Ponsonby-McCabe and Boyle, 2006; Lehman and Byrom, 2007; Stigliani and Ravasi, 2007; Hollenbeck, Peters and Zinkhan, 2008).

However, this study shows how the entire brewery becomes an experiential space conflating historical references and artifacts with modern production technologies and present day operations functioning as a central venue for stakeholder interaction. As such, the corporate visitor centre/corporate museum hybrid not only represents a repository of historical artifacts functioning as cultural resources for identity construction but also as a central site for corporate identity manifestation and 'co-creation' in the present predicated on multiple processes of anchoring the corporate heritage identity *vis-à-vis* stakeholders and within its societal environments. Thus, the corporate heritage identity is not 'on display' in a sanitised environment of a separate corporate museum but can be experienced as a 'living heritage' by visitors imbuing the heritage and identity claims made by the company with a degree of authenticity and contemporary relevance at the same time. Consequently, this study shows that they function not only as sites for organisational memory (Nissley and Casey, 2002) or "*the carefully constructed revisionist versions of a firm's past*" (Suddaby *et al.*, 2010, p. 163) but as a site for the construction of the corporate identity in the present being "*about history, but of history in the making*" as well (Balmer, 2011b, p. 25).

Further, the use of corporate histories and historic storytelling (Carson and Carson, 2003, Simoudis, 2008; Delahaye *et al.*, 2009) in order to legitimise current identity claims is supported by this study as well. The present study shows that the 'corporate story' unfolds in a multi-modal and multi-sensory way using several formal features and generic themes

identified by Delahaye *et al.*(2009) in the context of Fortune 500 companies, for example, the use of the timeline feature on the company website, the use of historic references in the annual reports, the commission of a company history marking the company's tercentenary in 1998 or the use of material artifacts within the buildings and the visitor centre.

However, the present study shows how historical references are used in order to temporally, spatially, and socio-culturally anchor the corporate identity as relevant in the present and for the future in addition to the mere self-congratulatory and hagiographic fashion identified by Delahaye *et al.* (2009). As such, the use of historical references was found to be more expansive and balanced constructing corporate heritage with relevance for the present and future instead of a corporate history as a retrospective narrative explaining 'how it all happed' or 'where it all began' telling not only a story of success but also a story of cultural relevance in the present.

Further, Rindell (2007) has shown that consumers (and by implication, potentially other stakeholders) have different main temporal foci within individual awareness time spans (of the company in the past) that impact their corporate image construction in the present. This main temporal focus of a consumer is not necessarily located in the present at all (Rindell, 2007). As such, the identified positioning process of temporal anchoring might help to bridge the gap between consumers' temporal foci derived from personally or vicariously acquired memories of the company's past and the current corporate identity (Rindell, 2007) by providing relevant markers for consumers' corporate image constructions. Thus, corporate heritage identities serve as transtemporal reference points (Balmer, 2011c) relevant for consumers' different temporal foci across their variegated awareness time spans (*see* Rindell, 2007).

Next, the study provides evidence for the important role of cultural practices such as rituals, staged events, festivals, and so on for the constitution of a corporate heritage identity and as such supports the performative role of historical references as a legitimising marketing tool (Peñaloza, 2000; Herbrand, 2006) but also the notion of 'invented traditions' (Hobsbawm and Ranger, 1983) in a corporate context (Balmer, 2011b; Foster *et al.*, 2011).

Taking a broader vista, the findings support the general notion of the past being a constitutive element of corporate identity (Balmer, 1998, 2001; Melewar and Karaosmanoglu, 2006a) and concurrently a potential symbolic and cultural product and resource (Moingeon and Ramanantsoa, 1997). The study shows that it manifests in a particular management mindset facilitating specific implementation dimensions and anchoring the corporate heritage identity in multiple ways.

Moving away from the theme of historical references in the context of corporate marketing the study also provides insights in regard to more general discussions within the literature.

First, the findings of this study lend support to the notion that the strategic enactment of corporate identities/brands is not restricted to the CEO or the top management team (Vallaster and Lindgreen, 2011), albeit significantly influenced by their leadership (Vallaster and de Chernatony, 2006), but that middle managers reciprocate the corporate heritage identity stewardship mindset guiding their individual role identities within the firm. Further, the study indicates that the mindset also influences the thinking of external communication specialists acting on behalf of the company becoming part of a much broader strategy interest group enacting the corporate identity/brand (Vallaster and Lindgreen, 2011).

Further, to a certain extent the substantive heritage identity traits referred to by managers and manifested in the corporate heritage identity constitute on the one hand what He (2012) recently conceptualised as cognitive corporate identity anchors employed by managers (*e.g.* ownership, business model, values) and on the other hand reflect the core values of the organisation (Urde, 2009), which represent an important dimension of the corporate heritage identities/brands construct *per se* (Urde *at al.*, 2007).

The importance accorded to the saliency of the spatial dimension for the enactment of the corporate heritage identity by managers in terms of perceived continuity as well as belongingness indicates that corporate marketing theory needs to be more attentive to questions of territoriality and spatial situatedness and provides an additional potential identity anchor employed by managers (He, 2012) and, as recently shown, *vis-à-vis* customers in general (Hede and Watne, 2013). Of course, such insights already characterise the corporate identity canon and it has been noted, for instance, that corporate identities are informed by various spatial and temporal dimensions (Balmer 2001a; 2008) and will, most probably, be relevant for certain types of corporate identities beyond the heritage focus of this research (*e.g.* regional corporate brands).

Moreover, the study also shows that core values are temporally dynamic in that new values are gradually adopted over time, reflecting changing requirements in the corporate environment, and that the labels and referents underpinning these values evolve over time (Urde, 2009).

The notion of a corporate heritage identity stewardship mindset generally supports the growing focus on management orientations (Urde, 1999; 2003; Urde, Baumgarth and Merrilees, 2013), marketing logics (Balmer 2011a) and management cognitions (He, 2012) in the corporate marketing literature as an important prerequisite for the specific strategic enactment of corporate identities and brands showing that managerial strategising and corporate identity implementation are intertwined (Vallaster and Lindgreen, 2011). The close interdependence between CHIS mindset and CHI enactment further supports the notion of

corporate identities being at least partially a manifestation of managerial identity claims enabled and constrained within a particular context (Rodrigues and Child, 2008).

Moreover, the close overlap between family business identity claims and heritage identity claims expressed by managers indicates that the more recent discussions in terms of corporate heritage and family heritage interplay (Micelotta and Raynard, 2011; Blombäck and Brunninge, 2011) are warranted and that different inherent 'logics' underpin family business corporate identities/brands (Blombäck and Ramírez-Pasillas, 2012) as much as corporate heritage identities that may show a similar overlap (in terms of a family 'logic' and a heritage 'logic'). In more general terms, this study indicates that older than average family businesses, which have been owned by different families throughout their historical development, might resemble characteristics of multi-dynastic monarchies. As such, the historical references they can potentially use for corporate identity management and branding are potentially even border in that they can refer to the history of the current family, past families, and the company *per se*. They might constitute a specific type of family-business identity altogether.

In the light of the above, by revealing a particular corporate heritage identity stewardship mindset with its own set of awareness dimensions and managerial dispositions the study clearly indicates that there is further scope for differentiation in the conceptual and empirical treatment of management cognitions, 'orientations,' or 'logics' as well as a more differentiated scrutiny of different institutional identity types within the corporate marketing field.

In terms of generic corporate identity models discussed in the extant literature the close interdependence between managerial mindset and corporate identity enactment indicate the convergence between the managerially conceived and the communicated corporate identity dimensions that manifest in cultural practices and artifacts constituting an important aspect of the 'actual' corporate identity in the present (Balmer and Soenen, 1999; Balmer and Greyser, 2002), which is exhibiting a particular pattern of corporate heritage identity traits that imbue the corporate identity with specificity, coherence, and stability (Moingeon and Ramanantsoa, 1997). However, the relational positioning of the corporate heritage identity in temporal, spatial, and socio-cultural terms 'anchors' the corporate identity *vis-à-vis* stakeholders and within various societal domains in a balanced way by neither being hyper-adaptive and inward myopic nor narcissistic and outward myopic (Hatch and Schultz, 1997, Christensen and Cheney, 2000).

Further, the multi-modal implementation of the corporate heritage identity dimension lends support to a more expanded understanding of corporate identity implementation elements beyond the classical triad of corporate behaviour, corporate communication, and corporate design (Balmer, 1998, 2001; Bartholmé and Melewar, 2009, 2011).

Finally, the expanded notion of responsibility beyond the top-management team identified by this study provides indicative empirical support for the central tenets of corporate marketing as an organisation-wide philosophy (Balmer and Greyser, 2006; Balmer, 2011a) as well as for the notion of an organisation-wide delivery of a corporate brand/identity (Balmer, 2012). Further, the extra-institutional custodianship expressed by managers and manifested in the corporate heritage identity shows support for a broader ethical and societal orientation underpinning corporate marketing (Balmer and Greyser, 2006; Balmer, 2011a) as being possible without compromising long-term business success, albeit the delivery of this success represents a challenge for any for-profit organisation, by anchoring the corporate identity *vis-à-vis* stakeholders in multiple ways increasing an organisation's legitimacy and authenticity (Balmer, 2011c).

In summary, the findings of this study are not only relevant within the focal domain of corporate heritage identities but have several implications within the wider corporate marketing discourse. As such, the study contributes to the nascent field of corporate heritage but shows its anchorage within the corporate marketing literature as well. Having discussed the literatures informing the focal construct and the general disciplinary context of the study the next section makes several tentative observations in regard to the heritage literature reviewed; providing evidence for the conceptual transposability of the heritage construct as a conceptual lense in a corporate marketing context.

7.2.3   Heritage scholarship

In the light of extant heritage scholarship several findings are noteworthy in so far as that they strengthen the conceptual link and the concept's transferability across different academic and empirical domains as discussed in chapter 3 section 3.6.1 (p. 115ff.).

The study shows that the identified management mindset is characterised by the notion of heritage awareness that implies managerial validation, appreciation, and adoption of the company's institutional heritage as 'our' heritage and its heritage status *vis-à-vis* stakeholders. These findings mirror the implied agency and activity of claiming ownership discussed in the heritage literature (Harvey, 2001; Howard, 2003; Smith, 2006) that carries the notion of obligation and duty to nurture and protect the company and its institutional heritage for the next generation, which is reflected in the identified sense of responsibility (*i.e.* institutional custodianship) shared by managers. Further, the strong sense of belongingness as well as temporal and social continuity suggests a conceptual link to the notion of heritage ownership as a vehicle for communal belonging (Howard, 2003; Smith, 2006) and as an expression of a shared destiny and identity (Graham and Howard, 2008).

Next, the sense of potency in conjunction with the sense of continuance, which concurrently focuses on adaptation, provides tentative links to the discussion of heritage being either appropriated in a predominately retrospective or in a more dynamic and forward looking fashion (Appadurai, 2008). The findings of this study suggest the latter use of heritage in a corporate context.

Further, the variety in the material and ideational manifestations of corporate heritage identity traits and implementation dimensions supports the general suggestion that heritage constitutes a collectively shared material bequest as much as a cultural legacy (Lowenthal, 1998) but provides also evidence for the expanded material and non-material nature of heritage (Smith, 2006; Graham and Howard, 2008). However, the study also reveals that there are only a select number of corporate identity traits that constitute the corporate heritage perceived by managers indicating the selective nature of heritage claims discussed in the heritage literature (Graham *et al.*, 2000). To reiterate, almost anything can become heritage but not everything from the past does. Thus, heritage is 'made' in the present by imbuing it with value and meaning for the present and a potential future (Ashworth *et al.*, 2007; Bendix, 2009).

The identification of the CHIS mindset and its close interaction with CHI enactment embedded in particular societal contexts suggests that heritage actualisations are predicated on a specific identity legitimating mentality (Smith, 2006), which facilitates the cultural production of heritage in the present having relevance as a resource for the present but also a prospective future (Ashworth *et al.*, 2007).

In more general terms, the findings support the close relationship between heritage and identity frequently discussed in the extant heritage literature (Smith, 2006; Harvey, 2008; Graham and Howard, 2008; Bendix, 2009; Isar *et al.*, 2011).

Finally, the identification of corporate heritage as an important aspect within a business context supports the further expansion of the 'heritage space' to include organisations in general as important carriers and domains of heritage by themselves, which has not yet been taken serious within the extant heritage discourses.

Having discussed the findings of this study in the light of corporate heritage, corporate marketing, and the heritage literature in general, the next section will articulate the main contribution of this thesis and its various implications.

7.3   Contribution of study

This study set out to make a primary contribution in theoretical terms in relation to the nature of managerial corporate heritage identity stewardship by adopting two main perspectives (and broad research questions) focusing on managerial interpretations and corporate heritage representations. It also sought to contribute in a derivative fashion to the conceptual clarification of the nascent concepts of corporate heritage and corporate heritage identity.

This study makes three contributions – fulfilling the primary purpose and making additional contributions – in theoretical and empirical terms to the nascent area of corporate heritage scholarship within the general corporate marketing domain in the following ways:

Primary theoretical contribution (contribution 1): *Corporate Heritage Identity Stewardship Theory*, which explicates the management requirements of a corporate heritage identity and its strategic enactment *vis-à-vis* stakeholders/societal environments. It reveals three distinct but interrelated management awareness dimensions comprising six different managerial dispositions in regard to corporate heritage identity stewardship expressed by managers, which are constitutive and instrumental for the strategic enactment of a corporate heritage identity. The strategic enactment is based on four interlinked implementation approaches and three basic anchoring processes. As such, the study reveals a close and interdependent relationship between a particular managerial corporate heritage identity stewardship mindset and the specific way a corporate heritage identity is strategically enacted; and in more abstract terms between the ideational and material dimensions of a corporate heritage identity. The detailed theoretical framework provides a potential conceptual lense for future empirical inquiries in regard to corporate heritage identity stewardship.

Secondary theoretical contribution (contribution 2): *Conceptual definition of corporate heritage within a framework of past-related foundational corporate marketing constructs* defining the construct and differentiating it from instrumental past-related corporate marketing constructs. Thus, the study provides conceptual clarity and different potential conceptual lenses for future work that is scrutinising the temporal dimension of corporate-level marketing phenomena. Further, there is an e*xpansion of the conceptual reach* of the corporate heritage stewardship notion from corporate heritage brands to corporate identity management *per se.* As such, the conceptual and empirical utility of corporate heritage stewardship has been shown and significantly broadened in terms of its potential future application as a conceptual tool.

Secondary empirical contribution (contribution 3): *Expansion of the empirical reach (type of organisation)* of the constructs of corporate heritage identity and corporate heritage identity stewardship from monarchies and MNEs to a multi-generational family-owned SME.

Thus, the conceptual and empirical efficacy of both constructs has been shown and its potential for future application in different empirical domains broadened. In addition the study represents *an expansion of the empirical reach (industry sector)* of the constructs of corporate heritage identity and corporate heritage identity stewardship by showing its applicability within the brewing industry. Hence, it increases their transferability into adjacent empirical domains (*e.g.* food and drink, hospitality).

This empirical study confirms the saliency of the heritage stewardship notion in terms of a particular managerial mindset as introduced by Urde *et al.* (2007). Moreover, building on the above, it makes a theoretical contribution via the articulation of corporate heritage identity stewardship theory based on an empirical and exemplary single case within two not yet scrutinised empirical contexts (organisational and industrial). Thus, the efficacy of the construct in those empirical domains represents an empirical contribution as well. Further, the study is significant in that it not only confirms, specifies, expands, and consolidates the extant four stewardship dimensions suggested by Urde *at al.* (2007) – responsibility, long-term continuity, continuous improvement, maintaining relevance, credibility, and trust – into the dispositions of sense of responsibility and sense of continuance but also identifies additional dispositions of the corporate heritage identity stewardship mindset (*i.e.* sense of belongingness, sense of self, sense of heritage, sense of potency). It also expands the notion of stewardship beyond the original conceptualisation (in terms of heritage brands) in showing its applicability in regard to corporate heritage identities, which potentially broadens the concepts conceptual and empirical reach. Further, the theoretical framework contributes to the extant literature in that it categorises the different dispositions within a coherent framework of three related awareness dimensions that guide managerial corporate heritage stewardship. As such, this study advances the specificity and clarity of this nascent construct. Next, the theory contributes by adding and specifying four primary ways in which the corporate heritage dimension of a corporate heritage identity is strategically implemented for corporate marketing purposes (*i.e.* heritage narrating, heritage visualising, heritage performing, heritage embodying) and in that it further identifies three interrelated processes of relational positioning (*i.e.* temporal anchoring, spatial anchoring, and socio-cultural anchoring), which facilitate and underpin the strategic enactment of a corporate heritage identity. The enactment dimension complements and completes the extant mindset dimension of corporate heritage stewardship as well as specifies the more generic instrumental stewardship dimensions already advanced in the extant literature (e.g. uncovering, chronicling, activating, maintaining, protecting).

Apart from the contributions derived from the empirical study, the thesis contributes to corporate heritage scholarship in purely conceptual terms. It introduces the differentiation between instrumental and foundational past-related constructs and provides a coherent framework of various foundational constructs. As such, the study further develops extant tentative attempts in this respect (Balmer, 2011c; Wiedmann *et al.*, 2011a, 2011b) and also goes beyond the extant literature by differentiating instrumental and foundational constructs and by introducing an integrated taxonomic framework partially derived from the wider social science and humanities literatures.

7.4 Implications for management and policy advice

The primary instrumental aim of this study was theory-building and concept development for academic purposes. Nonetheless, several managerial recommendations can be deduced from the thesis's insights. It has been argued in this thesis that the stewardship of a corporate heritage identity requires a particular approach to management (*i.e.* CHI enactment) and is predicated on a specific managerial mindset (*i.e.* CHIS mindset), which are both interdependent. The study reveals the multidimensional and multifaceted nature of successful corporate heritage identity stewardship. The findings of the thesis have several important implications for practising managers, which are discussed in this section.

The corporate heritage identity stewardship framework has the potential to facilitate managers' understanding of their custodial role for a corporate heritage identity. On the one hand, the three interdependent CHIS awareness dimensions (*i.e.* positionality awareness, heritage awareness, custodianship awareness) provide the conceptual backdrop for managerial stewardship thinking, feeling, and acting. The CHI enactment dimensions, on the other hand, provide instrumental insights into the different ways the corporate heritage identity can be strategically implemented and positioned *vis-à-vis* stakeholders by management. Their mutual dependence requires managers to concurrently appreciate the cerebral, emotional, and practical aspects of corporate heritage identity stewardship.

7.4.1 General implications

In general terms, maintaining the saliency of the corporate heritage identity *vis-à-vis* stakeholders in regard to trust, credibility, authenticity, and affinity requires a long-term orientation towards the business, an appreciation of the company' longevity, a dedication to the firm's survival as an independent institutional and legal entity, the maintenance of spatial and socio-cultural ties within and beyond the firm, as well as the willingness and ability to

adapt and improve. Managers need to develop a clear sense of the organisation's 'place in the world', where it is coming from, belonging to, and heading to. In doing so, management should be able to develop a degree of self-assured independence imbuing the organisation and managerial conduct with individuality, which facilitates substantive differentiation.

Further, managers need to be able to identify, take ownership, and value the corporate heritage of their organisation. Thus, they need to accept their custodial role for the institutional heritage in order to keep it relevant over time. However, management also must be aware of the expanded responsibilities towards stakeholders, community, and society at large that the heritage status of their organisation entails. Failing to do so would eventually jeopardise the saliency of the corporate heritage and its relevance as a multi-faceted point of reference for stakeholder identification. Nonetheless, the heritage status of the organisation also provides management with the legitimacy and authority to act and speak not only for the organisation but also on behalf of others (*e.g.* industry issues, community issues *etc.*).

In light of the above, the study indicates the inherent complexity of corporate heritage identity stewardship. The management of heritage business institutions demands managerial attentiveness and an expanded skill sets that go beyond the mere economic, financial, and competitive concerns relevant for all business organisations in general. Hence, the successful management of corporate heritage identities is likely to be more demanding and difficult to achieve; requiring a well-rounded type of manager with – in addition to conventional business acumen and professional managerial and technical skills – a stewardship mindset that is attentive to past, present, and future as well as sensitive to temporal, spatial, and socio-cultural aspects of an organisation embedded within a societal environment. The specified CHIS mindset supports managers by sensitising them to the different awareness dimensions and dispositions necessary for their custodial stewardship in regard to the corporate heritage identity.

However, the study also shows and articulates the multimodal and multisensory nature of the strategic enactment of a corporate heritage identity. As such, the theoretical framework helps to sensitise managers to the different implementation strategies (*i.e.* narrating, visualising, performing, embodying) that are necessary for a successful representation of the corporate heritage. It indicates that the CHIS mindset needs to be translated into particular corporate marketing activities, which facilitate the positioning of a corporate heritage identity *vis-à-vis* stakeholders and in multiple ways (*i.e.* temporal, spatial, and socio-cultural anchoring). Hence, the findings also suggest that an expanded notion of positioning (*i.e.* anchoring) is essential for successful corporate heritage identity stewardship, which goes beyond competitors and customer/stakeholder segments. Thus, managers need to be mindful

of the temporal, spatial, and socio-cultural position of the organisation within multiple societal environments, which gives – in addition to the different implementation strategies identified – an organisation its heritage status *vis-à-vis* stakeholders. This heritage status of the organisation requires active management to be of strategic efficacy in corporate marketing terms. The detailed framework of CHI enactment facilitates the activation of corporate heritage as a strategic asset as suggested by Urde *et al.* (2007).

Finally, the study suggests that managers of institutions exhibiting a corporate heritage identity need to assess and consider the interdependence between the CHIS mindset and the appropriate CHI implementation and anchoring strategies pursued. None of the aforementioned suffices independently to successfully manage a corporate heritage identity.

7.4.2 Specific implications

In more particular terms, the thesis has the following seven interrelated implications for practicing managers.

First, as suggested by Urde *et al.* (2007) corporate heritage stewardship requires a focus on long-term continuity together with the willingness and ability to adapt and continuously improve the organisation. The study shows and confirms that management needs to strike a balance between both aspects in terms of corporate marketing strategy and conduct. This balance is required to strategically anchor the organisation in the present, being meaningful and relevant (Balmer, 2011c), while being concurrently mindful of the past and the future alike (*i.e.* temporal anchoring). However, longevity alone does not suffice, nor does a sole focus on institutional continuity. The study suggests that management need to be attentive to spatial and social continuity as well. The continuity of place and social relationships with internal and external stakeholders should be of equal concern for managers tasked to manage a corporate heritage identity. This is, because the heritage status of the organisation is partially predicated on these additional dimensions (*i.e.* spatial and socio-cultural anchoring). Further, the sense of continuance identified is more expansive than the aforementioned focus on continuity and adaptation. The study indicates that corporate heritage identity stewardship also demands long-term thinking and a long-term view of the business. Thus, managers need to be aware of the long-term consequences of their strategic decisions in regard to the organisations viability, its corporate heritage, and the heritage status *vis-à-vis* stakeholders. However, having said that, managers as custodians of corporate heritage identities need to be able to accommodate short term pressures and demands (*e.g.* customers, investors etc.) with the long-term interests of the organisation. This skill is required in management in general but is – the study suggests – given even more emphasis in heritage institutions.

Second, the study also reveals that the authenticity and relevance of a corporate heritage identity is likely to be predicted on a sense of belongingness that is not only reciprocated by stakeholders but also by managers. Thus, corporate heritage identity stewardship requires a certain degree of managerial attachment, affiliation, and affinity towards place (*e.g.* home town, region and/or country), social groups (*e.g.* local community, business partners), and institutional settings (*e.g.* the business sector, industry). Thus, in addition to a comprehension of the historical attractiveness of the corporate heritage identity (Balmer, 2011b), managers of heritage institutions should also understand and embrace the spatial and socio-cultural closeness and provenance of the company, which constitute an important aspect of its corporate heritage status. In doing so, managers can broaden the base of the organisation's legitimacy and relevance *vis-à-vis* stakeholders (Balmer, 2011c) by spatially and temporally anchoring the corporate identity in multiple societal environments. In doing this, managers can ask instrumental questions in regard to the organisation, for instance: "Who/what are we close to?"; "Who/what do we belong to?"; "Where are we from?" in addition to questions such as "Where are we going to?"; "How have we become what we are today?" *etc*.

Third, the study further underlines the importance of a managerial sense of responsibility towards the institutional heritage and the organisation *per se* (Urde *et al.*, 2007) and for strategically utilising the corporate heritage in corporate marketing terms (Balmer, 2011b). However, the study indicates that the management of corporate heritage identities also necessitates a non-institutional sense of responsibility. This includes a more general orientation towards CSR but also a custodial understanding in relation to other social entities and the cultural heritages associates with them (also *see* Balmer, 2011c). Thus, managers need to develop awareness for the relevant entities and cultural heritages that reinforce the heritage status of their own organisations. Again, this is because of the importance of spatial and socio-cultural anchoring, in addition to temporal anchoring, for the salience of corporate heritage identities.

Fourth, based on an intimate understanding of their organisation's status as a heritage institution and the associated positions within multiple societal environments afforded to the company, managers of corporate heritage identities have the potential and opportunity to engage proactively in different societal discourses, whether these are of immediate institutional relevance or not. Being the custodians and representatives of a corporate heritage identity provides them a certain degree of legitimacy, credibility, and authenticity to do so. Thus, the study suggests managers of these types of institutions are better able to self-authenticate and self-legitimate their strategies and activities (*see* He and Balmer, 2007).

Consequently, successful corporate heritage identity stewardship requires a degree of proactive engagement in societal (*e.g.* communal) discourses.

This also suggests that managers require a sense of independence and individuality of the organisation imbued with corporate heritage *per se* but also in regard to corporate strategy and conduct. By gaining legitimacy for their actions managers also need to develop a degree of self-confidence derived from the heritage status and the particular position of the company *vis-à-vis* stakeholders, which equips them with the confidence to pursue non-conformist strategic directions appropriate for the company but not necessarily fashionable in general. However, managers of heritage organisations need to be even more vigilant in regard to a self-congratulatory complacency due to their institution's long-term success. The same can be argued for myopia towards necessary changes over time *per se*.

Fifth, the study indicates that corporate heritage identity stewardship necessitates a sense of heritage *per se*. Managers need to – in addition to uncover, activate and protect (Urde *et al.*, 2007) – be able to validate, appreciate, and adopt the corporate heritage of their organisation. As such, managers need to be able to clearly articulate the specific heritage traits relevant for the current corporate identity, identify and realise the value inherent in the corporate heritage, and accept their ownership (and consequently their individual and collective responsibility) of the corporate heritage. In doing so, managers answer questions such as, for instance "What do we value about our past?", "What does our past contribute to the present and our potential future?", "What aspects of our past and present are worth to be protected and maintained?" *etc.*

Sixth, the study further revealed the multimodal and multisensory nature of CHI enactment, which supports similar discussions in the extant literature on monarchies as corporate brands (Balmer *et al.*, 2004, 2006; Greyser *et al.*, 2006; Balmer, 2009, 2011b, 2011c) and corporate heritage brands (e.g. Urde *et al.*, 2007; Hudson, 2011). As such, managers need to understand the different modal strategies through which the corporate heritage of the organisation can be represented and manifests as part of the current corporate identity. The strategic enactment of a corporate heritage identity requires more than, for instance, a mere history or heritage section on the corporate website. The implementation needs to reflect the heritage status of the organisation as well as ought to manifest the CHIS mindset shared by managers. This can be achieved by four principle modal strategies for CHI implementation at management's disposal (*i.e.* narrating, visualising, performing, embodying). The study suggests that managers should develop a coherent corporate heritage story that underpins the representation of the corporate heritage identity. This heritage story should explain and express the link between past, present, and future of the company in a meaningful and

relevant way rather than narrate a mere retrospective account of the organisation's past and historical trajectory through time. Thus, the coherent corporate heritage story should inform all corporate marketing activities of the corporate heritage identity (*e.g.* press releases, corporate website and documents, value statements, sponsorship, and co-branding strategies). The heritage story can also unfold by using symbolic representations of the corporate heritage, such as cultural artifacts (*e.g.* buildings, products, marketing copy *etc.*), visual representations (*e.g.* design patterns, pictures, photographs *etc.*). In addition, managers can actively use rituals, festivals, and staged events for corporate heritage implementation. In doing so, management can also use 'invented traditions' that forge a link with the company's or other pasts (*e.g.* local, regional, national) and as such need not to be historic. The study also strongly suggests, that corporate heritage should also be personified by managers themselves (their interest in the company's past) and institutionalised by having a company historian/archivist to facilitate CHI implementation.

Seventh, in identifying three interrelated positioning processes (*i.e.* temporal, spatial, socio-cultural anchoring) the study's findings facilitate managers' understanding of the saliency of a corporate heritage identity. This has instrumental relevance in that the study suggests different strategies for a balanced positioning strategy that is neither oblivious to the past nor purely nostalgic. Managers can employ different temporal dyads (*e.g.* past and present, traditional and modern, old and new) in order to communicate continuity and similarity as well as change and difference over time. This way, the corporate heritage identity is constituted in the present with a link to the past as well as the future. The study also suggests that the salience of a corporate heritage identity is mediated by spatial positioning with places and spaces becoming important manifestations of corporate heritage relevance. As such, managers should be aware of the importance of spatial continuity for corporate heritage identities (*e.g.* headquarters, home town, country affiliations). Consequently, strategic decision making needs to take into account the symbolic and authenticating importance of places associated with the company and its heritage. Finally, socio-cultural anchoring reminds managers of the importance of belonging and the continuity of stakeholder relationships for the relevance and authenticity of a corporate heritage identity.

7.4.3   Instrumental management/implementation framework

In the light of the above discussion of general and more specific implications of the study for management, the next section summarises these insights and provides some normative advice by presenting several actionable categories that may help practicing managers of corporate heritage identities. For that purpose, a four-by-four framework of interacting corporate

heritage management and implementation activities has been derived from the study's findings and the preceding discussion (Figure 39, p. 301). As such, this framework translates the theoretical and conceptual finding of the thesis (*i.e.* CHIS theory) into actionable categories of managerial activities.

Figure 39: Corporate heritage management/implementation framework
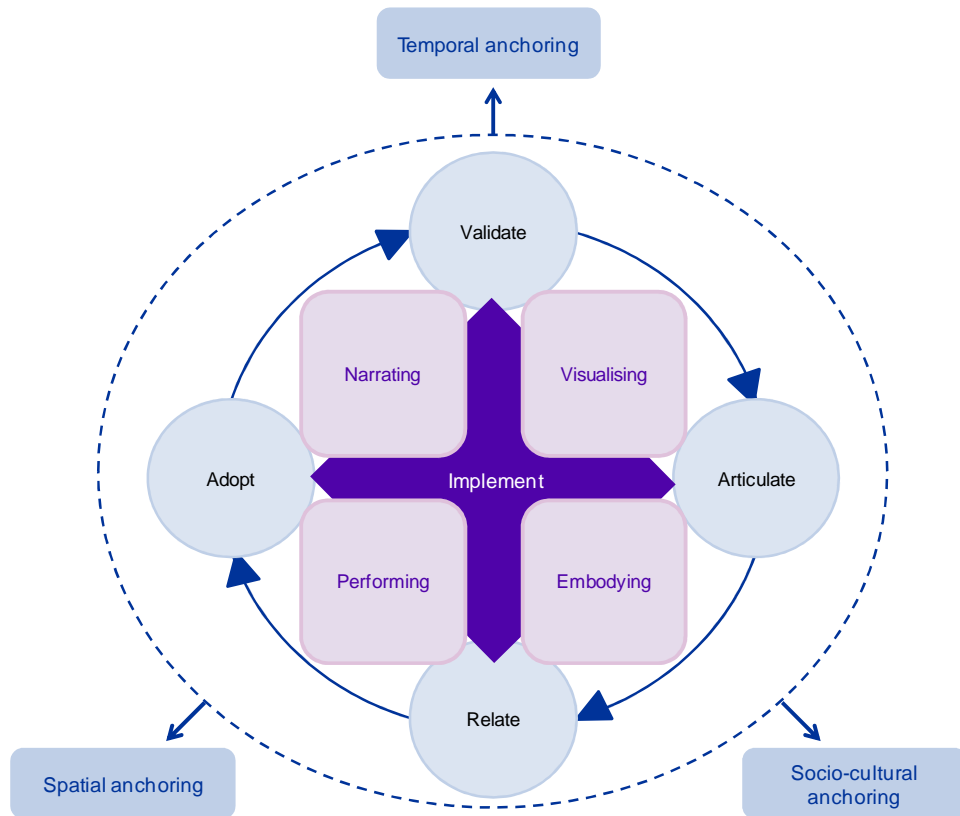
Four ongoing *corporate heritage management activities* constitute the first part of the framework: (1) Validate, (2) Articulate, (3) Relate, and (4) Adopt (indicated by their circular arrangement in the model). These four instrumental management categories underpin and support the multi-modal and multi-sensory implementation (representation and manifestation) of the corporate heritage identity. The corporate heritage dimension of the corporate identity can strategically be implemented by a company based on four principle *corporate heritage implementation activities* (indicated by the two-by-two matrix in the model): (1) Narrating, (2) Visualising, (3) Performing, (4) Embodying. In addition, the corporate heritage implementation activities should follow a particular *corporate heritage implementation pattern* linking past, present, and future in a meaningful way (indicated by the four-arrowed cross joining the management and implementation activities; for further details *see* Figure 40, p. 305).

All these management and implementation activities help to relationally position (*i.e.* anchoring) the corporate heritage identity *vis-à-vis* stakeholders in temporal, spatial, and socio-cultural terms (indicated by the outer circle enclosing management and implementation activities in the model), which potentially imbues the corporate heritage identity with relevance, authenticity, and authority.

Thus, the conceptual framework of ongoing management and implementation activities and the pattern of several dyadic relations linking the past to the present in a meaningful way provide instrumental and practical guidance for the appropriation and management of corporate heritage and the positioning of corporate heritage identities in the wider societal context *vis-à-vis* stakeholders.

7.4.4   Managerial action categories and policy advise for case company

In this section the different action categories of the instrumental framework introduced above are defined and explained in general terms. In addition, albeit the findings and implications of the study – in theoretical and practical terms – are derived from actual management practice at Shepherd Neame, some indicative recommendations for the case company itself are given for each of the management and implementation activities derived from the study's insights.

7.4.4.1   *Validate*

Validate signifies the question whether managers recognise and acknowledge the importance and saliency of heritage for their organisation and that it is manifested within the organisation. The shared understanding and acknowledgement amongst the management team that heritage is important, has use value for contemporary purposes, and is inextricably linked to the present corporate identity is a prerequisite for the successful utilisation of corporate heritage as a strategic resource. It needs to be validated as such.

Shepherd Neame management (directors and middle managers) largely shares a common understanding of their corporate heritage and its importance for the organisation and its unique position as Britain's oldest brewer. However, in management terms the company does not yet have a process in place that facilitates that shared understanding of what the heritage means for the company. Thus, it is recommended to regularly audit that understanding within the organisation and to provide management – and especially middle managers – with some principles and guidelines of why and how Shepherd Neame's corporate heritage is relevant for its success and survival as an independent company. This would not only help to reinforce this

understanding amongst managers but also facilitate management communication with staff and other stakeholders. This aspect leads to the next management activity.

7.4.4.2 Articulate

Articulate denotes the way in that management is able to specify and describe *substantive corporate heritage traits* of their organisation that are central to the company's current corporate identity. Managers need to identify and clearly articulate one or several substantive corporate heritage traits that are (ought to be) closely aligned with the current corporate identity of their organisation, which are more specific than some broader characteristics such as longevity or long-term continuity alone. Sources of heritage can be found by scrutinising the historical trajectory of the organisation identifying key events, incidence, stories, and achievements.

Shepherd Neame managers are all able to define and articulate the substantive heritage traits of their organisation and the study found a great deal of shared understanding in this regard as well. Albeit the company has already started to utilise its archive in a more systematic fashion and has introduced a corporate communication strategy that emphasises these dimensions, it is recommended that this audit of corporate heritage identity traits should be further institutionalised as the meaning and relevance of corporate heritage and what constitutes corporate heritage may change over time.

In particular, the company would benefit from a regularly updated strategic repository of historical references (artifacts, stories, rituals) that can be employed for different corporate-level marketing activities. In addition, the task of auditing the corporate heritage should not only involve the company archivist and some interested directors or managers but a group of responsible managers and employees from all departments. This is recommended because the corporate heritage is such an integral part of what Shepherd Neame is for itself (its people) and others. The expanded focus on others leads to the next management activity.

7.4.4.3 Relate

Relate concerns the alignment and conflation of these substantive corporate heritage traits with the company's present corporate identity and the way linkages with other heritage and identity domains can be forged. The past only provides the materials from which a corporate heritage trait can be crafted in the present, but does not constitute a heritage by itself. Hence, management need to constantly and actively link the historical materials to current concerns in a way that makes them relevant for the present identity within the organisation fostering

heritage awareness, and renders them meaningful for the purpose of corporate identity positioning – anchoring the corporate heritage identity within the wider societal context *vis-à-vis* stakeholders.

Shepherd Neame has already started to capitalise on its rich corporate heritage and its various links with Faversham, Kent and Britain in general. It also links past and present aspects of the company in an increasingly coordinated way (*e.g.* history strategy). However, it has only recently started to follow that path in earnest. Thus, the company should continue that policy in a coordinated fashion in order to reinforce the corporate heritage identity it represents. It is also recommended that the company strikes a balance between the temporal aspects of heritage (*e.g.* being Britain's oldest brewer, longevity) and the cultural relevance its corporate heritage status implies (*e.g.* being a custodian of crafts, traditions, buildings; having the expertise and skills to deliver superior products and services). Further, its strong spatial connections to Faversham and Kent should be maintained but could be supplemented by using its status as Britain's oldest brewer in areas further afield. Of course, the company has already started to do just that (*e.g.* its association with the Royal Albert Hall in London).

7.4.4.4 *Adopt*

Adopt refers to the way management embraces a company's revealed heritage as responsible custodians of that heritage and for the strategic appropriation of heritage for corporate marketing purposes. The shared validation, clear articulation, its meaningful relation to the present within and beyond the company and a balanced communication of the heritage dimensions need to flow into a shared sense of responsibility for the corporate heritage identity. Although the CEO and its management team have an important custodial role, stakeholders within and outside the organisation need to be encouraged to reciprocate responsibility for the corporate heritage identity as the emotional ownership of a successfully anchored corporate heritage identity rests with them as well.

Again, Shepherd Neame already executes this activity in different ways. Nonetheless, the custodial role of managers could be further strengthened by introducing a heritage charter with general principles for directors and managers of Shepherd Neame. These principles could also be communicated to the company's staff to spur pride in the corporate heritage and a sense of responsibility for the organisation and its heritage. In addition, the consistent communication of the unique heritage status of Shepherd Neame would help to strengthen external stakeholders' identification with the company, who may increasingly perceive the company as part of their own cultural heritage (and as such worth to be protected).

7.4.4.5   Implement

Implement refers to specific patterns and multiple activities of how links between past, present, and a potential future can be represented in a meaningful way.

First, the *corporate heritage implementation pattern* refers to a balanced use of dyadic relations that conflate past and present; old and new; and/or traditional and modern. This helps to juxtapose continuity and change; and similarity and differences between past and present in different corporate marketing contexts. Both are necessary in order not to be one-sidedly tilted towards the past (being perceived as nostalgic or old-fashioned), but being in and of the present; and for the future as well. In this way, well managed corporate heritage identities do not only justify their claims and promises by what they do now in the present, but are able to refer to what the company has always done and what the company can do in the future (Figure 40, p. 305).

With the introduction of Shepherd Neame's 'history strategy' the company has already started to follow such an implementation pattern. Further, the management is aware of the necessity to strike the right balance between the different dimensions just mentioned. However, the company could use these patterns in a more consistent way, especially across different stakeholder groups. Also, the general communication story of 'what we do now' and 'what we have always done' needs to be better connected to 'what we can do in the future' as Britain's oldest brewer.

Second, the implementation of the corporate heritage dimension should rest on multiple *corporate heritage implementation activities* – following the above general pattern – that take into account the experiential and sensory dimensions of corporate heritage: narrating, visualising, performing, and embodying.

Figure 40: corporate heritage implementation pattern
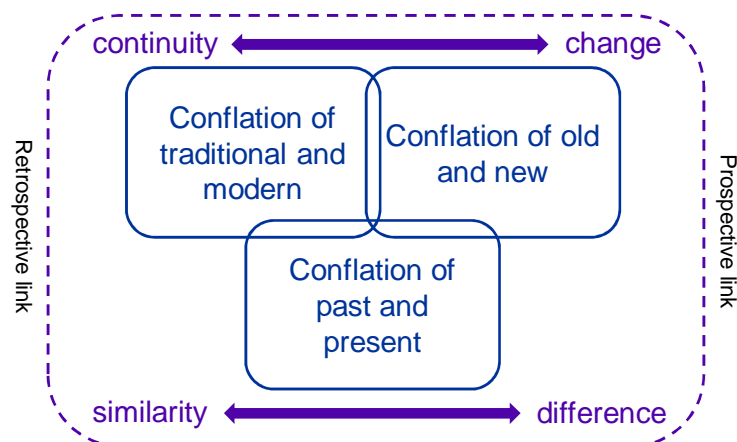
Narrating: It refers to the actualisation of the corporate heritage dimension through narrative forms that link past, present, and future and constitutes an overall corporate heritage story. Historical references can be used to establish links between the past, present, and future across different types of communication ranging from press releases, company magazines, annual reports, or a company's website. Individual stories and narratives provide a hook for media and the public imbuing them with an emotional and personalising dimension. Out of these individual narratives and stories that link past and present a central corporate heritage story should emerge, which partially constitutes the heritage status of the organisation in narrative form.

Shepherd Neame already extensively utilises this implementation activity. However, it is often still confined to individual stories or press releases aimed at customers. What is still missing is an overall explicit heritage story (it is implicitly there in what the company's management does and says) that links the different narratives developed by the company. Thus, it is recommended to develop this overall corporate heritage narrative that explicates the unique corporate heritage status of Shepherd Neame. This of course can be facilitated by the auditing activities suggested earlier.

Visualising: This refers to implementing the corporate heritage dimension by using all forms of visuals linking past, present, and future. As such, the corporate heritage status of a company can be facilitated by the use of photographs and other visual design elements and illustrations that link past, present, and future. This includes the combination and juxtaposition of old and new photographs as well as the re-interpretation of historic visual design elements/patterns for present day corporate communication and marketing communication purposes.

This is already done by the company in an increasingly coordinated fashion. As such, it is recommended to continue with the current strategy, but again, in a more coordinated and integrated way.

Performing: This indicates the actualisation of the corporate heritage through traditions, rituals, and customs. The corporate heritage identity and the central corporate heritage story can be reinforced by cultural practices such as traditions, rituals, and customs that are strategically used for corporate marketing purposes which can also be of more recent provenance. Important is the link between an actual, 'invented', or adopted past and the company's present identity. The corporate heritage status of the company can be further supported by corporate or corporate-sponsored events and festivals that celebrate other cultural heritages and/or the company's role in association with them.

Again, Shepherd Neame already pursues this activity but could integrate these activities more explicitly as part of the overall heritage story of the company (e.g. Faversham festival, hop blessing, Bishops Finger charter, visitor centre). Thus, management should explicate why and how these activities are important for reinforcing the heritage status of the company and help to represent the corporate heritage identity to stakeholders.

Embodying: It refers to the manifestation of the corporate heritage dimension in objects and people. First, the corporate heritage dimension can be actualised through the aesthetic properties of material objects and spaces. This includes corporate architecture (*e.g.* a company's historic buildings) representing the corporate heritage and manifesting the corporate heritage status of the organisation in material form. Traditional crafts and historic design patterns can be utilised through reinterpreting them for present purposes and adopting them in a contemporary way. Further, other material artifacts (*e.g.* products) should be used to reinforce the corporate heritage dimensions of the company's corporate heritage identity. Next, the embodiment of corporate heritage should manifest also in the personal identities of individual managers (ideally the CEO) professing an interest in the history of the company and a company historian/archivist should be employed not only to manage the archive but to provide interesting information about the past of the company that can potentially be used for corporate marketing purposes as well as to engage with stakeholders in various ways.

Finally, Shepherd Neame is following this implementation strategy. Again, it is recommended to continue on that strategic path. Further, the personified embodiment of heritage by the personal interests of managers and the activities of the archivist could be used in a more pronounced way to support the overall corporate heritage story and to authenticate the heritage status of the organisation.

In summary, although the main instrumental focus of this thesis is theory-building for academic purposes rather than practice intervention the preceding paragraphs have shown, it is believed, that the findings and contribution of this study have several important implications for practicing managers nonetheless.

7.5 Limitations of study

While this thesis makes three contributions to knowledge and the extant literature, the study was conducted within certain theoretical, methodological, empirical, and pragmatic conditions, which might also constitute particular limitations and constraints. The perceived severity of certain limitations does often depend on the paradigmatic framework adopted for a study or used as a basis for the evaluation of the study's relevance. The discussion of paradigmatic, axiological, and methodological questions in chapter 4 (p. 131ff.) and their

further elaboration in appendix D (p. 460ff.) partially served the purpose to alleviate such paradigmatic biases. In addition, it is important to transparently outline the research limitations so that other researchers can assess the suitability of the findings for their own future work. As such, the study is characterised by the following limitations and the findings and results discussed need to be read and interpreted in the light of these limitations.

7.5.1   Paradigmatic limitations (ontological, epistemological, axiological)

The paradigmatic framework adopted in this study favours situated and particularistic knowledge based on a fusion of horizons rather than *emic* (phenomenological/naturalistic) or *etic* (top-down categorial/taxonomic) forms of knowledge. As such, the study's results provide a conceptual lens grounded in empirical materials as much as conceptual deliberations, instead of a 'direct' description of empirical worlds *per se* (which is not deemed possible within the paradigmatic frame of this study).

Next, the integrationist and balanced axiological stance adopted might overemphasise compromise, commonalities, and cohesion rather than conflict, difference, and contrast. However, the focus of this study is on theory-building within a nascent area of academic inquiry, which is not yet well specified. As such, a more balanced exemplary framework as a base for future contrasting and differentiation seems adequate.

Finally, the study privileges the voice of management with a focus on the instrumental interests of organisations rather than other stakeholders. As such, societal polyvocality or other stakeholder perspectives have not been captured by this study. However, this is consistent with the general research purpose and does not negate the relevance of the study.

7.5.2   Methodological limitations

The main methodological limitations refer to the instrumental theory-building qualitative single case study design adopted.

First, the focus of this study was on richness and multidimensionality rather than reduction, scale, and scope. The latter could have been inquired by a more quantitative-oriented design, for instance, a survey-based inquiry into the notion of corporate heritage across different companies or industries as well as a quasi-experimental setting testing different heritage identity cues.

Second, the instrumental focus of the study may have compromised the level of intrinsic richness that was sought and is reported about the case company itself. A more ethnographic research-design would be appropriate for such an endeavour. However, to reiterate a

'sufficient description' of the case background and ample empirical materials are included in this thesis to improve empirical transparency appropriate for the instrumental purpose of the study.

Third, the instrumental focus of the study was on theory-building rather than intervention in the actual management practice of the case company. As such, the practical relevance of the study's findings for the case company is limited in this respect. An action-research more interventionist research design could have been applied for that purpose instead. Moreover, the theory-building nature of the study stressed the development of second-order concepts rather than the emic dimension of the researched phenomenon. The latter could have been better achieved with a phenomenologically oriented research design.

Fourth, the study was limited in that it primarily used interviews and documents as a source for empirical materials, with observations only serving a corroborative and auxiliary purpose. As such, the study cannot discern managerial activities as they unfold in the field. However, this was permissible in the light of the study's focus on managerial interpretations and the associated representations of a corporate heritage identity. At the same time, the study did not assess macro-structures nor micro-practices directly, which could have been achieved with the help of discourse analytic research or an ethnomethodology design respectively.

Finally, no direct representativeness across different empirical instances within a larger population can be claimed and statistical generalisation across different empirical domains is not possible. Thus, the findings are context and situation specific. However, the research design aimed at theory development and purposefully abstracted from the empirical domain in order to establish characteristics and substantive relations that specify the phenomenon constituting the primary study purpose (*i.e.* corporate heritage identity stewardship reflected in a particular managerial mindset). At this higher (more formal) level of abstraction the findings of this study serve the purpose of providing a *conceptual lense* for future research rather than the establishment of the empirical reach and scope of the findings. Due to the nascent character of the concept and the exploratory theory-building objectives of the study this limitation is permissible.

7.5.3   Conceptual/theoretical limitations

In terms of conceptual and theoretical limitations it has to be noted that the study focused on managers' interpretations as indicative statements of a collective mindset reflected in material and ideational manifestations of the former. As such, the study privileged, to some extent, commonalities shared amongst managers rather than idiosyncratic aspects of individual

managers. A change in the level of analysis from the collective to the individual could facilitate the latter interests as well as a phenomenological research design.

Further, the focus on managerial agency and the concept of corporate heritage identity stewardship as a manifestation of a particular management mindset also conceptually brackets contextual (structural) factors and conditions that nonetheless may impact on the efficacy and nature of corporate heritage identity stewardship, which are most likely situation and context specific (consistent with the paradigmatic framework of this study). A comparative case study, integrating micro-level phenomena within macro-level differences, would be an appropriate approach to overcome this limitation.

7.5.4   Empirical limitations

There are several empirical limitations that set the boundary conditions for the applicability of the study's findings. In spatial terms, the study is confined to the UK brewing sector (beer and pubs) at a regional level (South-East and London) as well as to one company of a particular type (multi-generational family-owned SME). Nonetheless, certain characteristics of the focal industry may be similar enough to adjacent sectors (*e.g.* food and drink, hospitality), thus warrants a transfer of the theoretical framework into these related empirical domains for further refinement and testing. In a similar vein, the case company may exhibit certain exemplary traits of a heritage-based business that might be transposable into the context of kindred organisations.

In cultural terms, the study is situated in a western and British context and may produce different results in other cultural environs. The main temporal locus of this study, albeit extensively utilising historical materials, is on the very recent period (2005-2010). As such, the findings and the relative importance of the identified dimensions may reflect contemporary economic and societal conditions and might change over time as those conditions change (*e.g.* late-modern/sceptical *vs.* modern/progressivist condition, globalisation, uncertainty/risk, identity importance *etc.*). A longitudinal research design could better assess temporal changes while comparative studies across different spatial and/or cultural settings would counter the spatial and cultural limitations of this study.

7.5.5   Practical limitations

The study was constraint in that it was conducted by a single person, a novice researcher still learning the craft, and limited in terms of budget and available time. However, this limitation is partially alleviated by the purpose and constraints of a PhD programme, which is to train

future researchers, for them to develop the necessary skills, competencies, and reflective mindset required for future independent studies.

7.6 Further research

Due to the nascent state of corporate heritage scholarship almost all research avenues are still open for interested researchers from single case studies, comparative studies, quasi-experimental settings, to large scale surveys. However, the study has raised a number of issues that warrant further empirical scrutiny and may provide some guidance for such an endeavour. These issues are related to the literature reviewed, the findings of the research itself, and the limitations of the study discussed in the previous section.

7.6.1 Specific avenues for future research

In specific terms, the most obvious direction for future research would be the utilisation of the theoretical framework developed in this thesis in order to further refine and elaborate the emerging corporate heritage identity stewardship theory. As such, the main contribution of this thesis provides a detailed but tentative conceptual lense/framework for future empirical inquiries, qualitative and quantitative. Of course, the framework itself is likely to be changed and amended by future inquiries.

First, studies could variegate the macro-level conditions and structures and assess the salience of the different awareness dimensions and managerial dispositions as well as the different implementation strategies of the theoretical framework within and across new empirical contexts. In this respect, future work should alter the empirical settings, for instance, in terms of

- type of company: *e.g.* size, ownership, governance, age, corporate marketing strategies pursued
- industrial sectors/industries: from close to distant *vis-à-vis* the brewing industry
- cultural context: from close to distant *vis-à-vis* the UK

As such, the theory could be tested, refined, and its reach expanded by progressing into adjacent industries, for instance, food and drink and hospitality, as well as within the brewing industry itself by looking into other types of companies and/or similar companies in different cultural contexts (*e.g.* Germany, France, China, Scandinavia, US, South America *etc.*) or organisations pursuing different corporate marketing strategies, which nonetheless exhibit a high heritage quotient (*e.g.* heritage-based not heritage-based corporate brands). Further,

sectoral studies could identify industry/sector specific corporate heritage implementation approaches/stewardship dimensions by assessing several corporate heritage imbued companies within one sector. Other studies should variegate between company types in order to identify specific corporate heritage implementation approaches/stewardship dimensions (e.g. family *vs.* non-family; MNEs *vs.* SMEs; listed *vs.* non-listed) within the same industrial context. Additional single in depth case studies and comparative case studies would best facilitate the above respectively.

Once some stable categories within certain empirical domains emerge (if so), larger scale surveys could assess the scope of these dimensions across different empirical domains. At a later stage as well, longitudinal studies could track changes in macro-level conditions and their impact on the stewardship mindset and different corporate heritage implementation/ positioning strategies over time (within a company, sector *etc.*). This could be facilitated by critical discourse analysis using company documents, for instance. Similarly, retrospective historical studies utilising access to archives (*e.g.* meeting minutes, annual reports *etc.*) could enrich our understanding of macro-level changes by looking into past conditions and how certain companies have varied their corporate marketing strategies (especially those that have moved towards a heritage-based identity/brand) over time as society moved from modernist to late-modern conditions.

Second, moving towards a micro-level research focus on practices or cognitions the interaction between the different awareness dimensions and dispositions (*e.g.* intensity, strength, direction *etc.*) could be scrutinised. This type of research would require further operationalisation of the different dimensions and properties specified by the theoretical framework; lending itself to quantitative modelling techniques. As such, the salience of different awareness dimensions and dispositions at the individual level within the same macro-level context could be scrutinised by looking at the impact of individual level factors, for instance, demographics, institutional roles, and so on. Also, a cognitive perspective could be adopted to identify individual corporate heritage identity anchors (*see* He, 2012) that underpin the collective mindset required for corporate heritage identity management.

Further, at a micro-level, the manifestation of different heritage stewardship awareness dimensions and dispositions in managerial practices and corporate marketing strategic decision making might provide an interesting avenue for future inquiries, which could be facilitated by ethnographic studies and strategy-as-practice approaches (*see* Vaara and Whittington, 2012). Also, studies could assess reinterpretation practices of historical references into heritage narratives over time by analysing corporate documents and other publicly available materials using narrative/discourse analytic approaches. In addition, future

research might look at different implementation strategies and their interactions in various contexts. This would involve the assessment of the stakeholder pertinence of different implementation dimensions within and across different empirical contexts. For example, visual heritage cues and narrative texts could be assessed for their impact on different stakeholders using quasi-experimental settings juxtaposing different temporal dyads, which are used for temporal anchoring. Further, survey-based research could inquire the reciprocity of affinity of different stakeholder groups towards a corporate heritage identity for a specific company.

Third, at the intersection between micro-macro level concerns, the study has tentatively argued that there is a close link between the ideational and material manifestation of a corporate heritage identity. However, the underlying mechanisms and processes are largely unexplored. Prolonged ethnographic studies with long in-depth interviews (McCracken, 1988) and participant observation of micro-practices could illuminate the above. Also, practice-based and structuration theory informed studies may facilitate a better understanding of the interaction between both (*e.g.* Vallaster and de Chernatony, 2006; Vallaster and Lindgreen, 2011). Next, the three identified anchoring processes and their interplay deserve further scrutiny. Again, critical discourse analytic approaches seem appropriate, especially in a corporate marketing context of multiple stakeholder interests and societal environments.

7.6.2   General avenues for future research

In more general terms, the thesis revealed that the temporal dimension of corporate identities in general is a largely unexplored area. Some authors have started to address this paucity, for instance, in terms of the corporate identities of temporal organisations (Leitch and Davenport, 2011) and the utility of historical references for corporate identity management (Blombäck and Brunninge, 2009); it is a research avenue, which warrants further empirical scrutiny. This study provides a framework of different foundational corporate marketing concepts (*i.e.* corporate past, corporate history, corporate memory, corporate tradition, corporate nostalgia, and corporate provenance) that can be used, it is hoped, as conceptual lenses and sensitising devices for exploring different aspects of the temporal dimension in corporate marketing contexts.

Following the work of Delahaye *et al*. (2009), for instance, researchers could look at the differences and similarities between heritage stories (retrospective and prospective) and history stories (retrospective) using narrative or discourse analytic tools. Further, building on the notion of corporate memories and the selective use of corporate pasts, scholars could inquire different corporate mnemonic communities (*see* Zerubavel, 2004) and their influence on decision making and performance in corporate marketing contexts using cognitive mapping

techniques as well as narrative analysis. In a similar vein, future studies could map different mnemonic strategies used for constructing heritages, histories, and so on. Moreover, researcher could – building on the work of Rindell (2007) – assess variations in stakeholders' individual or collective timeframes and company-related memories by using different corporate heritage traits as cues to inquire their role as potential transtemporal markers, using qualitative elicitation techniques for example (*e.g.* Beverland, Lindgreen and Vink, 2008). This would further our understanding of the temporal dimension of corporate identities and how this dimension is useful for corporate-level marketing purposes. Further, the conceptual lense of corporate traditions could focus a researcher's gaze on the specific micro-practices of how corporate heritage and corporate identities in general are perpetuated and enacted within an organisation and co-created by different stakeholders. Ethnographic research could facilitate such studies.

Further, adopting an institutional perspective to assess the 'heritage logic', implied by this study within different institutional contexts, would enable a comparison with other marketing 'logics' discussed in the literature (*e.g.* Vargo and Lusch, 2008; Merz, He and Vargo, 2009; Balmer, 2011a; Blombäck and Ramírez-Pasillas, 2012). The expanded sense of responsibility identified in this study lends itself to future inquiries in regard to the links between corporate heritage identities and CSR. For example, studies could look at the impact of the corporate heritage dimensions on the legitimacy and authenticity of CSR claims *vis-à-vis* stakeholders.

7.6.3   Avenues for theory development and disciplinary cross-fertilisation

In terms of further theory development and theoretical cross-fertilisation across disciplines different avenues seem to be open for future scholarly work. Due to the close interdependence between corporate and organisational identity discussions there could be a fruitful exchange of insights between corporate heritage scholarship and extant organisational behaviour discourses in terms of, for instance, retrospective and prospective sensemaking and sensegiving (*e.g.* Gioia, Corley and Fabbri, 2002; Ooi, 2002) and the managerial use of historical references in general (*e.g.* Carson and Carson, 2003; Brunninge, 2005, 2009), which could provide a valid route for future theory development in both subject domains. In addition, corporate heritage understood as strategic resource for corporate identity management provides a link with discussions in the strategic management domain in regard to the past as a symbolic resource for stakeholder management (*e.g.* Suddaby *et al.*, 2010).

Further, certain characteristics of the heritage mindset (*e.g.* sense of responsibility, sense of belongingness, sense of continuance) identified by this study appear to provide tentative support for the 'stewardship theory' (Davis, Schoorman and Donaldson, 1997; Hernandez,

2012; Segal and Lehrer, 2012), conceptualised as an alternative for agency theories, in terms of the sense of long-term duty and obligation based on affinity and identification towards the corporate heritage identity and beyond. Similarly, the concept of 'psychological ownership' (Pierce, Kostova and Dirks, 2001; Pierce and Jussila, 2010) discussed within the management domain of academic scholarship may provide interesting theoretical insights for the identified sense of heritage. The close association with the spatial dimension may also hint towards human geography scholarship and regional development studies in terms of the importance of places for identity construction and the salience of corporate heritage identities therein (*e.g.* Pike, 2011). Finally, future research within general heritage scholarship, this study suggests, should pay more attention to business organisations as domains and carriers of cultural heritage and as markers of collective and individual identities, especially in the context of regional corporate identities, family corporate identities, and indeed corporate heritage identities *per se*.

7.7   Final note

This study has shown that the past indeed matters within a corporate marketing context for a certain type of business organisation, because it can function as a source of inspiration, guidance, and identification. Certain organisations do not stumble into the darkness of forgetting their past nor do they cling on to it, becoming indistinguishable or irrelevant in the process. They are what they are in the present, also because of what they were in the past and what that tells them they can become in the future. However, the past comes in different guises and needs to be managed as a symbolic resource with care. Managerial stewardship is required in regard to the corporate heritage of an organisation and this study has advanced this perspective *via* a theory of corporate heritage identity stewardship.

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EXPLICATING CORPORATE HERITAGE IDENTITY STEWARDSHIP THEORY

FROM A CORPORATE MARKETING PERSPECTIVE:

A QUALITATIVE CASE STUDY OF GREAT BRITAIN'S OLDEST BREWER

VOLUME II

A thesis submitted for the degree of Doctor of Philosophy

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Table of content (appendices)

Appendix A (to chapter 1)

A.1 The role of management: A relevant study perspective

This short section provides a rationale for the managerial perspective adopted in this thesis. The managerial perspective is justified on the basis of the general institutional role of managers as dominant and key organisational agents and the situated and context-specific nature of managerial agency. The study itself remains situated within the corporate marketing realm with the particular focus corporate heritage identities. References to the general management and organisational literatures are only made to justify the managerial perspective adopted by this work rather than indicating any explicit disciplinary grounding of this study within those disciplines.

The elevated role of managers[100] within organisations – as founders and entrepreneurs, executive directors, business unit and departmental heads, as middle-managers or as leaders in general – appears to have been widely accepted within business and management in an almost taken-for-granted fashion (Rodrigues and Child, 2008). This is accompanied by the notion of a management education at business schools being predicated – at least in part – on the very precept that it matters what managers do and think (Finkelstein, Hambrick and Cannella, 2009). Moreover, the popular business press is inundated with stories and anecdotes about how founders, entrepreneurs, and top executives have shaped their organisations for better or worse (Finkelstein *et al.*, 2009).

However, academics usually caution against the degree of attribution bias inherent in such stories and taken-for-granted assumptions with a tendency to overemphasise the degree of *managerial discretion* (Finkelstein *et al.*, 2009, p. 16), which is denoting the latitude of possible managerial actions within the context of a multitude of internal and external constraining or enabling factors at the individual, collective, and institutional level (Finkelstein and Peteraf, 2007). Further, the 'a-political' treatment of managerial agency downplays its ideological and self-interested aspects as well as fails to adequately capture the contested and conflictual dimensions of management activities and identity claims within organisations and *vis-à-vis* stakeholders at large (Rodrigues and Child, 2008).

As such, some theories of management stress the **salience of managerial agency** such as the so called *upper echelon perspective* (Hambrick and Mason, 1984; *see* Carpenter, Geletkanycz and Sanders, 2004; Hambrick, 2007) and the complementary *middle management perspective* on strategy (Floyd and Wooldridge, 2000; *see* Wooldridge, Schmid and Floyd,

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[100] The term manager shall denote a broad category of people (enacting organisational roles) having institutionalised responsibilities and discretionary control/power within contemporary organisations characterised by the division of labour and growing complexity due to temporal and spatial differentiation.

2008). The former perspective stresses the dominant role of top executives for successful enactment of corporate strategies based on their interpretations of strategic issues and situations, which are a function of individual socio-biographical characteristics of a manager, and the composition of the top management team (Hambrick and Mason, 1984; Hambrick, 2007). The latter theory argues that middle-management too plays an important role within organisations as mediators between disconnected actors and domains and as interacting agents of distributed leadership (Wooldridge, Schmid and Floyd, 2008).

Further, theories of *managerial enactment, sensemaking, and sensegiving* (Gioia and Chittipeddi, 1991; Weick, 1995; *see* Weick, Sutcliffe and Obstfeld, 2005) focus on the importance of meaning and its management in organisational contexts, which is based on collective interpretative schemes and systems of meaning constituted by symbolic interactions between different levels of management and organisational members making sense of themselves and their institutional environment, with managers having a pivotal role (Smircich and Morgan, 1982; Bartunek, 1984; Gioia and Chittipeddi, 1991; Weick, 1995). This perspective is closely associated with organisational identity scholarship (Gioia and Thomas, 1996; Weick, Sutcliffe and Obstfeld, 2005) and overlaps with the leadership roles of top executives (Gioia and Chittipeddi, 1991) as well as the activities of middle-management (Maitlis, 2005; Rouleau, 2005). Further, it is not restricted to sense-giving attempts within an organisation alone but also *vis-à-vis* institutional environments (Maitlis, 2005; Rouleau, 2005).

A third perspective on management agency is represented by approaches that focus on *managerial cognitions* as an individual-psychological and social-psychological phenomenon (Stubbart, 1989; Walsh, 1995; *see* Kaplan, 2011). The former perspective on cognition focuses on cognitive limitations and capabilities of individual managers and how they deal with them in decision-making and problem solving situations while the latter researches collective and social forms of cognitions as basis for shared understanding and actions (Hodgkinson and Healey, 2008).

Other approaches in the literature, however, accord less prominence to the agency of management and **focus on cultural, institutional, and/or structural forces** affecting the constitution, development, persistence, and functional performance of organisations over time instead (Finkelstein *et al.*, 2009): such as *organisational population ecology* with a focus on organisational persistence and survival within a competitive setting (Hannan and Freeman, 1977; *see* Hannan, 2005), evolutionary *path-dependence concepts* focussing on historical trajectories and lock-in effects due to resource constraints (Kimberly and Bouchikhi, 1995; Schreyögg, Sydow and Holtmann, 2011), *resource-dependence* theory highlighting specific resource configurations and organisational adaptation within a present competitive

environment (Pfeffer and Salancik, 1978; *see* Hillman, Withers and Collins, 2009), or certain branches of 'newer' *organisational institutionalism* researching institutional forces leading to organisational isomorphism (*see* Meyer, 2008; Kraatz and Block, 2008).

The different foci of these two broad theoretical perspectives on management and organisations, thus, represent a reflection of the general agency-structure problem inflicting the social sciences in general (Sayer, 1992, 2000). Hence, while the former stress the voluntaristic dimensions of organisational phenomena the latter focus on deterministic aspects thereof (Child, 1997; Finkelstein *et al.*, 2009).

However, taking a more **balanced moderate constructionist perspective** the role and activities of managers are neither solely determined by structural forces alone nor are they completely free to enact a world without any constraints at all. Thus, managers have a certain degree of individual agency in enacting their role as a manager based on their autobiographical condition (*e.g.* cognitive, affective, and habitual dispositions; occupational experience; social status) shaping the development of an organisation and impacting the wider societal context; but an agency that is at once enabled and constraint by the social identities, institutions, and structural factors as well as the material and non-material economic, symbolic, cultural, and social resources available at a given time and in a particular place. Thus, the aforementioned degree of managerial discretion may vary accordingly (Finkelstein *et al.*, 2009; Crossland and Hambrick, 2011; Vaara and Whittington, 2012).

An important dimension of management and managerial activities in organisations discussed in the management literature refers to organisational structures and corporate governance principles adequate for different types of organisations that are predicated on two main perspectives. On the one hand, *agency theory* (Ross, 1973; Jensen and Meckling, 1976 cited in Shapiro, 2005, p. 269; also *see* Eisenhardt, 1989b, p. 58ff.) focuses on the 'rational' and self-interested nature of individual management actors, which needs to be constrained and controlled for managers (*i.e.* agents) properly representing the owner's (*i.e.* principle) interests (Eisenhardt, 1989b; Shapiro, 2005). This perspective favours structural factors that provide extrinsic motivations and strong contractual and regulatory frameworks to alleviate information asymmetries and conflictual interests between a principle and its agents (Eisenhardt, 1989b; Shapiro, 2005).

On the other hand, *stewardship theory* (Davis, Schoorman and Donaldson, 1997) is focused on a collective mindset rather than individualistic and self-serving principles and applies to contexts where the interests of the principle and agents are conflated, based on higher order needs and intrinsic motivations (Davis *et al.*, 1997). Further, stewardship is based on identification with an organisation rather than purely a contractual relationship manifested in

"*an ongoing sense of obligation or duty to others based on the intention to uphold the covenantal relationship*" (Hernandez, 2012, p. 174).

In the light of the above, within the context of this thesis such a qualified notion of managerial agency is assumed and managers are seen as influential organisational agents whose activities and understandings (of themselves, their organisations, and the environment) have a significant impact on corporate-level marketing phenomena; albeit not unrestricted and exclusive nor independent from structural, socio-cultural, and socio-economic conditions (*see* Chia and MacKay, 2007 for the paradigmatic implications of such a perspective). In fact, it has long been recognised that managers perform a variety of different tasks that go beyond mere planning, organising, coordinating, or controlling – traditionally associated with the term management – that include interpersonal, informational, and decisional roles (Mintzberg, 1971), which require community building (Mintzberg, 2009) and identity conferring (Haslam, Reicher and Platow, 2011) skills, of which some may be performed in a self-interested way and others in a more altruistic fashion depending on the situational and institutional context (Segal and Lehrer, 2012).

The situated nature of managerial agency implied by the above provides a rationale for a more differentiated understanding of the role of managers within the context of corporate marketing. Consequently, the identified multiplicity and variety of corporate-level marketing phenomena in general and the identification of different corporate identity types such as corporate heritage identities in particular necessitates a more particularistic conceptualisation and empirical inquiry into these phenomena exhibiting and demanding specific managerial roles and activities. Thus, managerial agency is understood within the context of this thesis as being context and situation specific and as such the managerial enactment of a corporate heritage identity is likely to be very different from the enactment of other corporate identities. Based on this understanding, an empirical inquiry into the particular understanding and role of managers within the context of a corporate heritage identity is justified in general.

Appendix B (to chapter 2)

B.1 Societal challenges for organisations

In the next paragraphs five different but nonetheless interdependent aspects and developments are discussed that underpin the growing necessity for corporate marketing. The discussion is structured around five interrelated challenges posed by broader societal conditions that have implications for, within, and beyond the company. These challenges are:

- **Identity challenge**: the importance of identity issues within and beyond the organisation;
- **Visibility challenge**: the importance of attention, communication and transparency;
- **Reflexivity challenge**: the importance of symbolic constructions and meaning;
- **Legitimacy challenge**: the importance of legitimacy, accountability, status and reputation;
- **Multiplicity challenge**: the importance of plurality and polyvocality.

The identification of these challenges is based on a cursory and selective reading of social science texts. Thus, it is not claimed that these five challenges give an exhaustive account of all economic, political, technological, social, or cultural factors that contribute to the growing importance accorded to corporate-level marketing constructs, nor that it constitutes an entirely new discussion. Neither does it imply expert knowledge in the social science concepts and discourses discussed. Nonetheless, it is believed that the identification of the five challenges adds further clarity and depth to the discussion and the rationale for a corporate marketing framework; given the broader societal conditions organisations generally face and have to deal with.

Further, it has to be noted that the relevance of the five challenges identified is predicated on a specific understanding of organisations. Hence, in the context of this work organisations are comprehended not as mere functional entities, but rather understood as *dynamic* (adaptive and evolving) and *open* (relational and interactive) social, cultural and economic entities that are *embedded* in a particular societal context (cultural, economic, social, political, spatial) changing over time (temporal).[101]

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[101] It has to be stressed, that social reality is understood to be constantly constructed by individual human social actors and groups of actors. Hence, the relational aspect of organisations refers to individual and collective relations between human social actors. However, the constant construction, re-construction, and transformation of social reality by human social actors (*e.g.* having a particular role as a member of an organisation) occurs in a temporally and spatially differentiated way (*e.g.* different generations of organisational members are active in different settings and at different times) having a diachronic effect that 'reifies' social structures and entities in such a way as these structures and entities can be abstracted as social 'objects' that possess specific characteristics and form institutionalised relations within societies quite 'independent' (independence in a qualified sense) from the activities of individual or collective human actors that brought them about in the first place. In so far, organisations as institutionalised entities exhibit certain 'agentive qualities' that cannot entirely be reduced to either individual or collective human social actors despite constantly being re-produced by them.

Put another way, the rationale for a special '*corporate marketing logic*' (Balmer, 2011a) is validated by the conjuncture of such a specific understanding of organisations and the societal conditions and trends identified in the following paragraphs.

B.1.1 The identity challenge

In a recent popular business book Bouchikhi and Kimberly (2008) declared that we now live in the *'age of identity'* where issues of identity and identification at all levels of society become ever more important, but where both are at the same time ever more problematic and difficult to be sustained within a society broadly characterised by velocity, instability, fragmentation, and collapsing boundaries between social categories and institutions. In such an environment business organisations need to acknowledge the 'power of identity' (Castells, 2010) and their leaders become what Haslam, Reicher and Platow (2011) call '*entrepreneurs of identity*' affected by economics of identity (Akerlof and Kranton, 2010). Of course, the centrality and strategic significance of identity for organisations and the need for its active management have, as was shown in chapter 2 section 2.2.3.3 (p. 45ff.), long been recognised by the different literatures that inform the nascent field of corporate marketing (for recent reviews *see* He and Balmer, 2007a; Balmer, 2008, 2011a; Abratt and Kleyn, 2012).

Identities at the individual, collective and institutional level are fundamentally constituted by the dialectic and dynamic interplay between *similarity and difference* in *space* and over *time* giving rise to social categorisations of self and other(s) by self and other(s), whether those self and other(s) are individuals, collectives, or institutions (Jenkins, 2008[102]). Hence, our individual and collective conceptualisations of the spatial and temporal aspects of social reality (either materially or immaterially manifested) are intricately intertwined with the question of identity and identification. In the words of Harvey (1989) it is the "*symbolic orderings of space and time* [that] *provide a framework for experience through which we learn who or what we are in society*" (p. 214).

According to academic commentators of society our contemporary world is characterised by a fundamental shift in the way social subjects and objects refer and are referred to the spatial and temporal aspects of social reality as well as the relationship in between the temporal and the spatial. These societal conditions and processes have been identified by Harvey (1989) as '*time-space compression*' that is the concurrent acceleration of the velocity of

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[102] It has to be noted that sociological accounts outside the field of organisational sociology often do not give sufficient attention to the organisation itself, but rather refer to institutional phenomena, despite the frequent structure-agency discussions, as the setting or as a contingent aspect of individual or collective (human) identities. However, as has been stated above I do see organisations as a particular category of social actor that has and needs to have some kind of identity constituted in a societal context. In this respect organisations and their identity requirements are not dissimilar from other types of identities.

social and economic life (*e.g.* just-in-time and flexible production systems, circulation of capital and information, innovation, planned product obsolescence, instant gratification, multitasking) and a growing ability to surmount spatial barriers (*e.g.* geographical and cultural distances) enabled by modern means of production, transport and communication. Similarly, Giddens (1984, 1991) refers to '*time-space distanciation'* denoting the tendency of social structures or relations to be 'stretched' ever more expansively over time and space enabled by an initial separation of time and space (diminishing the dependence of social relations and structures on a particular place) through economic and cultural tools and practices of storage and mediation (*e.g.* information and communication technologies, transport and logistics).[103]

Hence, these technological and cultural innovations and developments (*e.g.* mass media, mobile communication, internet, social networks, service industries, *etc.*) contribute to the increasing 'mediation' of social experience and categories – that is social experiences and categories are 'dis-embedded' from the direct and immediate spatial and temporal context by those cultural technologies (Giddens, 1984, 1991) – that lead to a growing focus on 'representations' exemplified by the importance accorded to immaterial aspects of production and consumption (Harvey, 1989; Featherstone, 1991; Lash and Urry, 1994; Slater, 1997) such as services, multimodal experiences, design and visuals, symbolism *etc.*

Consequently, in the context of business and marketing economic activity is not only concerned with the creation of 'use value' (functional utility) and 'exchange value' (financial utility), but needs to take into account the growing significance of '*sign value*' (symbolic utility, semiotics and aesthetics) as well (Lash and Urry, 1994).[104]

These developments lead to a more fragile and instable societal environment that provides ever more freedom and choice on the one hand, but lesser guidance and certainty on the other. Hence, social actors are required to actively craft and adapt their often multiple identities based on social categories and structures that are less stable and certain. This leads to a kind of paradox that in a our time where traditions, institutions and symbolic systems (meaning structures) at all levels are devalued or 'emptied out' by fast-paced changes (Harvey, 1989; Giddens, 1991) and where the world appears to be a 'global village' flattened and homogenised by 'consumer culture' and 'global mobility' there is a growing concern for certainty and stability based on ever more ephemeral, fragmented, localised and individuated identities at the individual, collective and institutional level (Lash and Urry, 1994; Appadurai,

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[103] A thorough critique of these sociological concepts is beyond the scope of this work. Selective reference is only made to account for the shifts and changes in society as they have been noted by social scientists.

[104] The distinction between those three 'values' is a purely conceptual/abstract one. Phenomenologically this distinction is difficult as "*a symbol always has a function and a function, conversely, always is a symbolic expression*" (Christensen and Askegaard, 2001, p. 301). Nonetheless, there is growing importance accorded to 'sign value' within contemporary society, even if that was only for the academic or popular realisation of this phenomenological limitation (especially within the 'postmodern discourses').

1996). Hence, social actors are or need to become more reflective and actively involved in the crafting of identities within the context of less stable and certain social and institutional categories in society while at the same time it is becoming more difficult to sustain an identity due to that instability (Giddens, 1991; Lash and Urry, 1994).

The implications for organisations are clear. If we contend that organisations are purposive social actors that operate within such an environment, it can be followed that the institutional identity of an organisation becomes a strategic issue. The growing significance of what Lash and Urry (1994) referred to as '*sign value'* (symbolic utility) has implications not only for the constitution of individual and collective identities, but also for organisations as institutional ones. Hence, organisations need to manage their identity taking into account multiple and often conflicting requirements associated with different social categories that are less stable. At the same time, organisations themselves increasingly act as surrogate 'markers of identity'[105] for individuals and collectives inside (*e.g.* employees) and outside the organisation (*e.g.* customers, communities) amongst a plurality of 'identity choices' from the national to the local level (du Gay, 1996; 2007). Thus, organisations have the ability and concurrently are in need to engage in 'identity politics'[106] at various levels influencing the shape of social categories that provide the basis for the subsequent constitution and re-constitution of individual, collective, and institutional identities (*e.g.* brand communities). Identity and identification issues afford strategic opportunities as well as threats to the organisation that need to be answered.

Marketing is well positioned to provide a managerial and theoretical framework for such a business environment as it is already not only concerned with the 'use value' and 'exchange value' of products and services, but also their 'sign value' crafting an identity for those products and services (*e.g.* segmentation, positioning, branding, advertising, design, communication, experiential marketing *etc.*). However, the task is still more demanding and complex at the organisational level as the preceding discussion has shown.

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[105] Traditionally, 'markers of identity' are, for instance, family, religion, nationality, ethnicity, gender, tradition, local community *etc.* (*e.g. see* Hobsbawm and Ranger, 1983; Woodward, 2004; Graham and Howard, 2008)

[106] Please note that the term is used in a rather broad fashion here to denote the strategic significance of identity issues and discourses within our contemporary societies in general rather than in its more precise and restricted form as a term usually referring to the political struggle of disadvantaged or marginalised groups in society to define themselves in a way different from the hegemonic categorisations assigned to them by dominating groups (*e.g.* gender, ethnicity, class *etc.*) (*see* Bernstein, 2005).

B.1.2 The visibility challenge

In the preceding section it was argued that identity issues have become more important due to a lack of stability and certainty in society. This growing importance of identity at all levels of society and the increasingly mediated nature of social experiences and categories in general enabled by technological and cultural innovations in information and communication has contributed to a heightened level of media availability (and their fragmentation and proliferation) and communication activity (velocity and frequency) in our contemporary world. Indeed, as Bernstein (2009) recently pointed out in the context of corporate communications "*there is more of it* [and] *it has moved up the corporate agenda"* (Bernstein, 2009, p. 604) while it is also fast, instantaneous, more transparent and polyvocal. As individuals in society have become more reflective (Giddens, 1991; Lash and Urry, 1994) customers and stakeholders of companies have become more demanding and critical than ever before (Bernstein, 2009).

Further, companies operate within the context of what Appadurai (1996, p. 35) in his anthropologically informed account of modernity so aptly described as modern '*mediascapes*' that are imaginary worlds created by the flow of information produced and disseminated with the help of a growing number of cultural and technological tools available to ever larger sections of society (*e.g.* TV, film, newspapers, internet, mobile communication, electronically mediated social networks). These 'mediascapes' are characterised by their fragmented, polyvocal and instantaneous nature, but are constitutive of the genesis and maintenance of identities at all levels. It has to be noted that these 'mediascapes' represent only one of many 'imagined worlds' in which social actors operate and in which identities are constituted (Appadurai, 1996)[107].

Nevertheless, the prominent and central role of 'the media' (as institutions, as cultural tools) is characteristic for contemporary societies (Castells, 2011). They are, so to speak, brokers and exchanges of 'informational capital'[108] in the information or knowledge economy (Nolte, 2005) where these brokers and informational exchanges function as gatekeepers and intermediaries (Nolte, 2005; also *see* Arvidsson, 2006; Deephouse and Heugens, 2009). Reiterating the aforementioned importance of identity issues and the mediated nature of

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[107] Appadurai (1996, p. 27-47) differentiates further in his discussion of modernity and globalisation between ethnoscapes (the global flow of people), financescapes (global flow of capital), technoscapes (global flow of technology) and ideoscapes (global flow of ideologies) as several increasingly disjunct imagined worlds made possible by the time-space distanciation discussed earlier (although Appadurai speaks of 'deterritorialisation' but does not refer to the concept of Giddens in his work). Similarly, Askegaard (2006) argued that global brands constitute a specific 'ideoscape' that has important implications for consumer culture and the formation of individual and social identities.

[108] Arvidsson (2006) from a critical theory standpoint argues that brands, for example, have become important carriers of 'informational capital', thus, are fundamental for the workings of modern economies and societies, especially in the context of instable and fragmenting identities.

societal phenomena in general it becomes apparent that the access to and the position within those 'mediascapes' is of strategic importance for organisations. Marketing as business practice and as an academic discipline is already closely implicated in those 'mediascapes' via advertising, public relations, corporate communication *etc.* Hence, it has the potential to provide the necessary tools, frameworks, and models to deal with these strategic challenges organisations face.

However, this development entails another paradox that is the growing necessity for communication, symbolic mediation, and the creation of 'sign value' (symbolic utility derived from semiotics and aesthetics or 'meanings and senses') (Lash and Urry, 1994) in order to craft and sustain identities based on instable social categories on the one hand and the aforementioned concurrent difficulty to grasp the attention of relevant stakeholders (or 'others'[109]) who are themselves engaged in those activities (Nolte, 2005).

Due to this general increase in communication and information availability, the proliferation of media or *mediatisation* (Harvey, 1989, p. 329) and the growing significance of signs, 'expressive' images[110], and staged experiences or *aestheticisation* (Featherstone, 1991, p. 67-68) of our lives (social, economic, cultural *etc.*) *stakeholder attention* can be described as a scarce resource (Franck, 1998; Davenport and Beck, 2001; Nolte, 2005, Lanham, 2006). Hence, there is growing competition for this scarce resource fought over by, for example, politicians, celebrities, and not least companies (Nolte, 2005). It has to be noted here that the scarcity of attention is not only predicated on the proliferation of media and the associated 'information overload', but more fundamentally limited by the cognitive capacities of human beings in general (Franck, 1998; Nolte, 2005). That cognitive attention is a scarce resource and a valuable asset is not so new for marketing academics and practitioners best exemplified by the well known acronym of AIDA (attention, interest, desire, action), though. However, that this cognitive attention is 'mediated' and 'framed' by societal discourses is not always sufficiently acknowledged within marketing.

Those who accumulate this scarce resource most successfully can be said, metaphorically drawing on Bourdieu (1990, p. 112 ff.), to possess '*symbolic capital*' (*e.g.* prestige, status, reputation) enabling societal actors who gain the attention of important constituents or sections of society to dominate discourses (Nolte, 2005) and to influence the shape and

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[109] Stakeholders could metaphorically be seen as becoming either direct 'significant others' or indirect 'generalised others' for a company to borrow from (social) psychology (*see* Côté and Levine, 2002, p. 108ff.).

[110] Please note that there are different conceptualisations of 'image' and the one used here refers to the 'sociological conception' of 'image' as an expressive, thus 'expressive image', and aesthetic representation or simulation of reality rather than 'image' as a psychologically informed construct referring to impressions formed in an individual's mind (*see* the discussion of image in appendix section B.2.1).

boundaries of societal categories and systems of meaning[111] that in turn provide the backdrop for the aforementioned 'identity politics' and 'identity choices' available to individuals and collectives that were mentioned in the previous section of this chapter. In this sense, stakeholder attention becomes an asset.

On the other hand, this necessity for companies to be 'seen, felt, and heard' as being meaningful and relevant *vis-à-vis* various stakeholders with often conflicting and contradictory demands (*e.g.* high quality yet cheap products and services, maximal profits for shareholders yet ethical conduct and behaviour) makes companies more visible and the attention generated by this necessity leads to an apparent vulnerability of companies in terms of, for example, stakeholder activism, societal demands, or critical scrutiny in times of product or service failure. This notion of stakeholder attention is closely related to issues of status, legitimacy, accountability, and reputation that form together another challenge to be discussed in section B.1.4.

In summary it can be noted that in a society increasingly constituted by fragmented, polyvocal, and excessive communication *stakeholder attention* becomes a scarce resource that can become an asset, but also entails the threat of becoming a liability. Either way, organisations need to actively manage that resource as much as they manage other resources. It has also been noted that marketing as a business practice and as an academic discipline is again already well positioned to deal with this challenge, whether it is encountered at the product, service, or indeed the institutional level.

B.1.3 The reflexivity challenge

The preceding sections already alluded to the mediated nature of social experiences and categories. However, in the discussion so far, the aspect of the growing reflexivity of social actors has only been mentioned in passing. The increased necessity of being reflexive is predicated on the very conditions of society characterised by velocity, instability, fragmentation, and collapsing boundaries between social categories and institutions as well as the heightened level of media availability and communication activity in our contemporary world (Giddens, 1991; Lash and Urry, 1994). Reflexivity in the context of the current discussion

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[111] For example, Celia Lury (2004) defines brands, from an Actor-Network-Theory perspective, as 'new media objects' constituted at the intersection between information technology, economy, and society in a global economy. Lury (2004) focuses on the symbolic aspects of brands as relational interfaces (the interface concept is, of course, fundamental in corporate marketing scholarship, *see* Abratt, 1989; Balmer, 1998; Stuart, 1999) that link production and consumption functioning as a kind of additional 'currency' in market exchanges (*i.e.* 'sign value'!). Thus in this sense Lury's 'brands' could be seen as 'carriers of symbolic capital', because brands have a structuring influence on the social categories and systems of meaning that underpin the production of goods and services (*e.g.* brand values as 'guiding principles' for the company, also *see* Urde, 1994, 1999) on the one hand and consumer culture on the other (*e.g.* brands facilitating the development of individual and collective identities, *see* Schroeder and Salzer-Mörling, 2006).

refers to a growing self-awareness of social actors and their ability to make decisions about who or what they are, and to differentiate between different roles, affiliations and positions within society based on the more flexible social structures and categories available to them (Giddens, 1991; Lash and Urry, 1994). Hence, it refers to the growing importance of meaning and symbolic constructions for social actors, which has several implications for businesses and other organisations.

Modernity is characterised by the diminishing power and influence of 'traditional' institutions such as the extended family, religion, class affiliations, the state, political parties *etc.* (Giddens, 1984, 1991). In consequence people search for new 'sources of meaning' or 'markers of identity' with consumption of products and services having acquired a prominent position (Slater, 1997; McCracken, 2005). Individual and collective identities are increasingly constituted by consumption choices enabling the individual to express particular lifestyles, group affiliations, political and ethical stances, or societal roles (Slater, 1997; McCracken, 2005). At the same time, reflexive individuals do not only express their identities but also enact them based on multimodal (aesthetic) experiences of the self and the self's affiliation with others (*e.g.* being an owner of a Harley Davidson is an expression as well as an enacted experience of a specific identity, *see* Schouten and McAlexander, 1995).

However, as these choices are intricately implicated in the 'self-projects' of modern individuals and collectives (Giddens, 1991), the manufacturers and providers of products and services are increasingly scrutinised for their 'fit' with specific values and norms that people associate with the different social categories that their identities are based upon (Rindova, Pollock and Hayward, 2006). Hence, to reiterate what has been said before, organisations themselves increasingly act as surrogate 'markers of identity' for individuals and collectives not only inside (*e.g.* employees) but also outside the organisation (*e.g.* customers, communities).

This enables business organisations on the one hand to actively influence societal discourses, social categories, and systems of meaning, but on the other hand requires them to become more visible and transparent as a social actor with a specific identity, particular values, and moral convictions that need to be not only communicated but also enacted to avoid what Bernstein (2009) called 'corporate dissonance'. Hence, organisations acquire the necessary 'sign value' (Lash and Urry, 1994) in the dialectic interplay between the symbolic representation of relevant meaning systems, which links the organisation with different social categories, and the actualisation of that symbolic meaning by adequate corporate conduct in functional, economic, social and/or ethical terms.

On a different level, organisations can be understood as reflexive institutions themselves (also *see* Ortmann, Sydow and Windeler, 2000 drawing on Giddens for a theoretical explication

of organisations in a rather similar vein).[112] This reflexivity is exemplified, for instance, by the importance of organisational identity and identification within an organisation (the organisational 'self' so to speak) and by the way companies seek to elicit feedback from and information about its environment and its various stakeholders in order to strategically pursue their goals and purposes.[113] Hence, organisations are by default also symbolic constructions and systems of meaning that are manifested in the way the company is expressed, enacted, and experienced.

In summary, the heightened importance of reflexivity in our contemporary world with its growing focus on semiotic (meaning) and aesthetic (multimodal sense experiences) aspects, the mediated nature of social experiences and categories, is another contributing factor that necessitates an active and strategic approach to marketing at the corporate level. Marketing as a discipline and business practice already deals with semiotic and aesthetic aspects at the product and service level (*e.g.* experiential marketing, branding, advertising, product design) and this concern is also exemplified at the corporate level by the discourses about corporate image, corporate communications, corporate design, or corporate branding. Corporate marketing offers an approach to integrate those different corporate-level constructs in order to strategically answer the reflexivity challenge.

B.1.4 The legitimacy challenge

It has been argued above that business organisations under current societal conditions have to deal with the paradox of the concurrent necessity to become more visible while potentially carrying symbolic meaning for individuals and collectives in society on the one hand and the constraints and challenges that heightened transparency and the critical scrutiny by stakeholders entails on the other. Hence, issues of legitimacy and accountability as well as of status and reputation[114] have increasingly been recognised as fundamental concerns for organisations within such a socio-economic and socio-cultural context (*e.g.* Dowling and Pfeffer, 1975; Weigelt and Camerer, 1988; Fombrun and Shanley, 1990; Podolny, 1993;

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[112] It is an 'institutionalised reflexivity' rather than a literal capacity of any organisation (obviously organisations do not have mental capacities as such) as the reflection is always done by human social actors 'on behalf' of the organisation as an institution (*see* Elder-Vass, 2010).

[113] The idea of the organisational self is borrowed from social psychological accounts of identity and has recently been discussed in the context of organisational identity (Pratt and Kraatz, 2009). It somehow mirrors earlier conceptions of corporate identity with the distinction between the corporate personality (as the organisational self) and corporate identity as the company's (socially constituted) public/social identity.

[114] The concept of corporate reputation will be discussed in more detail in appendix section B.2.2 (p. 405ff.).

Suchman, 1995; Fombrun, 1996; Fombrun and van Riel, 1997; Gray and Balmer, 1998; Rindova, Pollock and Hayward, 2006; He and Baruch, 2010)[115].

The aforementioned conditions impact on the legitimacy – their societal 'licence to operate' – of business organisations within society (Dowling and Pfeffer, 1975). Not only need organisations in such a business environment constantly negotiate and validate their legitimacy (via a growing concern for accountability as the close counterpart of legitimacy under current societal conditions) *vis-à-vis* different and often conflicting stakeholder interests (customers, shareholders and investors, employees, local communities, governments *etc.*), but the instability and fluidity of contemporary social categories and blurred boundaries between them as well as the general reflexive '*zeitgeist*' within society as discussed earlier leads to a frequent change in and expansion of the requirements of what constitutes legitimate conduct and behaviour within a certain social category (*e.g.* yesterday's voluntary philanthropy is today's strategic necessity, today's legitimate operational procedures are tomorrow's environmental iniquities).

Further, stakeholder groups and interests are not homogeneous or stable either (*e.g.* growth-focused investors *vs.* ethically oriented investors), and individuals have not only usually different stakes in a company (as customers, direct or indirect investors, employees, or at least as a member of the more elusive 'general public') but also affiliate with different groups and their causes at different times as well as change their affiliations more often (*e.g.* local interest group setting up a private school, joining an environmental campaign protecting the greenbelt, taking part in industrial actions of a union, being a member of a classic car club, discussing investment opportunities on the internet).

Hence, business organisations in order to sustain their legitimacy need to strategically influence multiple societal discourses and the shape of social categories that (potentially) impact on their ability to negotiate and validate their legitimacy *vis-à-vis* different stakeholders today and in the future. In this respect, the conflicting demands for an organisation's legitimacy are a potential strategic resource (Pfeffer and Salancik, 1978) on the one hand and a limiting constraint on a company's range of actions on the other (DiMaggio and Powell, 1983).

However, in order to be able to engage in those societal discourses (and in fact in any interactive relationship) a company has to be actively positioned not only as a legitimate entity within its narrow functional institutional category (*e.g.* as a bank, as retailer, as an apparel manufacturer), but also needs to be seen as a legitimate social actor well positioned within the 'mediascapes' (as discussed in section B.1.2) as a reputable organisation with a high enough

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[115] For a recent review of the different conceptualisations of 'social judgements', such as legitimacy, reputation, and status, *see* Bitektine (2011).

status to be taken serious as a valid discursive (and relational) partner, deserving of the scarce resource of stakeholder attention due to its 'symbolic capital'.

Thus, legitimacy under contemporary conditions is as much about a 'licence to operate and act' (pressure to conform) as it is about a 'licence to speak, to be seen, and to be heard' (pressure to be different) and is closely implicated in questions of reputation and status as well (or the acquisition of 'symbolic capital'). However, due to the mediated and reflexive nature of contemporary societies all these aspects entail increased visibility and transparency leading to growing concerns for accountability in return.

Consequently, legitimacy is predicated on an active alignment between corporate conduct (behaviour), corporate talk (communications) and corporate posture (design) that has long been recognised as a strategic necessity for any business organisation by corporate identity and communications practitioners and academics (Ollins, 1978; Birkigt and Stadler, 1980; Bernstein, 1984; Abratt, 1989; Balmer, 1995, 1998; van Riel, 1995).

The nascent area of corporate marketing draws on these insights while integrating corporate-level constructs such as corporate identity, corporate communication, and corporate reputation potentially providing a framework for the strategic management of the legitimacy challenge.

B.1.5 The multiplicity challenge

What the discussion in the preceding sections of this chapter reveals is the inherent multiplicity at different levels that seems to characterise contemporary societies. This multiplicity is manifested in a plurality of different voices, expressive images, identities, category memberships, affiliations, roles, discourses, interests, expectations, and power struggles neither confined to one place nor to one time. Traditional unifying markers of identity and their institutions such as the church, the extended family, the nation state, the unions, large corporations, political parties *etc.* providing legitimacy, status, stability and certainty are increasingly weakened in their integrative appeal and power (not in their appeal as identity markers as such though), being themselves fractured, hence amplifying the multiplying tendencies within society.

Individuals and collectives and by implication institutions navigate through and are part of this pluralistic and polyvocal environment – where change seems to be the norm rather than the exception – searching for certainty and stability in mediated social experiences and categories that are semiotic and aesthetic manifestations of in themselves necessarily multiple identity choices and different power struggles ('identity politics'). This challenge of multiplicity requires companies to actively manage (a) *their identities* (within and without the

organisation) and *multiple category memberships*, (b) *the meaning and aesthetic value* attached to them, and (c) *the level of visibility* in polyvocal informationally over-saturated 'mediascapes' and in a general business environment where legitimacy cannot be taken for granted *vis-à-vis* multiple and shifting in themselves heterogeneous stakeholder groups constituted by individuals that reflectively struggle to deal with society's instability and uncertainty themselves.

However, this very condition of contemporary societies provides the technological and cultural resources affording opportunities for business organisations to actively engage with and forge meaningful relationships with stakeholders based on a corporate identity that is relevant and responsive to different societal demands and interests, acting as a marker of identity and shaping social categories that individuals draw on in their personal identity projects.

Corporate marketing by integrating different corporate-level constructs that already help to address various aspects of the societal conditions outlined above it will be argued is well placed to provide a general framework and the strategic toolkit necessary to answer and deal with these challenges.

B.2 Discussion of other corporate-level marketing constructs

Corporate marketing as the meta-level framework of this study is characterised by an '*identity-based view of the corporation*' (Balmer, 2006a, 2008) that emerged gradually not only from the development of the *corporate identity* construct itself, but is informed by the various discussions of – represents a synthesis thereof – different corporate-level marketing constructs such as *corporate image*, *corporate culture*, *corporate reputation*, or *corporate brands* that are to varying degrees all concerned with or predicated on identity and identification issues in regard to an organisation (Balmer, 2008, 2011a). Hence, the corporate identity construct represents the central platform for the comprehension and conceptualisation of the other corporate-level marketing constructs as well as associated pragmatic corporate policies such as corporate communication, corporate strategy, and corporate leadership (Balmer, 2008).

However, due to this conceptual overlap the construct of corporate identity has often been conflated with those other corporate-level constructs. The conceptual confusion that appears to trouble many discussions of corporate-level marketing phenomena has been amplified not only by the multi-faceted character of the corporate identity construct itself and the changes in its conceptualisation that have been made over time, but also by the elusive nature of many other corporate-level constructs that have been defined and conceptualised from different vantage points as well. Thus, many corporate-level constructs such as, for example, corporate image or corporate reputation are themselves often used interchangeably and inconsistently in the literature by practitioners and academics alike (Gotsi and Wilson, 2001; Wartick, 2002; Barnett, Jermier and Lafferty, 2006; Walker, 2010).

This conceptual confusion and equivocality has frequently been criticised in the literature and attempts have been made to clarify and/or delineate the various concepts and their mutual overlaps (*e.g.* Abratt, 1989; Grunig, 1993; van Riel, 1995; van Riel and Balmer, 1997; Markwick and Fill, 1997; Hatch and Schultz, 1997; Fombrun and van Riel, 1997; Stuart, 1998, 1999; Balmer, 1997, 1998, 2001, 2008, 2011a; Gotsi and Wilson, 2001; Cornelissen and Harris, 2001; Christensen and Askegaard, 2001; Balmer and Greyser, 2003, 2006; Bick, Jacobson and Abratt, 2003; Cornelissen and Elving, 2003; Berens and van Riel, 2004; Barnett, Jermier and Lafferty, 2006; Cornelissen, Haslam and Balmer, 2007; Walker, 2010; Abratt and Kleyn, 2012). However, as the growing number of contributions indicates no real consensus has been achieved.

Therefore, it is necessary to delineate corporate identity from the main corporate-level marketing constructs and to define those constructs as they are understood in the context of this thesis. It has to be noted that an in-depth discussion and review of each individual corporate-level construct is not attempted and would be beyond the scope and purpose of this

work. First, *corporate image* as the 'oldest' of the corporate-level marketing constructs is introduced and subsequently delineated from *corporate reputation* as a related construct that has gained popularity more recently. Further, *corporate culture* is discussed as another key corporate-level construct that has informed the conceptual development of the 'identity-based view'. Finally, *corporate brands* are defined as the latest corporate-level construct that has dominated academic and popular marketing discourses over the last ten years or so.[116]

B.2.1 Corporate image

Corporate image as a topic of interest for marketers (and public relations specialists) emerged during the 1950s (Kennedy, 1977; Abratt, 1989; Dowling, 1993; Balmer, 1998; Brown, 1998; Abratt and Mofokeng, 2001; Bick, Jacobson and Abratt, 2003; Furman, 2010)[117]. It has for a long time dominated academic and popular marketing discourses about corporate-level phenomena and although its hegemony has been challenged by other concepts such as corporate identity, corporate reputation and most recently corporate brands, it is still a popular concept that is widely used and referred to in the academic and more so in the popular business literature (Balmer and Greyser, 2003; Furman, 2010). It is not clear who actually coined the term 'corporate image', but Boulding's '*The Image'* (Boulding, 1956) is often cited as the seminal work that represents the first comprehensive treatment of the image concept in general – its individual, societal, and economic implications – that paved the way for the subsequent upsurge in the interest in 'image' as a corporate-level marketing construct in particular (*see* Kennedy, 1977; Abratt, 1989; Grunig, 1993; Balmer, 1998;).[118] However, many authors agree that it was Martineau (1958a, 1958b) who popularised and first developed the concept of *corporate image* in a comprehensive way[119] (Kennedy, 1977; Abratt, 1989; Dowling, 1993; Balmer, 1998) that was followed by a wave of academic and other publications from the later 1950s onwards (*e.g.* Eells, 1959; Bolger, 1959; Bristol, 1960; Spector, 1961; Tucker, 1961; Finn, 1961; Easton, 1966; Cohen, 1967).

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[116] Please note that the concept of 'corporate personality' is not discussed here. Although, it has frequently been featured in the earlier, often practitioner lead, literature, it now appears to represent a surrogate construct that has largely been incorporated into contemporary definitions of corporate identity and/or corporate culture (for a review *see* Abratt, 1989; Balmer, 1998; Bick, Jacobson and Abratt, 2003).

[117] The interest in 'corporate image' started mainly in the USA during the 1950s due to cultural (pop culture), technological (media, TV) and socio-economic (growing affluence, the success of large corporations and organisations) changes that had a significant impact on the business environment and facilitated the importance of corporate-level phenomena (Dowling, 1993; Balmer, 1998; Furman, 2010).

[118] Barich and Kotler (1991) credit Sidney Levy with introducing 'image' as a marketing concept in 1955, while others (*e.g.* Kennedy, 1977; Abratt, 1989) mention an article by William Newman (1953) about the 'character' of a company that Balmer (1998) later linked to the concept of 'corporate personality', but that can also be read as a precursor of 'corporate identity'. Some authors acknowledge the role of marketing practitioners such as Ogilvy as well (Dowling, 1993; van Riel, 1995).

[119] Parallel to the interest in 'corporate image' his work triggered subsequent research into retail store images (*see* Lindquist, 1974/75).

Despite its long conceptual gestation corporate image as a marketing construct remains fraught with difficulties, though, in terms of its meaning (denotative as well as connotative) and conceptual clarity, its delineation from other corporate-level constructs and no generally accepted definition has emerged (Kennedy, 1977; Abratt, 1989; Grunig, 1993; Moffitt, 1994; Balmer, 1998; Balmer and Greyser, 2003; Furman, 2010).

Grunig (1993), for example, expressed his reservations in regard to the image concept that as a broad and general term "*conceals several psychological concepts*" (p. 125) and carries a plethora of denotative (*e.g.* reputation, perception, cognition, attitude, belief) and connotative (often negatively associated with imitations, illusions, hypocrisy, deceit and a lack of substance) meanings. Similarly, Balmer (1998) and Balmer and Greyser (2003) argued that the concept of image is problematic as it has a multitude of meanings, has negative associations, is inherently multi-faceted, and has little instrumental utility (it is almost impossible to be controlled and at least difficult to influence). Hence, corporate image is "*an umbrella term covering all of the communication activities and their effects that occur between an organisation and its public*" (Grunig, 1993, p. 126). Table 29 (p. 396) and Table 30 (p. 397) list a collection of definitions of the corporate image construct from the 1950s onwards.

Several authors have suggested categorisations of the image construct usually based on the disciplinary origin or locus of research interest. For example, van Riel (1995) differentiated between researchers who approach corporate image with a macro-structural critical stance (social critics), with a micro-foundational cognitive focus (analytic writers) and those who conceptualise image from pragmatic points of view (writer's interest in utility) either focusing on image formation processes or its management and strategic application (van Riel, 1995, pp. 79-99).

Balmer (1997, pp. 3-6), on the other hand, differentiates between the psychological, graphic design, and marketing and public relations paradigm of corporate image. However, there are several conceptual tendencies that can be categorised into distinctive 'perspectives' or 'schools of thought' with three broad perspectives dominating the literature in various disciplines: image as expressive creation, image as impressions, and image as a reflective construal.

Table 29: Exemplary definitions of corporate image (before 1970)

Authors	Selected corporate image definitions (before 1970)
Martineau (1958b)	*In the strictest sense, every company can be said to have a corporate image. Every bank, every railroad, every manufacturer has a personality or reputation consisting of many facets... The vague generalized [sic] image behind the specific is called into mind by some specific facet. Yet it is the vague part, the set of many associations and meanings, which the image really refers to. [p. 51] ... the image is a kind of stereotype, it is an oversimplification. In a sense, therefore, it negates the complexity of the modern diversified corporation... the corporation is addressing itself to many different publics, each of which is looking at the corporate image from behind a different set of lenses... The business executive cannot afford to scoff at this subject of images because people are acting toward his company on the basis of them – not on the basis of facts and figures. [p. 53] (pp. 51 and 53)*
Christian (1959)	*Every company, regardless of size or the nature of its products and business, has an image. The image or company character may be (1) positive, strong, and helpful; or (2) negative and harmful; or simply (3) cloudy, confused, and sometimes meaningless... customer's buying decision may be based to a great extent on his impressions of the manufacturer – the 'image,' reputation, or personality the corporation has established in his mind. (p. 80)*
Bristol (1960)	*The corporate image – or corporate personality – is nothing essentially new. It is in its essentials, merely the picture which your organization [sic] has created in the minds of your various publics ... whether you consciously do something about it or not, you organization [sic] and mine will have a definite corporate image... (p. xiii)*
Martineau (1960)	*...the corporate image of each firm ... is a conglomerate of attitudes the various publics have toward the organisation. These attitudes are based upon the functional meanings that some facet of the company has for the individuals who make up the various publics the firm makes contact with – as well as the emotional overtones carried by the messages the corporation communicates to these persons. (p. 6)*
Winick (1960)	*The image of a company is the end result of a person's experiences, recollections, and impressions of a company. It enters directly and centrally into how he [sic!] perceives the company. (pp. 23-24)*
Spector (1961)	*The sum total of [peoples'] perceptions of the corporation's personality characteristics is what we refer to as the corporate image. (p.47)*
Cohen (1963)	*The corporate image exists in the minds of people. It is a loose structure of knowledge, belief and feelings. It may be vague or clear, weak or strong. It differs from person to person, from company to company. It is rooted in a variety of other social attitudes and value systems. (cited in Brown, 1998, p. 226)*
Easton (1966)	*The corporate image is based on the collective impressions of many people of the firm. These impressions are derived partly from an individual's personal contacts with the firm, partly from hearsay, partly from mass communication media and partly from psychological predispositions not controlled by the firm. (p. 168)*
Enis (1967)	*Image is defined as the whole of all sensory perceptions and thought interrelationships associated with an entity by one individual. An image is an abstraction, a simplification of reality by the individual so that he [sic!] can think about the totality of the entity in question. (cited in Brown, 1998, p. 226)*
Bevis (1967)	*The term 'corporate image' is a much used and sometimes abused term. We think of it as the net result of the interaction of all the experiences, beliefs, feelings and knowledge that people have about a company... [P]eople's images of corporations (and their products) go through a gradual process of development and change. (cited in Kennedy, 1977, p. 164)*

Table 30: Exemplary definitions of corporate image (after 1970)

Authors	Selected corporate image definitions (after 1970)
Selame and Selame (1975)	*The corporate image is composed of all planned and unplanned verbal and visual elements that emanate from the corporate body and leave an impression on the observer. (p. 4)*
Margulies (1977a)	*Image [...] is the perception of the company by [its] publics. (p. 66)*
Pharoah (1982)	*...the expectations, attitudes and feelings which consumers have about the nature and underlying reality of the company as represented by the corporate identity. (cited in Furman, 2010, p. 68)*
Topalian (1984)	*...the corporate image of an organisation is the profile – or sum of impressions and expectations of that organisation built up in the minds of individuals who comprise its publics. (cited in Abratt, 1989, p. 66)*
Gray and Smeltzer (1985)	*Corporate image is the impression of the overall corporation held by... various publics. The image that each public has of the corporation determines, to a large degree, the success of the strategy vis-à-vis that group. (p. 73)*
Dowling (1986)	*An image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is, it is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object. (p. 110, Dowling citing Aaker and Myers, 1982)*
Johnson and Zinkhan (1990)	*Company image refers to the impression of a particular company held by some segment of the public. (cited in Brown, 1998, p. 227)*
Barich and Kotler (1991)	*We use the term 'image' to represent the sum of beliefs, attitudes, and impressions that a person or group has of an object. The object may be a company, product, brand, place, or person. The impressions may be true or false, real or imagined. (p. 95)*
Dowling (1993)	*[A]n image is the impression an entity (organisation [sic]) makes on the minds of people. (p. 104, Dowling citing Dichter, 1985)*
Balmer (1995)	*Corporate image refers to commonly held perceptions of an organisation [sic] by a group or groups. A corporate image can be based on belief as well as on fact. A corporate image may be positive, negative, inaccurate etc. It is quite common for different groups to hold different perceptions of an organisation. (p. 25)*
Schmitt, Simonson and Marcus (1995)	*...the term 'image' refers to the mental conceptions that the firm's multiple constituents (customers, employees, investors, and the public at large) hold of the firm based on its aesthetic output. (p. 83)*
Markwick and Fill (1997)	*Corporate image can be said to be the totality of a stakeholder's perceptions of the way an organization [sic] presents itself, either deliberately (for example, through planned public relations activities) or accidentally, (for example, through comments made by staff or media comment). Images form through encounters with the characteristics of an organisation [sic], the net result of the interaction of all the experiences, beliefs, feelings, knowledge and impressions that each stakeholder has about an organization [sic]. (p. 398)*
Gray and Balmer (1998)	*Corporate image ... is the immediate mental picture that audiences have of an organisation.*
Brown (1998)	*Corporate associations describe the cognitions, affects (i.e. moods and emotions), evaluations (attaching to specific cognitions or affects), summary evaluations, and/or patterns of associations (e.g. schemata, scripts) with respect to a particular company. (p. 217)*
Cornelissen (2000b)	*[Corporate image is] a network of meanings stored in memory that range from holistic general impressions to very elaborate evaluations of objects.... An image is a perception of a receiver of his or her received projection of the corporate identity and own reflections of interpretations of various attributes from various sources. It is a complex of cognitive interpretations that members of the key publics hold of an organisation. (p. 120)*
Bick, Jacobson and Abratt (2003)	*[Corporate] image is the immediate impression of an organisation [...] (p. 841)*
Argenti and Druckenmiller (2004)	*A reflection of an organization's [sic] identity and its corporate brand. The organization [sic] as seen from the viewpoint of one constituency. Depending on which constituency is involved (customers, investors, employees, etc), an organization [sic] can have many different images. (p. 369)*
Barnett, Jermier and Lafferty (2006)	*[Corporate image is defined] as observers' general impressions of a corporation's distinct collection of symbols, whether that observer is internal or external to the firm. Image can be shaped but not controlled by an organization [sic] because factors such as media coverage, governmental regulations and surveillance, industry dynamics and other external forces also influence impressions of the firm. (p. 34)*

B.2.1.1 Image as expressions

This perspective conceptualises 'corporate image' as an expressive creation that is projected by a sender (Grunig, 1993) – a *communicated image* (Alvesson, 1990, p. 376) – that "*focuses on the corporation as the transmitter of images*" (Balmer and Greyser, 2003, p. 174) and the '*production side*' (Grunig, 1993) of image formation largely determined by an organisation and its objectives (Dowling, 1986; Grunig, 1993, Moffitt, 1994, Williams and Moffitt, 1997; Rindova, 1997). It is related to the image concept in art and culture that conceptualises the image construct as an aesthetic representation or reflection of an entity (Grunig, 1993). This understanding is close to the term's etymological origin in the Latin word for imitation or replica (Grunig, 1993, p. 125-126 referring to Cutlip, 1991 and Horowitz, 1978). In the sociological literature this perspective of the concept is further expanded to include the aspects of *imagery* or *simulation* of reality that often have severed any link with an original referent (*e.g.* Alvesson, 1990; Featherstone, 1991; Appadurai, 1996; Baudrillard, 2001) where according to Appadurai (1996) "*the image, the imagined, the imaginary* [coalesce into a social practice of imagination that] *is now central to all forms of agency* [and] *is itself a social fact*" (Appadurai, 1996, p. 31). Consequently, the understanding of 'corporate image' created and projected as an expressive, aesthetic 'representation' (or with a critical eye often a 'simulation') is closely associated with the discussion of the growing importance of 'sign value' in appendix B.1.1 and 'visibility' in appendix B.1.2.

B.2.1.2 Image as impressions

The second perspective understands 'corporate image' as essentially a receiver-based concept (Balmer and Greyser, 2003) exemplified in a statement by Ind (1990) saying that "*corporate image is in the eye of the receiver*" (p. 21) and often explicitly or implicitly drawing on cognitive and social psychology such as categorisation theory, schemata formation, or theories of attitude change, for example, Petty and Cacioppo's (1981) Elaboration Likelihood Model or short ELM (Grunig, 1993; Brown, 1998; Cornelissen, 2000b). This perspective understands 'corporate image' as a composite of several mental and psychological constructs such as perceptions, cognitions, attitudes, beliefs (Grunig, 1993), or any cognitive, affective and evaluative association formed in an individual's mind (van Riel, 1995; Brown, 1998). It represents the 'consumption side' of images (Grunig, 1993) as the formation of impressions by individuals based on multiple symbolic relationships constituted through communicative interactions between individuals, collectives and institutions (Grunig, 1993; Moffitt, 1994; Williams and Moffitt, 1997). Although, the distinction between the two perspectives has not always been as clear in the literature (Grunig, 1993; Balmer, 1998), especially in the early

writings on the topic, the 'corporate image' construct is today usually associated with the latter perspective and commonly understood as:

> *"...the set of meanings by which an object is known and through which people describe, remember and relate to it. That is the result of the interaction of a person's beliefs, ideas, feelings and impressions about an object." (Dowling, 1986, p. 110 citing Aaker and Myers, 1982)*

Brown (1998) in a later review identified three main tenets about the receiver-based conception of corporate image or what he more generally called 'corporate associations' (Brown and Dacin, 1997)[120]. First, a corporate image does exist and is formed in the mind of individuals and differs to a certain degree across individuals and across different audiences (*e.g.* employees, customers, shareholders, media, government, interest groups). Second, the image of a particular company might be similar to a certain degree amongst individuals belonging to one of the multiple audiences of that company as they share specific information relevant to that particular audience (*e.g.* financial analysts). Third, corporate image includes descriptive (*e.g.* perceptions, meanings) as well as evaluative (*e.g.* attitudes) components of psychological phenomena[121]. The multiplicity and multi-faceted nature of images is usually supported in the literature (*e.g.* Abratt, 1989; Dowling, 1986, 1993; Balmer, 1998; Balmer and Greyser, 2003).

In a recent study Anne Rindell (2007) demonstrated that impressive corporate images are predicated not only on present perceptions and cues but are formed and interpreted by customers based on associations with and from the past as well. The study showed that consumers differ in their *awareness time span* that is "*the period in the company's history which can be recalled by the informant and from where associations may stem*" (Rindell, 2007, p. 125), their focus (or multiple foci) of temporal attention within that time span, and the sources and contents that were salient for image construction (Rindell, 2007). Hence, corporate associations might be not only temporally dynamic (fluctuating and changing over time) but also temporally differentiated (time span, focus, and content salience) as well. In addition, this study provides empirical evidence for the close conceptual link between corporate image and corporate reputation (*see* appendix B.2.2) and underscores the importance of the temporal dimension for corporate-level marketing in general.

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[120] The concept is broader and incorporates all intra-subjective/psychological phenomena that are commonly associated with either the concept of corporate image or the concept of corporate reputation (*see* appendix B.2.2 on corporate reputation). Further, the concept differentiates between various types of associations (*e.g.* corporate ability and corporate social responsibility) as well as different antecedents and consequences (*see* Brown, 1998).

[121] The evaluative dimension will be taken up again and discussed in the section dealing with corporate reputation.

B.2.1.3 Image as reflections

A third perspective of corporate image needs to be mentioned at this point that is relevant for the conceptual understanding of corporate identity in the context of the thesis and the subsequent methodological framework used. This third perspective of corporate images relates to the way how internal stakeholders (employees or management) "*envision that external audiences perceive their corporation*" (Balmer and Greyser, 2003, p. 175) which have been called *construed images* or "*beliefs about beliefs*" (Balmer and Greyser, 2003, p. 174) that in principle can relate to lower-level images (*e.g.* construed brand user image) and higher-level images (*e.g.* construed industry image) as well (Balmer and Greyser, 2003, p. 176). This perspective draws on the concept of 'organisational image' that originated in the organisational identity literature (*e.g.* Dutton and Dukerich, 1991; Dutton, Dukerich and Harquail, 1994). This perspective of images is consistent with the reflexive notion of the corporate identity construct that is predicated on the interpretative work of internal members (employees and management) of an organisation. In the context of this thesis the focus is on the interpretations of management as an integral aspect not only of the 'construed strategic image' (Balmer and Greyser, 2003, p. 175) and as an important prerequisite for the strategies and policies pursued, but also as a constitutive dimension of corporate identity as a strategic concept within the framework of corporate marketing.

B.2.1.4 Corporate image and other images

The concept of image is not confined to the corporate level, though. Impressive images (understood as social perceptions and impressions formed in an individual's mind) are said to be formed by individuals about almost all social entities ranging from individuals to nations, such as user image, product image, brand image, store image, industry image, or country image (*e.g.* Bernstein, 1984; Barich and Kotler, 1991; van Riel, 1995; Balmer and Greyser, 2003). Since companies do not exist disconnected from their environment, interdependencies between several images at different levels have to be considered. In fact, corporate images are often embedded in an interdependent 'hierarchy' or 'network' of external images (Dowling, 1988, 1993) or different image categories (Balmer and Greyser, 2003). For example, it has been shown that the corporate image might influence product image (Keller and Aaker, 1992, 1998). The same might be true for companies operating in a specific sector or industry like banking or oil industry. Those images may impact favourably or unfavourably on a company's image as well (Brown, 1998; Balmer and Greyser, 2003). There is some empirical evidence that the industry image has an impact on the corporate brand image (Schaefer, 2006). However, most marketing research is concerned with the impact of corporate image (or other higher-

level images such as country image, industry image) on lower level images, mostly product or (product) brand images (*e.g.* Brown and Dacin, 1997; Biehal and Sheinin, 1998; 2007; Sen and Bhattacharya, 2001; Blinda, 2003; Gürhan-Canli and Batra, 2004; Berens, van Riel and van Bruggen, 2005) and there is a lack of empirical research in this area as to the nature and strength of the interdependencies between different image categories, especially regarding higher level images such as corporate image, industry image, country image (Brown, 1998; Balmer, 2001; Dacin and Brown, 2002; Berens and van Riel, 2004; *see* Lopez Lamelas, 2011).

B.2.1.5 *Corporate image as a dialogically constituted construction*

Generally, it has been argued that the formation of specific corporate images as individual-level impressions about an entity (formed in a person's mind) is predicated not only on individual (intra-subjective, person specific) psychological factors and processes (such as some innate need-for-cognition as the ELM postulates), but embedded in and dependent on the socio-cultural context that is characterised by a multitude of environmental (societal and inter-subjective) cues and symbolic resources (*e.g.* Fombrun and Shanley, 1990; Moffitt, 1994; Williams and Moffitt, 1997; Rindova, 1997).

Hence, despite the popularity and prevalence of the receiver-focused, largely intra-subjective, psychology-based understanding of corporate images as mental associations and individual-level impressions within the marketing literature, corporate images are not solely formed at an individual level, but can, according to the first mentioned perspective, be conceptualised as deliberately created representations and projected and communicated expressions (real or imagined). This perspective draws less on cognitive psychology and is closer associated with sociological, social-psychological and organisational concepts with a focus on the symbolic, interactive and relational aspects of communication and company-stakeholder relationships. Most notable in this respect are, for example, the ideas of Goffman (1959) in regard to 'impression management' by individual social actors in social settings that have only relatively recently made inroads into marketing (*e.g.* Fisk and Grove, 1996, White and Hanson, 2002). The need for 'impression management'[122] by companies understood as 'social actors' (*e.g.* Bromley, 1993; Highhouse, Brooks and Gregarus, 2009) is broadly predicated on the socio-cultural conditions previously discussed in appendix section B.1 (p. 381ff.).

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[122] In the context of this work the term 'impression management' is actually a misnomer as impressions and perceptions in an individual's mind cannot be managed directly by a company. They are dialogically constituted through symbolic and behavioural relationships between a company and its audiences (*see* Grunig, 1993; Moffitt, 1994).

However, the marketing literature often not only fails to recognise the difference between images created by a company and the resulting images in the mind of an individual but also the interdependence between both (Abratt, 1989; Grunig, 1993; Balmer, 1998).

Hence, images are better understood as twofold and dialogically constituted. First, they are predicated on expressions that include all acts of deliberate as well as unintended communicative, behavioural and aesthetic representations within a particular socio-cultural context, that emanate from a company source – also called 'projected images' (Rindova, 1997; Balmer and Greyser, 2003) – as well as those created by third-parties (*e.g.* NGOs, competitors, unions) and institutional intermediaries (*e.g.* analysts, media) – also called 'refracted images' (Rindova, 1997). Independent media coverage and external pressure groups may transmit and create rather different images, than those produced by formal corporate communications (*e.g.* Rindova, 1997; Deephouse, 2000; Lounsbury and Glynn, 2001; Pollock and Rindova, 2003; Rindova, Pollock and Hayward, 2006; Einwiller, Carroll and Korn, 2010). The same might be true of the expressive images increasingly created by stakeholders who interact with friends and family and within different cultural groups (at work, as club members, on the internet). This 'word-of mouth communication' has grown in importance, not least with the advent of various forms of social media and interactive communication technologies.

Further, one could also argue that many expressions from a company are in fact 'refracted' as they are culturally mediated by the brokers and exchanges of 'informational capital' (*e.g.* advertising agencies, TV, newspapers, internet-blogs, retailers, independent sales agents), that were mentioned in appendix B.1.2 (p. 385ff.). As such all expressive images become part of the wider societal discourses that constitute social categories and meaning structures (*see* Motion and Leitch, 2002), thus expressions might not only be 'refracted' but 'pre-interpreted' as well.

Second, images are formed as impressions in the mind of individuals that selectively draw on the expressions and cues available to them (Schmitt and Simonson, 1997; Rindova, 1997), which are not necessarily only rooted in the present as the aforementioned study by Rindell (2007) has shown. However, individuals do not form an impressive image based on the various perceptions they received directly, but rather form an impressive image through interpretative processes (Christensen and Askegaard, 2001; Motion and Leitch, 2002) that are predicated on individual, situational, and socio-cultural factors as mentioned above. Thus, it can be argued that impressive images are interpreted social perceptions (Christensen and Askegaard, 2001) that are imbued with a particular meaning for the individual.

Consequently, expressions and impressions are mutually dependent and concurrently constitutive of corporate images, but congruence in meaning cannot be assumed as Ichheiser (1949) argued as early as 1949 that:

> *"...some, and frequently even a great degree of, discrepancy between expression and impression is the normal state of affairs...* [, and further explained that] *...on the one side are processes of expression transformed and controlled by socio-cultural factors and, on the other, similarly conditioned mechanisms of social perception [impressions]"* (Ichheiser, 1949, p 8).

The expressions-impressions framework is essentially based on the work by Ichheiser (1949)[123] on interpersonal relations (Schmitt and Simonson, 1997) and appears to be consistent with more recent theories of social perception (McArthur and Baron, 1983; Schmitt, 1987) – especially those drawing on Gibson's ecological approach (Gibson, 1979 cited in Schmitt, 1987) – as well as the explicit or implicit 'Gestalt' principles that have informed many of the academic and practitioners' works on corporate-level marketing constructs such as corporate identity and corporate image (*e.g.* Pilditch, 1970; Schmitt and Simonson, 1997; Balmer, 1998, 2008, 2011a; Birkigt, Stadler and Funck, 2002; Cornelissen, Haslam and Balmer, 2007). Several authors in the marketing and corporate communication area have implicitly or explicitly advocated such a broader perspective on image (Alvesson, 1990; Grunig, 1993; Moffitt, 1994; Schmitt and Simonson, 1997; Williams and Moffitt, 1997; Hatch and Schultz, 1997; Balmer, 1998; Balmer and Greyser, 2003; Abratt and Kleyn, 2012).

This understanding of corporate images – as dialogically constituted through the constant interaction between all kinds of representations (creating 'expressive images') associated with individuals, collectives, and institutions (emanating from a company as institutional entity itself, individual members of an organisation, as well as third-parties and institutional intermediaries) on the one hand and multiple 'impressive images' as interpreted social perceptions that have a particular meaning for individuals on the other – entails a dynamic conception of corporate images as multiple and momentarily shifting and adjusting (Rindova, 1997) that might also be temporally differentiated (Rindell, 2007).

However, corporate image will not be used as the central construct of the thesis, despite its importance for the development and comprehension of the corporate identity construct and the identity-based view of the corporation in general. It is rather preferred to refer to the terms of 'representations' (incorporating the expressive dimension of the image construct), 'interpretations' (including the impressive dimension of the image construct), that concurrently give rise to all 'manifestations' (combining all material and non-material traits/characteristics of a corporate identity that at once exhibit and are predicated on expressive as well as impressive qualities) of an organisation's identity. If the term image is used in the text it is usually qualified as either 'expressive image' denoting the sociological

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[123] For example, the first reference made by Goffman (1959, p. 14) in *The presentation of self in everyday life* is precisely to the work of Ichheiser (1949) and the differentiation into expressions and impressions as the foundations of the image formation process.

version of an expressive/aesthetic creation or as 'impressive image' representing the psychology-based concept of various impressions formed in an individual's mind, or if not further qualified, the term 'corporate image' refers to the corporate-level marketing construct in general.

In summary, corporate images are understood in the context of this thesis as being twofold and dialogically constituted as the nexus between expressions (*i.e.* 'expressive image') and impressions (*i.e.* 'impressive image'). This understanding entails a dynamic conception of corporate image as multiple and momentarily shifting and adjusting that might also be temporally differentiated.

First, a corporate image is predicated on expressions that include all acts of deliberate as well as unintended communicative, behavioural and aesthetic representations within a particular socio-cultural context, that emanate from a company source as well as those created by third-parties (*e.g.* NGOs, competitors, unions) and institutional intermediaries (*e.g.* analysts, media).

Second, corporate images are formed as impressions in the mind of individuals that selectively draw on the expressions and cues available to them. However, individuals do not form an impressive image based on the various perceptions they received directly, but rather form an impressive image through interpretative processes that are predicated on individual, situational, and socio-cultural factors. Thus, impressive images are interpreted social perceptions that are imbued with a particular meaning for the individual.

This understanding provides a conceptual link with corporate identity understood as a multi-faceted construct that is dynamically 'actualised' by the interplay between representations, manifestations, and interpretations within a specific socio-historical context (*see* chapter 2 section 2.3.2, p. 76ff.). It somewhat mirrors the argument made by Christensen and Askegaard (2001), who showed – through the application of Peircean semiotics (*see* Chandler, 2007) – the close conceptual relationship between corporate image and corporate identity; an argument supported by others as well (*e.g.* Hatch and Schultz, 1997, 2000; Motion and Leitch, 2002) and consistent with the multi-dimensional conception of corporate identity underpinned by the identity-based view of the firm (Balmer and Greyser, 2003; Bamer, 2008).

B.2.2 Corporate reputation

Corporate reputation is closely linked with the construct of corporate image. It has generated growing interest amongst academics and practitioners since the late 1990s and has to some degree superseded corporate image in popularity (Balmer and Greyser, 2003). There is a dedicated academic journal, the *Corporate Reputation Review*, which was established in 1997 as a consequence of this heightened interest and there has been a stream of academic and popular business publications on the topic (for a recent systematic review of the academic literature *see* Walker, 2010 or Lange, Lee and Dai, 2011). Several professional organisations (*e.g.* The Reputation Institute, as well as the various company rankings in the popular business press (*e.g.* Fortune, Financial Times, Management Today) contribute to the concept's popularity. This development is embedded in and can be seen as an indication for the societal conditions discussed in appendices B.1.2 (p.385ff.) and B.1.4 (p. 389ff.), which demand organisations to actively engage with issues of transparency, accountability, legitimacy and last not least reputation.

Most basically, corporate reputation "*is a set of attributes ascribed to a firm inferred from a firm's past actions*" (Weigelt and Camerer, 1988, p. 443) that is consistent with the term's etymological origin in the Latin word '*re-putare'* meaning 'to think back upon' (Deephouse and Suchman, 2008, p. 70). Hence, while impressive images reflect the current perceptions formed by different people and are frequently fluctuating, corporate reputation refers to the "*overall estimation in which a company is held by its constituents*" (Fombrun, 1996, p. 37), which are more durable and less vulnerable to inference from external factors. Corporate reputation is basically built over time (Gray and Balmer, 1998; Gotsi and Wilson, 2001; Barnett, Jermier and Lafferty, 2006). Thus, reputation has been related to a company's past performance and future prospects in economic as well as non-economic terms such as social, ethical, and altruistic criteria; related to aspects such as reliability, credibility, trustworthiness, and responsibility (Fombrun, 1996; Fombrun and van Riel, 1997). Moreover, reputation derives from multiple impressive images of companies among all stakeholders, and represents the overall attractiveness to employees, customers, investors or local communities (Fombrun and van Riel, 1997; Rindova, 1997). Hence, similar to impressive images corporate reputation may differ between different stakeholder groups (Bromley, 1993; Fombrun, 1996; Gray and Balmer, 1998; Carter and Deephouse, 1999; Gotsi and Wilson, 2001; Walker, 2010). Reputation can be positive as well as negative (Fombrun, 1996; Balmer and Gresyer, 2003). Thus, reputation might represent a relative consistent store of goodwill and support in favourable cases or distrust and avoidance in unfavourable instances (Markwick and Fill, 1997; Greyser, 1999) that can be used as a strategic resource and might constitute a financial asset for a firm (Fombrun

and Shanley, 1990; Gray and Balmer, 1998; Greyser, 1999; Roberts and Dowling, 2002). Fombrun and van Riel (1997) in their inaugural editorial comment of the *Corporate Reputation Review* defined corporate reputation as:

> *"...a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders [in the future]. It gauges a firm's relative standing both internally with employees and externally with its stakeholders, in both its competitive and institutional environments." (Fombrun and van Riel, 1997, p.10 citing Fombrun and Rindova, 1996)*

Due to the conceptual overlap between corporate reputation and corporate image, both terms have often been used interchangeably and imprecisely in the literature (Gotsi and Wilson, 2001; Barnett *et al.*, 2006; Walker, 2010). Corporate reputation, for example, is implicitly equated with corporate image by some authors (*e.g.* Bernstein, 1984; Abratt, 1989; Dowling, 1986, 1993), while others describe reputation as only one dimension of corporate image (Barich and Kotler, 1991; Wei, 2002). Yet, the increased interest by academics and practitioners has contributed to a clearer differentiation between both constructs and the majority of authors today differentiate between corporate image and corporate reputation as distinctive, but dynamically and bilaterally linked constructs (Gray and Balmer, 1998; Gotsi and Wilson, 2001; Barnett *et al.*, 2006; Walker, 2010; Abratt and Kleyn, 2012); or subscribe to what Gotsi and Wilson (2001) referred to as the 'differentiated school of thought' in their review of the literature[124].

Hence, impressive corporate images are seen as a multiple, less stable, fluctuating, and more immediate construct and represent all impressions frequently formed by stakeholders, while reputation is understood as an aggregate assessment or value judgement that gradually develops over time in the minds of different stakeholders that is more stable, structured and derivative in nature (Fombrun, 1996; Rindova, 1997; Gray and Balmer, 1998; Gotsi and Wilson, 2001; Abratt, Bick and Jacobson, 2003; Balmer and Greyser, 2003; Barnett *et al.*, 2006; Highhouse, Brooks and Gregarus, 2009; Walker, 2010; Abratt and Kleyn, 2012).

Despite the growing consensus in the literature in regard to the conceptual differentiation between image and reputation in principle, there is still some degree of definitional ambiguity (Barnett *et al.*, 2006; Walker, 2010) that can partly be attributed to the different disciplinary perspectives – economic, strategic, marketing, organisational, sociological, accounting view (Fombrun and van Riel, 1997) – and theories such as institutional theories, resource-based view, signalling theory, or stakeholder theory (Walker, 2010) from which the construct has been defined and conceptualised.

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[124] To be more precise, Gotsi and Wilson (2001) actually further differentiated this 'school of thought' into three different views.

However, based on the integrative quest for a further specification of the construct that started in the late 1990s (*see* Fombrun and van Riel, 1997) several definitional characteristics have emerged from the growing literature on the topic:

- Reputation is an **aggregate overall perception of a firm** held by its various constituents (*e.g.* Fombrun, 1996; Wartick, 2002; Bick, Jacobson and Abratt, 2003; Barnett *et al.*, 2006; Walker, 2010; Abratt and Kleyn, 2012);

- Reputation is a **value judgement or evaluation/assessment of the firm** by its various constituents (*e.g.* Fombrun, 1996; Gray and Balmer, 1998; Lewellyn, 2002; Bick, Jacobson and Abratt, 2003; Barnett *et al.*, 2006; Walker, 2010; Abratt and Kleyn, 2012);

- Reputation **extrapolates/infers from the past** future behaviour/outcomes (*e.g.* Weigelt and Camerer, 1988; Fombrun, 1996; Roberts and Dowling, 2002; Barnett *et al.*, 2006; Jensen and Roy, 2008; Deephouse and Suchman, 2008; Walker, 2010)

- Reputation is **comparative and differentiating** (*e.g.* Shrum and Wuthnow, 1988; Fombrun, 1996; Fombrun and van Riel, 1997; Gotsi and Wilson, 2001; Deephouse and Suchman, 2008; Walker, 2010);

- Reputation **is multiple**: issue specific – reputation for what – and differ between different stakeholder groups – reputation according to whom (Lewellyn, 2002) (*e.g.* Weigelt and Camerer, 1988; Bromley, 1993; Fombrun, 1996; Gray and Balmer, 1998; Carter and Deephouse, 1999; Lewellyn, 2002; Carter, 2006; Walker, 2010);

- Reputation **can be positive and negative** (*e.g.* Fombrun, 1996; Fombrun and van Riel, 1997; Gray and Balmer, 1998; Mahon, 2002; Balmer and Greyser, 2003; Walker, 2010);

- Reputation is **relatively stable, enduring, and generalised over time** (*e.g*. Gray and Balmer, 1998; Gotsi and Wilson, 2001; Barnett *et al.*, 2006; Highhouse *et al.*, 2009; Walker, 2010; Abratt and Kleyn, 2012);

- Reputation **is economic**: it can be a strategic resource and an intangible asset for the firm (*e.g.* Fombrun and Shanley, 1990; Fombrun, 1996; Gray and Balmer, 1998; Deephouse, 2000; Roberts and Dowling, 2002; Mahon, 2002; Deephouse and Suchman, 2008; Abratt and Kleyn, 2012)[125].

In the context of the preceding discussion corporate reputations shall be defined as the aggregate assessment or value judgement by a firm's multiple stakeholders that become more stable over time as they are inferred from the impressions – directly experienced or vicariously formed – about a company's past performances (*e.g.* functional, financial, social, ethical *etc.*)

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[125] However, Rhee and Haunschild (2006) in a study of product recalls in the US automotive industry have shown that positive corporate reputations can under specific circumstances become a liability due to higher expectations by stakeholders and greater media attention for highly reputable organisations.

that is extrapolated to likely future positive or negative outcomes (performance expectations) relative to a relevant benchmark (*e.g.* competitors) and thus represent a potential strategic resource and corporate asset for a firm.

The above discussion of the corporate reputation construct and its multidimensional characteristics indicates some ontological difficulties similar to those identified in regard to the corporate image construct. Many definitions to be found in the literature appear to be unclear in regard to what ontological domain they refer to. Table 31 (p. 409) presents several definitions of corporate reputation that have been advanced in the literature.

On the one hand corporate reputations are defined as the aggregate and cumulative perceptions and evaluations formed in the mind of an individual, hence representing an individual-level (intra-subjective) psychological phenomenon often drawing on concepts such as 'schemata' borrowed from cognitive psychology (Fombrun, 1996; Highhouse *et al.*, 2009).

On the other hand, the terms *collective* and *aggregate* also refer to the socially constructed (inter-subjective) and 'shared' nature of corporate reputations as discursively constituted and 'externalised' social value judgements mainly drawing on sociological or institutional theories (*e.g.* Rindova and Fombrun, 1999; Rindova *et al.*, 2006; Deephouse and Suchman, 2008).

The difficulty is not the interdependence between different ontological strata as such (*e.g.* between the individual/psychological, the collective/social and the institutional/ organisational) but rather the definitional imprecision in regard to the construct's locus (*e.g.* reputation as an individual, collective, or institutional phenomenon) or focus (*e.g.* the formation process of reputations at the individual, group, or societal level, reputation as a resource or asset to be managed). [126] For example, although the 'collective' aspect of reputations is frequently mentioned, what many authors actually refer to is simply the aggregation of discrete individual-level value judgements that are measured and averaged to represent the 'shared' reputation of a stakeholder group (*e.g.* Bromley, 2001, 2002), rather than conceptualising corporate reputation as a collectively constituted (socially constructed) phenomenon.

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[126] This is not to argue that the interdependencies between different ontological strata or domains, such as the psychological (intra-subjective), the social (inter-subjective/micro-structural), organisational/institutional (trans-individual/meso-structural) and societal (trans-individual/macro-structural) domain of social reality, do not matter or are not a valid area of empirical research and conceptual development, but rather that the conflation of those within a single abstract theoretical construct is problematic. Please note that any ontology (*e.g.* the constructs of strata and domains) is in itself a theoretical construct mediated by the epistemological possibilities at a given time, rather than a depiction of a 'factual' reality *per se*. However, this limitation does not imply that there are no, if only abstract/theoretical, differences between our conception of how 'reality' is constituted and the processes that enable us to scrutinise that 'reality' or that any conceptual delimitation is futile. Hence, the concept of 'emergence', for example, presupposes a qualitative difference between ontological domains where interactions between certain entities with particular qualities at one level give rise to a new entity with other qualities at a, if only conceptual, different ontological plane that are not causally and ontologically reducible to the qualities of 'lower level' entities (*see* Lawson, 2012, p. 348ff.).

Table 31: Exemplary corporate reputation definitions (1988-2010)

Authors	Selected Corporate reputation definitions (1988-2010)
Weigelt and Camerer (1988)	*A corporate reputation is a set of attributes ascribed to a firm, inferred from the firm's past actions... (p. 443)*
Fombrun and Shanley (1990)	*... a firm's relative success in fulfilling the expectations of multiple stakeholders. (p. 235)*
Fombrun (1996)	*A corporate reputation is a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all its key constituents when compared with other leading rivals. (p72)*
Fombrun and van Riel (1997)	*A corporate reputation is a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders. It gauges a firm's relative standing both internally with employees and externally with its stakeholders, in both its competitive and institutional environment. (p. 10)*
Gray and Balmer (1998)	*Corporate reputation... indicates a value judgement about the company's attributes. Corporate reputations, typically, evolve over time as a result of consistent performance, reinforced by effective communication... (p. 697)*
Deephouse (2000)	*The evaluation of a firm by its stakeholders in terms of their affect, esteem, and knowledge. (p. 1093)*
Bromley (2001)	*...a distribution of opinions (the overt expressions of a collective image) about a person or other entity, in a stakeholder or interest group. (p. 316)*
Whetten and Mackey (2002)	*Organizational [sic] reputation is a particular type of feedback, received by an organisation [sic] from its stakeholders, concerning the credibility of the organization's [sic] identity claims. (p. 401)*
Bick, Jacobson and Abratt (2003)	*[Corporate] reputation is a stakeholder's overall assessment of the organisation's ability to meet predefined criteria (set by the stakeholder)... (p. 841)*
Argenti and Druckenmiller (2004)	*The collective representation of multiple constituencies' images of a company, built up over time and based on a company's identity programs, its performance and how constituencies have perceived its behaviour [sic]. (p. 369)*
Gotsi (2004)	*[Corporate reputation] is a stakeholder's overall evaluation of a company's actions over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication that provides information about the firm's actions and a comparison with the actions of other leading rivals. It is also influenced by external environmental factors as well as by the stakeholder's own economic, social and personal background. (p. 31)*
Deephouse and Carter (2005)	*... we view reputation as a social comparison among organizations [sic] on a variety of attributes (p. 332)*
Barnett, Jermier and Lafferty (2006)	*Corporate Reputation: Observers' collective judgments of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time. (p. 34)*
Deephouse and Suchman (2008)	*Reputation is a generalized [sic] expectation about a firm's future behavior [sic] or performance based on collective perceptions (either direct or, more often, vicarious) of past behaviour [sic] or performance. (p. 60)*
Highhouse, Brooks and Gregarus (2009)	*... corporate reputation is a global (i.e., general), temporally stable, evaluative judgment about a firm that is shared by multiple constituencies.(p. 1482)*
Walker (2010)	*A relatively stable, issue specific aggregate perceptual representation of a company ' s past actions and future prospects compared against some standard. (p. 370)*

Hence, the above given definition of corporate reputation should be amended in so far as corporate reputations can be comprehended at the individual (intra-subjective) level as 'internalised' value-judgements about a firm in the minds of individual human actors providing a conceptual link to the impressive dimension of corporate images as discussed in appendix section B.2.1 (p. 394ff.), and at the structural (institutional/societal) level as 'externalised' value judgements about a firm residing in the cultural artifacts[127] of a society (*e.g.* media reports, reputational rankings produced) linking it to the expressive image dimensions discussed earlier. Both are predicated on and discursively constructed by the communicative (symbolic/meaning conferring) interactions between human as well as institutional social actors. As such, they become 'social facts' that reside at different ontological strata of social reality.

Consequently, the relative stability and structured nature of corporate reputations is predicated on the 'reputational schemata' (Rindova, 1997) formed in an individual stakeholder's mind as much as it is derived from the degree of 'institutionalisation' of a corporate reputation amongst specific groups of stakeholders (Deephouse and Suchman, 2008).

While the constructs of reputation and image have somewhat been conceptually moved apart, the introduction of corporate reputations as a distinct multidisciplinary and multidimensional corporate-level marketing construct has provided conceptual links with other constructs related to social evaluation or judgement that have been discussed in other disciplines, most notably the concepts of legitimacy and status (*see* Deephouse and Suchman, 2008). However, an in-depth discussion of these concepts is beyond the scope of this work (*see* Bitektine, 2011 for recent discussions of this relationship).

In summary, corporate reputations shall be defined as the aggregate assessment or value judgement by a firm's multiple stakeholders that become more stable over time as they are inferred from the impressions – directly experienced or vicariously formed – about a company's past performances (*e.g.* functional, financial, social, ethical *etc.*) that is extrapolated to likely future positive or negative outcomes (performance expectations) relative to a relevant benchmark (*e.g.* competitors) and thus represent a potential strategic resource and corporate asset for a firm. Corporate reputations can be comprehended at the individual (intra-subjective) level as 'internalised' value-judgements about a firm in the minds of individual human actors providing a conceptual link to the impressive dimension of corporate images and

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[127] Cultural artifacts are defined here as intentional (purpose serving) products (in a broad sense outcomes) of human action that exist independent of their creator that are endowed with corporality and physicality making them perceptible by human senses ranging from discrete object and physical structures to spatial arrangements (Gagliardi, 1992, p. 3-4).

at the structural (institutional/societal) level as 'externalised' value judgements about a firm residing in the cultural artifacts of a society (*e.g.* media reports, reputational rankings produced) linking it to the expressive image dimensions discussed earlier. Both are predicated on and discursively constructed by the communicative (symbolic – meaning conferring) interactions between human as well as institutional social actors. Consequently, the relative stability and structured nature of corporate reputations is predicated on the 'reputational schemata' formed in an individual stakeholder's mind as much as it is derived from the degree of 'institutionalisation' of a corporate reputation amongst specific groups of stakeholders.

B.2.3 Corporate culture

The concept of corporate culture[128] is another important corporate-level construct that has had a significant impact on the development and specification of the corporate identity construct, the identity-based view of the corporation, and corporate marketing in general (*e.g.* Downey, 1986/87; Abratt, 1989; Dowling, 1993; Baker and Balmer, 1997; Moingeon and Ramanantsoa, 1997; Hatch and Schultz, 1997; Balmer, 1998, 2008, 2011a; Balmer and Wilson, 1998a; Moingeon, 1999; Wilson, 2001, Melewar and Jenkins, 2002; Melewar and Karaosmanoglu, 2006a). In general, the concept of culture is central to a variety of social sciences, especially anthropology or ethnography and more recently cultural studies and socio-cultural psychology (*see* Barnard and Spencer, 2002; Barker, 2004, pp. 44-45; Valsiner and Rosa, 2007), but 'corporate culture' as a management concept gained particular popularity during the 1980s due to success of Japanese companies relative to US and Western businesses that triggered a quest for specific salient features and characteristics of successful companies (Japanese or not) exemplified by Ouchi's (1981 cited in Alvesson, 2002) 'Theory Z' in the case of Japanese firms and Peters and Waterman's (1982) 'In Search of Excellence' in general (Alvesson, 2002).

According to Alvesson (2002), popular business writers and academics quickly claimed that there might be a causal link between a company's specific corporate culture and that firm's performance with a tendency to look for a generalisable set of cultural patterns or traits that would be representative of a 'strong culture' (*e.g.* Deal and Kennedy, 1982; Wilkins and Ouchi, 1983; Denison, 1984; Schein, 1985; Barney, 1986; Kotter and Heskett, 1992). Conceptually, corporate culture is mainly treated as a 'variable' (Smircich, 1983; Schultz, 1995) and broken into traceable 'elements' (Schein, 1985, 1990). These instrumental interpretations with an emphasis on a single unitary corporate culture that could be fashioned into a malleable

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[128] Please note that the terms 'corporate culture' and 'organisational culture' are used interchangeably and both denote the various discourses about culture of and in organisations.

management tool, however, were soon challenged as being far too simplistic, rather superficial, and often misleading (*e.g.* Turner, 1986; Saffold, 1988; Fitzgerald, 1988; Meek, 1988); conceptually inept in regard to the multi-faceted nature of corporate culture as an empirical phenomenon (Alvesson, 2002). Hence, again following Alvesson (2002), alternative perspectives on corporate culture emerged that aimed at uncovering the dynamics, plurality, complexity, and symbolic aspects of culture on the one hand (*e.g.* Feldman and March, 1981; Barley, 1983; Broms and Gahmberg, 1983; Berg, 1986; Gagliardi, 1986) and the conflicts, problems, and 'hidden' aspects of corporate culture on the other (*e.g.* Riley, 1983; Knights and Willmott, 1987; Willmott, 1993); those aspects management would rather not 'espouse', giving a voice to less privileged groups within an organisation (Alvesson, 2002; also *see* Martin, 1992; Martin and Frost, 1999). These perspectives understand the corporate culture construct as a 'root metaphor' (Schultz, 1995; Alvesson, 2002) focussing on the symbolic and semiotic aspects of culture, its meaning, drawing on anthropology, linguistics, or communication studies (Schein, 1985, 1990; Schultz, 1995; Alvesson, 2002) on the one hand, or scrutinising the material and structural conditions of culture drawing on sociological theories such as critical theory on the other (Alvesson, 2002).[129]

Despite this paradigmatic and conceptual plurality there are, according to Martin and colleagues (Meyerson and Martin, 1987; Martin, 1992; Martin and Frost, 1999), three main perspectives on corporate culture that dominate the literature: integration, differentiation, and fragmentation.[130]

B.2.3.1 Integration perspective

The *integration perspective* (Martin, 1992, Martin and Frost, 1999) sees corporate culture as a construct based on organisation-wide consensus, consistency, and clarity (non-ambiguity). This perspective is consistent with the instrumental and functional approach to corporate culture that was mentioned above and has contributed to the widespread view among managers that a monolithic unified ('strong') corporate culture is desirable and attainable; that cultural conformity across the organisation is positively related to performance, commitment, and loyalty (*e.g.* Baker, 1980; Pascale and Athos, 1981; Ouchi, 1981 cited in Alvesson, 2002; Schwartz and Davis, 1981; Peters and Waterman, 1982; Deal and Kennedy, 1982; Wilkins and

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[129] The construct of culture in general has been conceptualised from a multitude of vantage points not mentioned here, but that potentially provide interesting insights for the comprehension of the cultural dimensions of an organisation (*see* Smircich, 1983 or Allaire and Firsirotu, 1984 for 'classic', but still valid and interesting reviews).

[130] Martin and Frost (1999) later added the 'postmodern' perspective as a fourth distinct paradigm that is not included here as this perspective rather represents a general critique and deconstruction of 'modernist' ontological and epistemological assumptions, but hardly adds further conceptual depth to the construct of corporate culture *per se*.

Ouchi, 1983; Denison, 1984; Schein, 1985; Barney, 1986). This perspective accords particular importance to the role of management and leaders to 'engineer' a fitting culture inspired by their personal values (*e.g.* Schein, 1985) or to trigger *cultural transformation* if the culture has 'deteriorated' into ambiguity, individual deviance, and conflict (Martin, 1992; Martin and Frost, 1999; also *see* Wilson, 2001).

B.2.3.2 Differentiation perspective

The *differentiation perspective* (Martin, 1992, Martin and Frost, 1999) stresses contrary to the previous perspective that there is a lack of consensus within an organisation and that behind the unifying front or facade of mostly management induced representations of 'espoused values' presented to outsiders corporate culture is characterised by conflicts, ambiguities, and inconsistencies (Gregory, 1983; Martin, 1992, Martin and Frost, 1999). According to this perspective, these cultural differences are predicated on socio-demographic (*e.g.* gender, ethnicity, age) or socio-structural (*e.g.* occupation, task, status, seniority) differences that coalesce into a set of overlapping and nested subcultures often permeating the boundaries of the organisation (Martin, 1992; Martin and Frost, 1999). Hence, corporate culture is dynamically constituted by a specific configuration of different subcultures within an organisation that concurrently reflect and are linked to the socio-cultural context of the organisation (Riley, 1983; Knights and Willmott, 1987; Martin, 1992; Wilson, 1997; 2001; Alvesson, 2002).

B.2.3.3 Fragmentation perspective

Finally, the *fragmentation perspective* (Martin, 1992, Martin and Frost, 1999) sees culture as a fluctuating pattern with a "*focus on ambiguity, complexity of relationships among manifestations [of culture], and a multiplicity of interpretations [meanings] that do not coalesce into a stable consensus*" (Martin, 1992, p. 130). If consensus is achieved it is short-lived, transient, and issue-specific (Martin and Frost, 1999). Hence, the fragmentation perspective focuses on ambiguity as the norm, in contrast to the aforementioned one's interest in conflicts (due to societal stratification), or the first perspective's focus on (managerially induced) unity (Wilson, 2001).

B.2.3.4 Perspectival pluralism

All three perspectives have developed into research traditions with particular conceptual and paradigmatic convictions (*see* Martin, 2003) that, despite having generated a wealth of insights

within each perspective, produced many contradictory empirical findings across them (Martin, 1992; Martin and Frost, 1999; Wilson, 2001). Martin (1992) argued that each perspective by itself was fraught with the problems of a 'methodological tautology' due to a tendency within each perspective to often obliviously look for empirical instances that were largely consistent with their preconceived conceptual and paradigmatic premises (Martin and Frost, 1999). However, it was more likely that any corporate culture at any time would rather exhibit characteristics consistent with at least partial aspects of all three perspectives (Meyerson and Martin, 1987; Martin, 1992, 2003; Martin and Frost, 1999). There is some empirical evidence that at different hierarchical levels within organisations different perspectives are concurrently present within the same organisation (*e.g.* Sackmann, 1992; Wilson, 1997, 2001; Hofstede, 1998; Balmer and Wilson, 1998a, 1998b; Ogbonna and Harris, 1998).

Hence, it can be argued that in a single context, some cultural aspects might be based on an organisation-wide consensus, certain cultural issues might be shared within only one or several subcultures (even transcending organisational boundaries), while some assumptions and cultural issues might be too short-lived, ambiguous, or specific that a clear agreement amongst a sufficient number of people would be unlikely (Meyerson and Martin, 1987; Martin, 1992, 2003; Martin and Frost, 1999). Similarly, Balmer and Wilson (1998b), linking corporate culture and identity issues, argued that:

> "...within a company staff may identify with the organisation on some issues, they may identify within certain subcultures on other issues and there may be an ambiguous state on the remainder." (Balmer and Wilson, 1998b, p. 9)

B.2.3.5 Different levels of corporate culture

While the three different perspectives just mentioned categorise corporate culture according to the level of cultural consistency and ambiguity amongst members of an organisation (or any specific collective), thus its 'breadth', Schein (1985, 1990) conceptualised three different levels of corporate culture akin to the 'depth' of corporate culture (Harris, 1998; Wilson, 2001; Alvesson, 2002; Martin, 2003)[131]. At the deepest level there are shared cultural *basic assumptions and beliefs*, often tacit and taken-for-granted, about aspects such as the nature of relationships and human activity, or reality, time and space in general that are learned and 'internalised' through socialisation processes (Berger and Luckmann, 1967). It is about how people fundamentally understand and come to know the world. This 'worldview' results in certain shared implicit or explicit *values and norms* – guiding principles and behavioural

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[131] It is quite common to refer to the 'iceberg model' of corporate culture differentiating between the visible surface-level of cultural practices and artifacts above the waterline and the 'deeper' level of tacit, taken-for-granted, or 'hidden' assumptions, beliefs, and values (*e.g.* Schein, 1985; also *see* Sackmann, 1991).

prescriptions (DiMaggio and Markus, 2010) – that are either already 'espoused' or easily articulated (Martin, 2003), at an intermediate level of cultural depth that have an 'ought to' (normative) implication (Harris, 1998 citing Sathe, 1983). At the surface-level are the most physical and visual manifestations of culture (*cultural practices and artifacts*)[132] such as behavioural patterns, structures and systems, technology, aesthetic and symbolic forms *etc.* (Schein, 1985, 1990; Martin, 1992, 2003) that are 'externalised' social constructions (Berger and Luckmann, 1967).

While, Schein (1985) himself argued that only the taken-for-granted *"deeper level of basic assumptions and beliefs that are shared by members of an organisation"* (Schein, 1985, p. 6) would constitute corporate culture, a growing number of authors understand all three levels as part of an organisation's culture (Schultz, 1995; Ogbonna and Harris, 1998; Wilson, 1998, 2001; Alvesson, 2002) that are dynamically linked (Hatch, 1993)[133]. The interplay between these different cultural levels provide more or less shared *systems of meaning* (Barley, 1983; Smircich, 1983; Allaire and Firsirotu, 1984; Hatch, 1993; Alvesson, 2002) or cultural *frames of reference* (Schein, 1985) that reside at the intersection between 'internalised' (cultural assumptions and beliefs) and 'externalised' (cultural practices and artifacts) social constructions (Berger and Luckmann, 1967) representing the shared cultural repertoire or 'toolkits' for the constant production, re-production, and transformation of social reality (Swidler, 1986) that do not only relate to the organisation as a whole, but also to overlapping sub-groups such as professional, occupational, functional, or divisional groupings as well as in a wider context, for example, to an industry, a community, a region, or a national culture (*e.g.* Gordon, 1991; Schneider and de Meyer, 1991; Chatman and Jehn, 1994; Schein, 1996).

Hence, corporate cultures (better, the empirical phenomena that are associated with the construct) are essentially embedded in and emerge from socio-cultural contexts of different higher-level cultures and lower-level sub-cultures as composites that are dynamically constituted and multi-faceted (*e.g.* Barley, 1983; Gregory, 1983; Martin and Siehl, 1983; Riley, 1983; Meyerson and Martin, 1987; Alvesson and Sandkull, 1988; Martin, 1992; Hatch, 1993; Hatch and Schultz, 1997; Wilson, 1997, 2001; Balmer and Wilson, 1998b; Alvesson, 2002).

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[132] Some authors subsume all visible expressions of a culture under the term 'artifact' (*e.g.* Schein, 1985), however, in the context of this thesis the term cultural artifact refers to intentionally produced objects and physical arrangements (*see* footnote 127 , p. 410), while cultural practices denote all types of behavioural patterns such as rituals, ceremonies, routines, customs or habits that are either institutionalised collective forms or habituated individual forms of automated, taken-for-granted, more or less unconscious behaviour that separates *practices* from intentional (or cognitively elaborated) *actions* (*see* Swidler, 1986); although intentional actions are culturally mediated as they take place within the possibilities afforded by the socio-cultural context as well (Archer, 2003).

[133] But *see* Moingeon and Ramanantsoa (1997) who reduce corporate culture to the 'visible' part of cultural practices and artifacts in their 'iceberg model'.

The embedded nature of corporate cultures also implies that corporate cultures are not only dynamically constituted and differ in regard to their 'breadth' and 'depth' as argued above, but are temporally and spatially differentiated and dynamic too. Hence, the cultural context and the specific configuration of a corporate culture might differ geographically (*e.g.* Hofstede, 1981, 2001; for a review *see* Kirkman, Lowe and Gibson, 2006) and historically as well. The temporal dimension, although, generally acknowledged as an important contingent or determinant factor in the corporate culture literature, for example, in regard to the role of the founder (*e.g.* Schein, 1985, 1990; Boeker, 1989; Ogbonna and Harris, 2001), there is a lack of studies that focus on the cultural differentiation of the same organisation during different periods in the past and their impact on corporate cultures in the present (*see* Rowlinson and Hassard, 1993; Rowlinson and Procter, 1999).

B.2.3.6 Corporate culture and corporate identity

In chapter 2, section 2.3.2 (p. 76ff.) it was argued that the holistic (multi-disciplinary) perspective of the corporate identity construct that has contributed to an 'identity-based view' of the firm takes into account the multi-faceted nature of identities as being dynamically constituted as relational, reflexive, and positional entities in a socio-historical context. This socio-historical context is, to be more precise, actually a 'socio-economic' – understood as temporally differentiated, socially constituted material conditions – and 'socio-cultural' – understood as the temporally differentiated, socially constructed systems of meaning, signifying practices and representations (Hall, 1997) – context as well.[134] Hence, it is not only a 'corporate culture' that is embedded in a socio-cultural context (often generally referred to as 'the culture' of a particular society), but corporate identity as well.

Further, the corporate identity construct also acknowledges the interdependence between the expressive representations as well as the material and immaterial manifestations of identity on the one hand and how that identity is perceived, interpreted by, and integrated with the individual and collective identities of, internal and external stakeholders. In the light of the preceding discussion of corporate culture the conceptual overlap between both corporate-level marketing constructs becomes apparent. In fact, Balmer and Wilson (1998a) described the holistic view not only as interdisciplinary but also as the *cultural view* for corporate identity. Thus, it can be argued that issues of corporate identity and identification always implicate questions of (corporate) culture and vice versa.

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[134] Of course, socio-historical does not only involve a temporal differentiation of social phenomena, but also implies a spatial differentiation as well.

However, despite this conceptual closeness and overlap, in the context of this thesis, corporate culture shall be understood as a composite of more or less integrated sub-cultures that often permeate the formal boundaries of organisations; being intertwined with a wider social-cultural environment constituting a general cultural context that provides all the symbolic and semiotic (systems of meaning) as well as material and non-material resources (cultural practices and artifacts) from which specific corporate identities are constructed. Thus, corporate identities can be understood as culturally mediated socially constructed entities. However, corporate identity draws selectively on the 'cultural resources' available within and without the organisation, defining the company's key characteristics and giving a company specificity, stability and coherence (Moingeon and Ramanantsoa, 1997) within its socio-historical context and *vis-à-vis* different stakeholders.[135]

In summary, corporate culture is understood as a composite of more or less integrated sub-cultures that often permeate the formal boundaries of organisations; being intertwined with a wider social-cultural environment constituting a general cultural context that provides all the symbolic and semiotic (systems of meaning) as well as material and non-material resources (cultural practices and artifacts) from which specific corporate identities are constructed. These cultural resources include *basic assumptions and beliefs*, often tacit and taken-for-granted, constituting a 'worldview' that results in certain shared implicit or explicit *values and norms,* which are either already 'espoused' or easily articulated and have a normative implication leading to a host of *cultural practices and artifacts* such as behavioural patterns, structures and systems, technology, aesthetic and symbolic forms that are 'externalised' social constructions. Within a single corporate cultural context, some of these cultural aspects might be based on an organisation-wide consensus, certain cultural issues might be shared within only one or several subcultures (even transcending organisational boundaries), while some assumptions and cultural issues might be too short-lived, ambiguous or specific that a clear agreement amongst a sufficient number of people would be unlikely. The embedded nature of corporate cultures implies that they are not only dynamically constituted but are temporally and spatially differentiated and dynamic too. Hence, the cultural context and the specific configuration of a corporate culture might differ geographically and historically as well.

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[135] Similar arguments, although from a different perspective, have been made by organisational identity scholars (*see* Hatch and Schultz, 1997, 2000; Fiol, Hatch and Golden-Biddle, 1998).

B.2.4 Corporate brands

Corporate brands represent the latest corporate-level marketing construct that has seen an upsurge in scholarly and popular interest. Corporate brands and corporate branding, at times, appear to have almost 'usurped' the academic and quotidian discourses formerly occupied by corporate identity (*see* Balmer, 2008). Thus, it is important to differentiate the corporate brand construct from the identity-based perspective advanced in this thesis.

At least since King (1991, p. 6) in his seminal article predicted that the "*company brand will become the main discriminator*" in the dynamic and competitive business environment of the 1990s, increased reference was made to the 'corporate brand' (or 'company brand' by some authors). Thus, practitioners and popular business authors (*e.g.* Diefenbach, 1992; Blackston, 1992b, 1996; Bailey and Schechter, 1994; Dowling, 1994; Macrae, 1996, 1999; Ind, 1997, 1998a; Gregory and Wiechmann, 1997; Wilson, 1997; Ackermann, 1998; Hallawell, 1999; Mitchell, 1999) as well as academics (*e.g.* Balmer, 1995, 1998, 2001a; van Riel, 1997b; Knox and Maklan, 1998; Keller and Aaker, 1998; Bickerton, 2000; Knox, Maklan and Thompson, 2000; Hatch and Schultz, 2001, 2003; Harris and de Chernatony, 2001; de Chernatony, 2002; Balmer and Gray, 2003; Urde, 2003; Knox and Bickerton, 2003; Melewar and Walker, 2003; Aaker, 2004a; Argenti and Druckemiller, 2004) began to argue for the strategic relevance and efficacy of corporate branding and corporate brand management.

B.2.4.1 The brand construct in general (excursus)

Taking a broader vista (and taking a little detour into brands in general before continuing with the corporate brand construct), it is commonly thought that brands and branding in its modern form as a general business concept and practice emerged during the second half of the 19th century as a result of the industrial revolution with innovations in transport, manufacturing, printing and packaging technologies, the development of a mass market and the consequent development of mass media, advertising, and trademark legislation (Room, 1992; Low and Fullerton, 1994; Meffert and Burmann, 1996; Mollerup, 1999; Blackett, 2003; Moor, 2007)[136].

Originally, branding was essentially understood as an additional sales and advertising instrument mainly concerned with name and logo design, packaging and the application of advertising methods in order to educate customers about the functional benefits of a (at the

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[136] The term 'brand' originates in the Old Norse word 'brandr' meaning to burn and was related to the practise of marking the ownership of livestock by literally burning a sign or symbol onto the skin of cattle to distinguish between different farmers (Blackett, 2003). Early evidence for the practice of 'branding' goods to indicate their maker as well as a protection against imitation and forgery has been found in ancient Egypt, Greece, and Rome as well as medieval Europe (Aaker, 1991; Room, 1992; Mollerup, 1999; Blackett, 2003; Moor, 2007). One of the oldest trademark still in use today are the 'crossed swords' of Meissen porcelain introduced 1722 as proof of origin and quality (Prießnitz, 2006).

time often novel) product, to provide an indication of the product's origin and its consistent quality, and to differentiate a product from competitive offerings (Low and Fullerton, 1994; Meffert and Burmann, 1996). In fact, brand management was product management, since brands were perceived as branded products. One of the most commonly cited definition of brands, which nicely summarises this basic understanding of brands, is the version introduced in 1960 by the American Marketing Association (AMA). An exemplary account is the definition given by Kotler in his textbooks, who describes brands as

> *"...a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors." (Kotler, 1997, p. 443; Kotler and Armstrong, 2008, p. 226)*

In addition, however, contemporary brands are often 'humanised' and imbued with likeable personalities (Aaker and Fournier, 1995; Aaker, 1997) and anthropomorphised into a relational 'partner' (Blackston,1992a; Fournier, 1998; Fournier and Alvarez, 2012), they are associated with the socio-cultural context relevant for consumers with the help of cultural imagery (Holt, 2002, 2004, 2006), and are constituted by aesthetic experiences (Schmitt and Simonson, 1997; Schmitt, 1999; Lindström, 2005; Brakus, Schmitt and Zarantonello, 2009) – either product inherent in the case of service products or by association with experiential events, spaces, or activities in the case of material products. Consequently, brands have gradually acquired social, self-expressive, symbolic, psychological (cognitive, affective), or even bodily (somatic) benefits for consumers (Aaker, 1991, 1996; Kapferer, 1997; de Chernatony, McDonald and Wallace, 2011; du Plessis, 2011; for a recent review of the cultural perspective in general *see* Arnould and Thompson, 2005); often quite independent from any functional benefits of a product or service. Hence, brands are today mostly seen as a bundle of functional, emotional, and symbolic benefits that provide 'added value' for customers beyond the mere 'use value' of functional attributes. Thus, brands might be defined as products or services that are:

> *"...augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely" (de Chernatony and McDonald, 2003, p. 25)*

Concurrently, as the focus on 'perceived values' in the preceding definition indicates, brands are note solely created by a company, but are also constituted as:

> *"...a set of mental associations, held by customers, which add to the perceived value of a product or service" (Keller, 1998, p. 5).*

Further, brands are materially (*e.g.* through consumption of products and services itself and experiential, joint product development) and mentally (*e.g.* through the various associations formed, or the interactions amongst customers in brand communities) 'co-produced' or jointly created by a company (its employees) and by consumers (*e.g.* Muňiz and O'Guinn, 2001; Schroeder and Salzer-Mörling, 2006; Payne, Storbacka, Frow and Knox, 2009; Berthon, Pitt and Campbell, 2009; Merz, He and Vargo, 2009). Hence, in their latest edition of 'Creating Powerful Brands' de Chernatony and McDonald explicitly add the experience dimension of brands and define a brand as:

> "...a cluster of functional and emotional values that enables organizations [sic] to make a promise about a unique and welcomed experience" (de Chernatony, McDonald and Wallace, 2011, p. 31).

Finally, brands are also scrutinised from a macro-perspective as culturally mediated entities constituted and situated within a specific socio-historical (cultural and economic) context deeply implicated in the fabric of modern economies and societies (Lury, 2004; Arvidsson, 2006; Moor, 2007). In bridging, so to speak, the internal/external, input/output, functional/symbolic, as well as material/mental dualities of economic and social activity, brands have – in addition to the economic and financial benefits usually associated with the construct (*i.e.* financial brand equity; *see* Salinas and Ambler, 2009) that is derived, for example, from customer behaviour (*e.g.* loyalty, advocacy, price sensitivity) based on their brand awareness and associations (*i.e.* customer-based brand equity, *see* Keller, 1993, 1998) – strategic utility as 'strategic platforms' (Urde, 1994, 1999), 'strategic reference points' (Mosmans and van der Vorst, 1998), or 'informational signals' (Erdem and Swait, 1998; Erdem, Swait and Valenzuela, 2006).

In summary, taking a multi-paradigmatic view[137], brands are meaningfully identifiable and differentiated as well as socio-culturally constituted and situated entities[138] that are predicated on and reside at the intersection between the (material and non-material) expressive representations generated by a company constituting a well defined value statement and promise to customers and the impressive interpretations formed thereof by customers. Brands are – through a multitude of interactions – materially, symbolically and mentally 'co-created' by companies and customers affording functional, social, symbolic, and psychological benefits/value to customers and representing strategic and financial utility/value for companies.

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[137] For a recent review of the different conceptualisations of brands and brand management *see* Heding, Knudtzen and Bjerre (2009).

[138] Note that the term 'entity' is deliberately used to clearly disassociate the brand construct from products or services.

B.2.4.2 Corporate brands as distinct brand category

Returning to the issue of corporate brands, it can be argued that the interest *in "the branding effect of a strong corporate name*" (Berry, Lefkowith and Clark, 1988, p. 28) was partially triggered by the increased importance of service industries and the apparent failure in applying 'traditional' product (brand) marketing concepts to the marketing of services successfully; especially recognising the important role of employees in service delivery and brand building (*e.g.* Shostack, 1977; Grönroos, 1978, Fisk, Brown and Bitner, 1993; Berry, 2000; Dall'Olmo Riley and de Chernatony, 2000; McDonald, de Chernatony and Harris, 2001)[139]. Moreover, product brand proliferation (due to extension as well as numerous me-too products), accelerated pace of product life cycles, media and market fragmentation resulting in increased costs for establishing and maintaining product brands, the growing importance of design and aesthetics in society, merger and acquisitions and the increased relevance of business ethics, corporate responsibility, and environmental issues have underpinned the growing importance of brands, but also the need for alternative branding concepts (King, 1991; Balmer, 1995, 1998; Macrae, 1999; Mitchell, 1999; Moor, 2007).

Hence, several brand management scholars and practitioners, advocated a more strategic perspective on brands and a more holistic understanding of the whole branding process (*e.g.* stressing the role of employees for the brand building process) in order to rectify the shortcomings of the traditional 'product first' and externally focused approaches to brand management (*e.g.* King, 1991; Murphy, 1992; Upshaw, 1995; Macrae and Uncles, 1996; Meffert and Burmann, 1996; Aaker, 1996; Kapferer, 1997; Duncan and Moriarty, 1998; Balmer, 1995, 1998; Urde, 1994, 1999; Schmitt and Simonson, 1997; Knox and Maklan, 1998; Hart and Murphy, 1998; Mitchell, 1999).

This conceptual development of the traditional brand management literature away from the narrow product-fixated understanding of brands, which is also evident in the definitional characteristics of brands discussed above, towards a broader and holistic conceptualisation of brands can be seen as a necessary prerequisite for the subsequent rise of corporate brands as a popular marketing concept (McEnally and de Chernatony, 1999). Consequently, it was predicted that the importance of product brands and corporate brands would be reversed in the future (*e.g.* King, 1991; Balmer, 1995; Berthon, Hulbert and Pitt, 1999) and Balmer and

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[139] Due to this partial provenance of the interest in corporate brands in service marketing, it has been noted that corporate brands and service brands are sometimes conflated and used interchangeably (Merrilees and Miller, 2008; Balmer and Thomson, 2009).

Gray (2003) later argued that corporate brands *"represent one of the most fascinating phenomena of the twenty-first century"* (Balmer and Gray, 2003, p. 972).

The 'traditional' marketing literature on brand management still often refers to issues of corporate-level branding (often also referred to as corporate advertising and corporate associations) in the light of how it might influence the 'actual' (product or service) brands in terms of, for example, price sensitivity, brand attitudes and perceptions, purchase intentions or brand choice, as well as customer satisfaction and loyalty (*e.g.* Saunders and Guoqun, 1997; Brown and Dacin, 1997; Biehal and Sheinin, 1998, 2007; Keller and Aaker, 1998; Gürhan-Canli and Batra, 2004; Berens, van Riel and van Bruggen, 2005). Further, corporate brands are also discussed as one option among others in terms of (product) brand portfolio strategy or brand architecture (Aaker and Joachimsthaler, 2000; Aaker, 2004b) and their impact, for instance, on new product introductions due to image transfer and attribute inference processes (Keller and Aaker, 1992), and risk reduction due to 'signalling effects' (Montgomery and Wernfelt, 1992; Erdem, 1998); answering the question whether to implement – for a portfolio of different products (or service offerings) – either a single monolithic (corporate) brand or 'branded house', to pursue an approach of several independent brands for each product or service also called 'house of brands', or any hybrid structure in between such as 'sub-brands' and 'endorsed brands' (Olins, 1978; Kapferer, 1997; Aaker and Joachimsthaler, 2000; de Chernatony, 2001; Devlin, 2003; Devlin and McKechnie, 2008).

Thus, due to the brand construct's origin in product and consumer marketing, the underlying basic conceptual understanding of corporate brands in that kind of literature often hardly goes beyond the explicit or implicit notion of a product or service brand that happens to bear the company name or that brands and branding in the end are relevant, first and foremost, for customers only. A similar observation has been made by other authors (*e.g.* Balmer and Thomson, 2009). In principle, that sometimes appears to be true even for many of those authors who acknowledge the importance of other stakeholders (especially employees) or recognise the increased relevance, but also complexity, of corporate branding (*e.g.* Keller, 2000; Knox, Maklan and Thompson, 2000; Kapferer, 2001; Aaker, 2004a).

However, from the mid 1990s onwards – Balmer's mid 1990s seminal article 'Corporate branding and Connoisseurship' (Balmer, 1995) in the *Journal of General Management* representing somewhat of a watershed[140] – the conceptual understanding of corporate brands has gradually been differentiated from product (or service) brands; significantly influenced by

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[140] However, in this early article, predominately aimed at practitioners, Balmer does not yet clearly distinguish between corporate identity and corporate brands. Thus, in this early article he uses the concepts of corporate brand management and corporate identity management interchangeably, nor does he yet differentiate between corporate image and corporate reputation (but *see* Balmer, 1996, 1997, 1998).

the scholarship and consulting practice in the areas of corporate image, corporate identity, corporate culture and corporate communications as these academics and practitioners started to embrace and develop corporate branding principles in order to apply them to an organisation in its entirety to differentiate and position a company *vis-à-vis* its various stakeholders (Balmer, 1995, 1997, 1998, 2001; Ind, 1997, 1998a; van Riel, 1997b; Hatch and Schultz, 2001, 2003; Balmer and Gray, 2003; Balmer and Greyser, 2003). A number of exemplary definitions of the corporate brand/branding construct are listed in Table 32 (p. 424).

Therefore, it can be argued that the corporate brand construct is essentially informed by and emerged from two main, albeit in themselves diverse, perspectives. On the one hand, there is the 'traditional' brand management perspective that emerged mainly from consumer and product marketing (*e.g.* Keller and Aaker, 1998; Keller, 2000; Kapferer, 1997, 2001; Harris and de Chernatony, 2001; Urde, 1999, 2003; Aaker, 2004a).

On the other hand, there are the significant contributions made by the multidisciplinary scholarship and consulting practice concerned with corporate image, corporate identity, corporate culture, and corporate communications (*e.g.* Balmer, 1995, 1998, 2001, 2006a, 2012a, 2012b; Ind, 1997, 1998a; van Riel, 1997b; Schultz, Hatch and Larsen, 2000; Hatch and Schultz, 2001, 2003, 2008; Balmer and Gray, 2003; Balmer and Greyser, 2003; Schultz, Antorini and Csaba, 2005; Melewar and Karaosmanoglu, 2006a; Abratt and Kleyn, 2012).

While, the former usually takes a customer focus, the latter scrutinises corporate brands from an organisational-level perspective (Bickerton, 2000). Both have in common that they have evolved along not dissimilar trajectories due to changes in the business environment that have contributed to the growing importance of corporate-level concerns and that imbue brands and brand management issues with strategic significance (Bickerton, 2000; Knox and Bickerton, 2003). Thus, there is growing convergence and overlap between both perspectives that intersect at an identity-based view of corporations (Balmer, 2008, 2011a) on the one hand and an identity-based perspective on brands on the other (*e.g.* Upshaw, 1995; Meffert and Burmann, 1996; Aaker, 1996; Kapferer, 1997; de Chernatony, 1999; Simões, Dibb and Fisk, 2005; also *see* Esch, Tomczak, Kernstock and Langner, 2006).[141]

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[141] While the corporate identity tradition in the English speaking literature was significantly influenced by practitioners such as Olins (1978) and can be traced to the corporate image discourses of the 1950s in the US (Balmer, 1995), the origin of the identity-based approach to brands and brand management in Germany is often credited to the work of Domizlaff (1939 cited in Esch *et al.*, 2006, p. 22) who first applied the human personality metaphor to brands there (Esch *et al.*, 2006).

Table 32: Exemplary corporate brand/branding definitions (1991-2010)

Authors	Exemplary corporate brand/branding definitions (1991-2010)
King (1991)	*...the company brand will become the main discriminator...[based on] the people in the company behind [a product or service], their skills, attitudes, behaviour, design, style, language, greenism, altruism, modes of communication, speed of response, and so on – the whole company culture, in fact... In essence, brand-building in the 1990s will involve designing and controlling all aspects of a company... The term 'corporate identity' is used by many to mean roughly what I mean by 'company brand'... (pp. 6-7)*
van Riel (1997b)	*[The corporate brand] can be described as a set of values perceived as typical for a specific company in the eyes of a variety of stakeholders. The subsets of attributes linked to the corporate brand will differ according to the nature of the relationship every stakeholder group has with the company. (p. 409)*
Balmer (2001)	*A corporate brand involves the conscious decision by senior management to distil and make known the attributes of the organisation's identity in the form of a clearly defined branding proposition. This proposition underpins organisational efforts to communicate, differentiate, and enhance the brand vis-à-vis key stakeholder groups and networks. A corporate brand proposition requires total corporate commitment to the corporate body from all levels of personnel. It requires senior management fealty and financial support. Ongoing management of the corporate brand resides with the chief executive officer and does not fall within the remit of the traditional directorate of marketing. (p. 281)*
Hatch and Schultz (2003)	*A strong corporate brand acts as a focal point for the attention, interest and activity stakeholders bring to a corporation. Like a beacon in the fog, a corporate brand attracts and orients relevant audiences, stakeholders, and constituencies around the recognisable values and symbols that differentiate the organisation. But corporate branding is not only about differentiation, it is also about belonging. When corporate branding works, it is because it expresses the values and/or sources of desire that attract key stakeholders to the organisation and encourage them to feel a sense of belonging to it. It is this attraction and sense of belonging that affects the decisions and behaviours on which a company is built. (p. 1046)*
Bick, Jacobson and Abratt (2003)	*Corporate branding is a manifestation of the features that distinguish an organisation from its competitors. It is a reflection of the organisation's ability to satisfy consumer's needs, namely: trust in the company to deliver a consistent level of product/service, quality of the product/service at a reasonable price and the reduction of risk of making an unwise purchase decision. (p. 842)*
Aaker (2004)	*As the brand that defines the organization [sic] that will deliver and stand behind the offering, the corporate brand is defined primarily by organizational [sic] associations... In particular, a corporate brand will potentially have a rich heritage, assets and capabilities, people, values and priorities, a local or global frame of reference, citizenship programs, and a performance record. (p. 7)*
Argenti and Druckenmiller (2004)	*A brand that spans an entire company (which can also have disparate underlying product brands). Conveys expectations of what the company will deliver in terms of products, services, and customer experience. [It] [c]an be aspirational. (p. 369)*
Leitch and Davenport (2007)	*Corporate brands are a controlled representation of an organization's [sic] identity [that]...have a multiple stakeholder focus...That is, corporate brands represent organizations [sic], and organizations [sic] may have many stakeholders, including shareholders, employees, local and central government, activist groups, and so forth. (p. 49)*
Balmer (2010)	*A corporate brand is a distinct identity type...[that] can be bought, sold and borrowed... [It] is derived from corporate identity[,]...[r]equires alignment with key identity types...[and][is] markedly different from product brands... [Corporate brands are] [u]nderpinned by a corporate covenant (the corporate brand 'promise')[;]... an informal contract between the organisation and its customers, employees and stakeholders... [The legal ownership of] corporate brands resides with one or more entities, [but] the real value of corporate brands is to be found in the emotional ownership of institutional brands by individuals and groups both outside and inside the organisation... [Corporate brands] are key strategic resources as a currency, language and navigational tool... [They] have a broader branding architecture [and are] consumed in different ways by different individuals and groups [, which can be] not only corporate brand adherents, but also corporate brand detractors as well as terrorists. (pp. 187-192)*

Further, there is a growing concern for the interplay between internal, resource-based aspects and the external, strategic dimension of brand management (*e.g.* Urde, 1994, 1999; Mosmans and van der Vorst, 1998; de Chernatony and Dall'Olmo Riley, 1998; Balmer and Gray, 2003; Esch *et al.*, 2006; Balmer, 2012a, 2012b) and both perspectives acknowledge that brands and corporate brands are constituted in relation to a specific socio-cultural context (*e.g.* Holt, 2002, 2004, 2006; Schroeder, Salzer-Mörling and Askegaard, 2006; Uggla, 2006) inhabited by multiple stakeholders (*e.g.* Duncan and Moriarty, 1998; Gregory, 2007; Merz, He and Vargo, 2009). This convergence has lead to a multidisciplinary understanding of corporate brands as a distinct corporate-level construct that is now commonly differentiated from product and/or service brands (*e.g.* King, 1991; Balmer, 1995, 2001, 2006a, 2012a, 2012b, Balmer and Greyser, 2003; Balmer and Gray, 2003; Hatch and Schultz, 2003; Schultz, 2005; *see* Table 33, p. 425).

Table 33: Difference between corporate and product brands (derived from Balmer, 2001, p. 281, 2002b, p. 7, 2006a, p. 9; Balmer and Gray, 2003, p. 978)

	Corporate brand	**Product brand**
Conceptual locus:	Corporate-level	Product-level
Disciplinary focus:	Multidisciplinary	Marketing
Gestation/time horizon (relative):	longer	shorter
Stakeholder focus:	All/multiple	Customers
Source:	Corporate identity/image	Product identity/image
Espoused values:	Corporate ('real values')	Synthetic ('created values')
Custodian:	CEO	Brand manager
Commitment:	All personnel	Marketing personnel
Responsibility:	All functions	Marketing function
Communication platform:	Corporate communication	Marketing communication
Legal Ownership:	One or more entities	One or more entities
Emotional Ownership:	Stakeholder communities	Customer communities
Symbolic relevance:	Stakeholders	Customers
Reputational focus:	Corporate conduct/ performance	Product quality/ performance
Degree of management complexity (relative):	Higher	Lower

B.2.4.3 Corporate brand and corporate identity

Corporate brands constitute a specific type of institutional/organisational-level brand that are predicated on an organisation's corporate identity (Balmer, 2001, 2008, 2010, 2012a; Balmer and Greyser, 2003; Balmer and Gray, 2003; Balmer and Thomson, 2009).

Referring to the discussion of corporate identity, a close conceptual overlap between the corporate brand and corporate identity constructs can be noticed; a point frequently referred to in the literature as well (*e.g.* Balmer, 2001, 2008, 2010, 2011a; Harris and de Chernatony, 2001; Dacin and Brown, 2002; Balmer and Gray, 2003; Balmer and Greyser, 2003). Indeed, it can be argued that corporate brands and corporate identities are *inextricably linked* (Balmer, 2011, p. 188). Thus, there is a tendency in the literature to conflate both corporate-level marketing constructs or to use them interchangeably; a tendency that has frequently been criticised (*e.g.* Balmer, 2001, 2002b, 2008, 2010; Gray and Balmer, 2003; Abratt and Kleyn, 2012).

However, Balmer and Greyser (2003, p. 247) assert that, although both need to be strategically managed, the corporate identity construct is virtually applicable to and relevant for all types of organisations (or entities) while corporate brands are not. They further argue that the constitution of a corporate brand is predicated on a specific configuration and alignment between an organisation's identity characteristics and a professed *promise* to and an explicit or implicit *covenant* between the company and its various stakeholders (also *see* Balmer, 2001, 2002b, 2010, 2012a; Balmer and Gray, 2003); corporate brands being closely associated with issues of credibility and trust (Sichtmann, 2007) for that covenant being honoured. Thus, the corporate identity construct is necessary but not sufficient for the constitution of a corporate brand, which requires additional efforts and considerations in regard to its development, maintenance, and management (*see* Balmer, 2001). Put another way, "*corporate identity is a necessary concept whereas a corporate brand is contingent*" (Balmer and Gray, 2003, p. 980) depending on specific socio-economic circumstances and organisational characteristics (*e.g.* market structure, industry sector, product category, available resources, corporate purpose, market position) favouring or inhibiting the development of a corporate brand (Balmer and Gray, 2003). It is subsequently a "*conscious decision by senior management to distil, and make known, the attributes of the organisation's identity in the form of a clearly defined branding proposition*" (Balmer and Greyser, 2003, p. 312).

Similarly, there is a necessary differentiation between the cultural values of the organisation (*see* appendix section B.2.3) that are relevant for the constitution of a corporate identity and the more specifically 'espoused' and concisely articulated *core values* (Balmer,

1998; Urde, 2003, 2009), which are rooted in and derived from the former (Burmann and Zeplin, 2005), representing the foundation of the corporate brand's promise to or covenant with customers and other stakeholders (Ind, 1997; Wilson, 1997; Balmer and Gray, 2003; Urde, 2003, 2009). Both sets of values impact on the values that are perceived and interpreted as relevant by customers and other stakeholders, thus, necessitating their active alignment as these sets of values evolve and sometimes shift over time (Urde, 2009). Due to this 'cultural alignment', the core values need to be constantly fed back into the organisation as 'guiding principles' (Collins and Porras, 1998 cited in Urde, 2003, p. 1018) that in turn facilitate the 'strategic alignment' of resources and capabilities with market factors and demands (Knox, Maklan and Thompson, 2000), hence, corporate brands in this way might function as a particular 'strategic reference point' (Mosmans and van der Vorst, 1998), a 'strategic platform' (Urde, 1999) and a 'unique organisation value proposition' (Knox, Maklan and Thompson, 2000).

Moreover, strong corporate brands "*act as a focal point for the attention, interest and activity stakeholders bring to a corporation*" (Hatch and Schultz, 2003, p. 1046) similar to a metaphorical 'beacon in the fog' potentially instilling a 'sense of belonging' based on the core values of a company (Hatch and Schultz, 2003). Thus, due to the 'cultural alignment' of meaningful values, corporate brands might represent a powerful 'rallying flag', to use another metaphor, for the identification processes of internal as well as external stakeholders. As these processes are fundamental for the formation of individual and collective identities (Jenkins, 2008; *see* section 2.3.2, p. 76ff.) in general, it can be argued that corporate brands have the potential to become relevant surrogate 'identity markers' for individuals and collectives as argued in appendix section B.1.1.[142] As such, corporate brands might "*serve as a powerful navigational tool to a variety of stakeholders for miscellany purposes*" (Balmer and Gray, 2003, p. 972-973)[143].

However, also over time, a corporate brand can become rather independent from the organisation's identity from which it was initially derived, thus potentially constituting an 'asset' that can be sold and acquired by other institutions (Balmer, 2011a; Balmer and Greyser, 2003) as well as owned or shared by more than one organisation (Balmer and Thomson, 2009). In fact, Balmer and Gray (2003) identified a host of new categories of corporate brand

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[142] As a caveat it has to be noted that this strategic opportunity can become a strategic liability as well, if, for example, the corporate brand covenant is broken, the cultural relevance of values vanishes, or a strong corporate brand meets stakeholder activism, resistance, and cynicism (Handelman, 2006; Kay, 2006; Palazzo and Basu, 2007; Chylinski and Chu, 2010; Balmer, 2010; Balmer, Powell and Greyser, 2011) not necessarily always based on any 'actual' misconduct by a company (*e.g.* Microsoft, Coca-Cola, McDonald); this representing another reason for the complexities involved in corporate branding and, indeed, the management of modern corporations in general (also *see* section 2.2.1, p. 32ff.).

[143] Also *see* appendix section B.1.2 (p. 385ff.) for the notion of brands as carriers of informational capital.

architectures of several corporate brands, such as corporate brand alliances (He and Balmer, 2006) or corporate 'co-branding' (Motion, Leitch and Brodie, 2003), reflecting the changing nature of markets and the business environment and significantly expanding the 'strategic armoury' of organisations but also the complexity of its management (Balmer and Gray, 2003, Balmer, 2010). Thus, this 'portability' (Balmer and Greyser, 2003) of a corporate brand is partially predicated on the aforementioned separation of a specific set of core values encapsulated in a corporate brand and perceived as relevant by stakeholders from the broader more dynamic and variegated set of cultural values that underpin the corporate identity. Hence, the core values can potentially be 're-rooted', so to speak, in an organisation other than the organisation from which these values were initially derived.

Further, the focus of corporate brands is on the differentiating and unique aspects of an organisation, while corporate identities are constituted by the interplay between similarity and difference within a societal context (*see* section 2.3.2). In this respect corporate brands are proximal to the concept of corporate reputation as a differentiating value judgement (*see* Abratt and Kleyn, 2012; also *see* appendix section B.2.2, p. 405ff.; for a more general discussion of the conceptual overlap between corporate brands and corporate reputation *see* Fisher-Buttinger and Vallaster, 2011) whereas corporate identities are closer associated with the concept of corporate culture (also *see* Abratt and Kleyn, 2012; for a general account of the role of corporate culture *see* Wilson, 2001). Hence, the corporate brand construct might represent a conceptual bridge between corporate identity and corporate reputation (Harris and de Chernatony, 2001; Abratt and Kleyn, 2012) as they 'reside' at the identity/image interface often referred to in the corporate marketing literature (*e.g.* Abratt, 1989; Balmer, 1998, Stuart, 1999; Balmer and Soenen, 1999; more recently *see* Abratt and Kleyn, 2012). This understanding of corporate brands is also consistent with the 'expression-impression framework' discussed in appendix B.2.1 (p.394ff.) and the above developed definition of brands in general. Table 34 (p. 429) summarises the key differences between corporate brands and corporate identities.

In summary and in drawing on the general definition of brands given above, corporate brands shall be defined in the following way: *Corporate brands* are meaningfully identifiable and differentiated as well as socio-culturally constituted and situated entities that are deliberately derived from an organisation's identity by management as a concise and well defined value statement and promise (covenant) to stakeholders. As such corporate brands are interactively constituted and reside at the intersection between the expressive representation of an organisation's key characteristics and 'espoused' core values and the impressive interpretations thereof formed by multiple stakeholders. Corporate brands are –

through a multitude of interactions – materially, symbolically and mentally 'co-created' by companies and stakeholders, affording functional, social, symbolic, and psychological benefits/value to stakeholders and representing strategic and financial utility/value for companies. Corporate brands require the custodianship of the CEO, cross-functional coordination and the commitment of all members of an organisation.

Nonetheless, corporate identity is used as the central construct in the context of this thesis, due to the apparent conceptual overlap between both corporate-level constructs, the broader conceptual scope of the identity construct itself, and the derivative nature of corporate brands (being predicated on corporate identity) as it has been shown in the preceding discussion.

Table 34: Difference between corporate brands and corporate identity (derived from Balmer and Gray, 2003, p. 981)

	Corporate identity	Corporate brand
Strategic necessity:	Necessary	Contingent
Relevance for:	All organisations	Particular organisations
Stability:	Evolving/dynamic	Relatively stable
Applicability:	Single organisation	Single or several organisations
Portability:	Difficult	Possible
Values:	Broad, differentiated, variegated	Specific, concise, defined
Focus on:	Similarity and difference	Difference
Central problem:	Boundary management	Attention management
Conceptual proximity:	Culture	Reputation
Key conceptual element:	Characteristics ('Traits')	Covenant ('Promise')
Degree of management complexity (relative):	Higher	Lower
Basic Statement:	*What we indubitably are.*	*What is promised and expected.*

Appendix C (to chapter 3)

C.1 The past in management research in general

Within the realm of management and organisational studies the relevance of historical references and retrospection has been acknowledged and discussed in regard to management communication with internal and external stakeholders, in the context of individual and collective identification with and within an organisation, sensemaking and sensegiving activities, as well as the legitimation and implementation of organisational change, managerial agendas, and corporate strategies (Smith and Steadman, 1981; Kantrow, 1986; Wilkins and Bristow, 1987; Rowlinson and Hassard, 1993; Kimberly and Bouchikhi, 1995; Weick, 1995; Gioia, Corley and Fabbri, 2002; Ooi, 2002; Parker, 2002; Carson and Carson, 2003; Chreim, 2005; Brunninge, 2005, 2009; Booth and Rowlinson, 2006, Ericson, 2006; Walsh and Glynn, 2008; Mai, 2010).[144]

For example, it has been shown that managers selectively use historical references in order to legitimise organisational change and strategies by reinterpreting the meaning of historical events and symbolic labels (Chreim, 2005), in order to construct or reconstruct a sense of temporal continuity (or discontinuity) within an organisation (Brunninge, 2005, 2009), or to communicate historical continuity (or discontinuity) to external stakeholders (Lundström, 2006 referred to in Blombäck and Brunninge, 2009, p. 410; also *see* Lundström, 2005; Brunninge, 2005, 2009). The constructed nature of historical references within organisational contexts is consistent with the notion of mnemonic traditions and practices within particular mnemonic communities in society as discussed by Zerubavel (2004). Thus, historical references are open for revision in the light of changes in contemporary concerns and an envisioned future (Gioia, *et al.*, 2002); a notion consistent with the aforementioned fusion of Koselleck's (1979/1985) *horizon of expectations* with the *space of experience* (Ricoeur, 2006; *see* appendix C.3.1, p. 441ff.).

In the context of strategic management and change this notion entails a synchronic hermeneutic interplay between "*the exploration of the business opportunities of the future and the exploitation of values and principles rooted in the past*" (Ericson, 2006, p. 131) and is predicated on a non-linear conception of time rather than mere linear path-dependencies (Ericson, 2006) or historical trajectories that limit the future (Kimberly and Bouchikhi, 1995) due to historically determined *lock-in effects* that restrict strategic choices and lead to

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[144] This body of literature needs to be mentioned in this thesis for the sake of completeness due to the growing conceptual cross-fertilisation that is taking place between corporate-level marketing and the discourses within management and organisational studies in general. However, a general review of this body of literature is not included or intended as this thesis is situated within the academic realm corporate marketing. Nonetheless, the author occasionally draws on particular articles from that literature when appropriate or necessary to support an argument, but always in a restricted and selective way.

strategic inertia (*see* Schreyögg, Sydow and Holtmann, 2011). Thus, the past becomes a communicative partner for present concerns and as such also belongs to an anticipated future as well (Ericson, 2006, p. 131).

However, this fusion also restricts the degree of interpretative freedom of any historical revision and the understanding thereof may protect organisations from the *hazards of revisionism* threatening the stability of organisational identification (Gioia, Corley and Fabbri, 2002, p. 631ff.) as well as the legitimacy of corporate identities or brands (Gotsi and Andriopoulos, 2007; Gotsi, Andriopoulos and Wilson, 2008), which can be seen as a partial result of a common tendency to overemphasise the *hazard of inertia* often dominating academic and vernacular discourses on strategy (*e.g.* path dependence, *see* Ogbonna and Harris, 2001; Booth, 2003; Ericson, 2006; Schreyögg *et al.*, 2011) and change management (*e.g.* the 'innovate or die' mantra). Either way, corporate pasts are always *packaged past* (Ooi, 2002) reflecting contemporary concerns and purposes much more than any 'factual' past that is mostly inaccessible and always mediated and co-created by the organisation and its audiences in the light of the present (Ooi, 2002).[145]

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[145] Also *see* appendix section C.3.2 (p. 442ff.) and footnote 150 (p. 444) on the blurred nature of *res factae* and *res fictae* (Koselleck, 1979/1985, p. 205ff.) and the socially constructed nature of the past in general (*see* Zerubavel, 2004).

C.2 The nature and role of the past in the present

C.2.1 Characteristics of the past in the present

Following arguments advanced by Graham, Ashworth, and Tunbridge (2000), which were largely derived from Lowenthal (1985, 1998), links between past and present entail benefits and costs. According to them, four characteristics of the past can be differentiated, which in the form of heritage (and/or history) make it beneficial for individuals and collectives in the present (Graham *et al.*, 2000, p. 18):

- **Antiquity** conveys respect and status based on antecedence;
- It underpins the idea of **continuity** and the modernist ethos of progress and development, but also an unbroken trajectory between past and present;
- Heritage provides a sense of **termination** of the past itself;
- It offers a **sequence**, allowing individuals or collectives to locate themselves within what is perceive by them as the continuity of events.

C.2.1.1 Antiquity (being old)

According to Lowenthal (1985, p. 53) the quality of 'being old' carries at least four different connotations: *precedence* vis-à-vis others, *remoteness* and temporal distance from the present, primordial *roots and origins*, and the *purity and innocence* of the simple life in the past.

First, a concern for *precedence* refers to a demonstrated priority of individual or collective heritage claims that are predicated on the *historical depth* (Zerubavel, 2004, p. 104 ff.) of a person's or a group's ancestry, common descent, or genealogical linage, which are perceived as superior, more precious, or more legitimate when they antedate those made by others (Lowenthal, 1985, 1998). Indeed, there is a phenomenological tendency by individuals and collectives to claim temporal priority over others as a way to legitimate identities and material, social, or political rights ranging from such mundane things as arriving at a parking space to the constitution of the collective identities of groups or entire nations (*e.g.* Israel and Palestine), which are often conflictual with ensuing *mnemonic battles* (Zerubavel, 2004, p. 105) over who came first; each side attempting to 'outpast' the other by claiming "*my past is longer than yours*" (Zerubavel, 2004, p. 109). For example, the British would usually refer to Charles Babbage's analytical machine (1837) or Alan Turing's principles (1936) in answering who 'invented' the computer, while the Germans might say that it was Konrad Zuse's Z1 (1937) or his relay-based Z3 (1941) that qualify as the first ever computers. However, the Americans would strongly contest both positions and quickly point to ABC (1941) or ENIAC (1946) as the victorious contenders. Again, the Greek would probably disagree with all of them and draw

attention to some ancient mechanical device such as the astronomical mechanism of Antikythera (1st Century BC). Thus, it could be argued that:

> *"...precedence normally implies superiority and confers supremacy... [it] evokes pride and proves title. To be first in a place warrants possession; to antedate others' origins or exploits shows superiority"* (Lowenthal, 1998, pp. 173-174).

However, what the example also indicates and what Zerubavel (2004) has shown is that the perceived antiquity and priority of heritage claims are fundamentally relative and relational; predicted not only on their temporal location *vis-à-vis* other historical events – their *socio-mnemonic situatedness* (Zerubavel, 2004, p. 109) – but also depend on the *mnemonic traditions* (Zerubavel, 2004, p. 4-5) – shared mental filter and schemata used by individuals that were socialised to remember and relate to the past in a particular way (Zerubavel, 2004, p. 4-5) – deployed by a group, which constitutes a particular *mnemonic community* (Zerubavel, 2004, p. 3-4), making these claims that are not necessarily shared by other groups that often make alternative claims based on their own *mnemonic traditions,* which potentially lead to – it can be argued – different socio-mnemonically situated heritage claims.

Next, remoteness or the perceived *temporal distance* of the past, which provides the cultural materials for heritage claims in the present, and its "*sheer inaccessibility enhances the mystique of the very ancient past*" (Lowenthal, 1985, p. 53) and makes the past more universal in its appeal by "[purging] *the past of personal attachments"* and shifting it from the individual to the collective realm (Lowenthal, 1985, p. 53). In genealogical terms, the social distance (direct social ties based on common descent) between contemporaries (*e.g.* siblings, cousins) increases with the temporal distance (number of generations one has to go back to ascertain common descent) of a common ancestor shared by those individuals (Zerubavel, 2004). However, with growing temporal depth the number of contemporaries that share some common decent, albeit in a more distant past, multiplies manifold (Zerubavel, 2004). Hence, common ancestry becomes gradually less personal but more inclusive, shifting from a personal common ancestor (as in familial lineages or kinship systems) to a more symbolic notion of common descent based on a collectively shared past of entire communities (Zerubavel, 2004). A growth in temporal distance and the concurrent more universal (less personal) relevance of the past enlarges the available historical references and common ancestors an individual or a group can choose from in order to make heritage claims in the present (Zerubavel, 2004).

Further, descent and linage was of paramount importance in the 'pre-modern' past as it secured power as well as property (Lowenthal, 1998), but has "*gained potency as a manifest of group merit*" (Lowenthal, 1998, p. 194) throughout the 19th and 20th centuries based on 'common blood' or consanguinity (Zerubavel, 2004, p. 56) – unfortunately accompanied by all

the atrocities and iniquities such as Nazism, Eugenics, or blatant Racism that fixing group identity in innate hereditary traits often entails (Lowenthal, 1998).[146] Today, more importance is accorded to the symbolic link with some revered ancestor(s) that signals '*genealogical worthiness*' or common descent providing an individual as well as a group with legitimacy, status, and a source of identity (Zerubavel, 2004, p. 62-63).

Consequently, the notion of antiquity also relates to the significance accorded to *origins* and primordial *roots* (Lowenthal, 1985, p. 55; Lowenthal, 1998, p. 178). It reflects the "*special mnemonic status of beginnings*" (Zerubavel, 2004, p. 101) and the importance of *origin myths* and *founding ancestors* for the constitution and legitimation of collective identities (Zerubavel, 2004, pp. 101-103). In many cultures, still today, people call upon their ancestors in difficult times and honour their past glories (Lowenthal, 1998, p. 34), while adopted children tend to search for their biological parents once they reach a certain age (Lowenthal, 1998, p. 35). Origins, founding historical moments and ancestors, are frequently marked by communal, religious, or national public holidays as well as commemorated by the many anniversaries that celebrate the foundation or origins towns, universities, companies, or entire nations, not dissimilar from the celebration of birthdays and wedding dates at the familial level (Zerubavel, 2004, p. 102). Founding ancestors are symbolically venerated whether they underpin the origin myth of, for instance, religious (*e.g.* Jesus, Muhammad, Luther), national (*e.g.* 'Founding Fathers' of the USA), ideological (*e.g.* Marx), corporate (*e.g.* Siemens, Bosch, Hewlett-Packard), or academic (*e.g.* Durkheim, Weber) communities (Lowenthal, 1998; Zerubavel, 2004). However, as argued above, possible founders and historical references from which origin myths are constructed multiply with growing temporal depth, thus can be appropriated differently for inclusive, but also exclusive heritage claims. Further, the general "*attrition of kinship bonds*" and weakened familial ties (Lowenthal, 1998, p. 53) within individualistic and fragmented contemporary societies contribute to the possibility, but also the necessity to choose from a multitude of legacies at the collective and individual level (Lowenthal, 1998, p. 55). Nonetheless, "*the earliest sources of self, of society, or of the species promise to reveal our place in the scheme of things*" (Lowenthal, 1998, p. 179), thus imbuing the notion of antiquity with ideational and spiritual qualities (Lowenthal, 1998; Zerubavel, 2004).

Finally, antiquity also implies a notion of *simplicity* that might carry positive connotations of unspoilt purity, innocence, or authenticity (Lowenthal, 1985), but also negative ones such as primitiveness, backwardness, and obsolescence (Lowenthal, 1998). There is a

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[146] Lowenthal (1998) argues that the hereditary undercurrents based on some innate ethnic or racial traits still run strong even in our late modern societies, although with race now substituted by culture or blood by genes, but the practice of ascribing commonly inherited stereotypical traits to individuals and collectives can still be found in popular (and sometimes academic) discourses.

phenomenological tendency to valorise the past and to talk in quotidian parlance about the 'Garden of Eden', the 'Lost Paradise', the 'Golden Age' or more recently the 'Golden Twenties' or 'Roaring Nineties' where life was better, simpler, less complicated. Hence, "[b]*eing ancient makes things precious by their proximity to the dawn of time, to the earliest beginnings"* (Lowenthal, 1998, p. 176) it relates something to the metaphorical 'Golden Age', albeit its temporal distance to the present is relative and socially constituted rather than absolute and fixed (Zerubavel, 2004).

However, this longing for a glorified past is usually associated with the term 'nostalgia' described as "*a warm feeling of yearning and longing towards a past time*" (Gabriel, 1993, p. 121) and does not explain the relevance and potential of heritage as a time-transcending construct in a satisfactory way. On the contrary, heritage that is only interpreted as referring to a 'paradise lost', that is in need of conservation and preservation, to be protected from any alteration or change is bound to be trapped in a utopian past that never existed (Lowenthal, 1985). Heritage in this sense has been described as a universal surrogate for a mythical concept of 'childhood' as it is usually experienced by individuals as a period of stability and given order where "*time seems to stand still*" (Olwig, 2001, p. 342), with adulthood that stability appears to be lost and must be regained by individual effort and sacrifice (Olwig, 2001). Hence, the individual's experience of the lost innocence of childhood is reflected in collective memory as pervasive myths of a lost age or spoiled past, threatened and destroyed by the onslaught of modernity and progress on the tangible and intangible heritage of past times (Olwig, 2001). This tendency to "*dichotomize* [sic] *our heritage into timeless, natural, traditional* [...] *society, and a modern urban society of flux and disharmony* [...] *represents a nostalgia for a lost personal and historical past*" (Olwig, 2001, p. 342), but it is also is a prerequisite condition for our conception of modernity and progress (Bendix, 2009). The progressive new needs the traditional old as a point of departure and renunciation (Zerubavel, 2004, p. 15). However, this dialectic of tradition and progress represents a trap that confines heritage to a static idealised past, depicting an interest and concern for heritage to be 'old fashioned', 'out dated', 'anti modern' or even 'revisionist' (Olwig, 2001, p. 345). Hence, tradition needs to be overcome and in doing so it is proven that it was not viable and in need of being replaced by the new and modern. What is left then, are visible relics, cultural artifacts and ritualised practices that are reminiscent of past times to be preserved and protected from alteration as a nostalgic antipode to the present (Olwig, 2001).

This understanding of heritage, however, is limiting and constraining the heritage construct to be trapped in the past rather than as being dynamic and adaptable to present purposes. As has been argued above, heritage as understood by the author is dynamic rather than static and

can potentially be reinterpreted and reformulated according to changing purposes and contexts by stressing or omitting different historical references or customary practices. Hence, heritage is something that is "*constantly being created*" escaping the dichotomy of tradition *vs.* progress that is so fundamentally ingrained into conventional interpretations of heritage (Olwig, 2001, p. 353).

C.2.1.2 Continuity and longevity

This leads to the characteristic of actual or implied *continuity* between the past and the present that is an important dimension of the past and its role for present concerns such as the constitution of individual and collective identities (Zerubavel, 2004; also *see* section 2.3.2, p. 76ff.). It refers to a "*sense of enduring succession* [amongst] *a community of descent* [that links] *the earliest with the latest folk*" (Lowenthal, 1985, p. 57) indicative of *intergenerational transitivity* (Zerubavel, 2004, p. 57) based on the transmission of, for instance, values, material or ideational riches, crafts, knowledge, or skills (Lowenthal, 1998; Zerubavel, 2004). As such, it is closely related to the notion of social traditions and habituated behaviour that explicitly or more often implicitly perpetuate the past in the present through learned social conventions or habituated personal preferences that transcend, although not necessarily unchanged, multiple generations (Shils, 1981; Zerubavel, 2004; *see* appendix section C.3.4, p.449ff. on tradition).

Another aspect that makes the continuity between past and present relevant is the tendency of people to ascribe importance also to *longevity* or the temporal length of a hereditary lineage, whether individual or collective, biological, or symbolic (Lowenthal, 1998; Zerubavel, 2004). In fact, longevity is often interpreted as a sign of persistence, seen as an admirable virtue that reflects durability, enduringness, and perpetual stability of institutions (*e.g.* Catholic Church, Monarchies) professing continuous connections, enduring traits and institutions (Zerubavel, 2004). As Lowenthal (1998) put it:

> "[t]he worth of many legacies is weighted by their durability. Long endurance shows a heritage is no ephemeral fancy but a rooted verity. Heritage pride inheres no less in precedence than in perpetuity – unbroken connections, permanent traits, and institutions. Maintaining or restoring such links confirms that the group we belong to are not ephemeral but enduring organisms" (Lowenthal, 1998, p. 184).

Finally, having been 'around for some time' implies a certain persistence that enables progress and accumulation of not only material wealth, but also cultural, technical, or societal achievements with every generation adding to a legacy (Lowenthal, 1985, 1998). It suggests "*accrued wisdom*" and "*a civilized* [sic] *maturity*" (Lowenthal, 1998, p. 187) and gives as a "*sense of accretion where each year, each generation, adds more to the scene*" (Lowenthal, 1985, p. 59). It is an expression of the present as a "*cumulative, multilayered collage of past*

residues" (Zerubavel, 2004, p. 37) constituting an inherited and learned "*store of knowledge* [based on] *manifold sedimentations of tradition, habituality, and... meaning, which can be retained and reactivated*" (Schütz, 1962, p.136)[147]. Hence, continuity of the past as heritage is not valued simply for being old or as an escapist notion of nostalgia, but because "[t]*he accretive past... has led to the present* [implying it is] *a living past bound up with the present, not one exotically different or obsolete*" (Lowenthal, 1985, p. 61).

However, as Zerubavel (2004) has convincingly shown, the perceived or claimed continuity between past and present (and the future as well) is socially constructed. The "*distinctly mnemonic illusion*" (Zerubavel, 2004, p. 40) of temporal continuity is, nonetheless, phenomenologically necessary for the constitution of individual and collective identities. It is often a highly symbolic link between past and present based on 'socio-mnemonic activities' that attach meaning to cultural artifacts and practices, including what Hobsbawm and Ranger (1983) have described as 'invented traditions', in order to "*integrate temporally non-contiguous manifestations*" (Zerubavel, 2004, p. 40) of a social entity (*e.g.* individuals, collectives, and institutions); ranging from the perceived 'selfsameness' of a person's identity to the apparent uninterrupted historical continuance of institutions such as a university, a football club, a company, or an entire nation despite constant material change (Zerubavel, 2004). Hence, heritage understood as a cultural practice or 'mentality' (*see* section 3.4.2, p. 103ff.), it can be argued, represents a particular way of constructing the temporal continuity between past, present, and future.

C.2.1.3 Termination

Similar to the aforementioned continuity of the past, historical discontinuity is socially constructed in the present as well (Zerubavel, 2004). Hence, the past is also perceived as something that is essentially over with a notion of termination that "*gives* [the past] *a sense of completion, of stability, of permanence lacking in the ongoing present*" (Lowenthal, 1985, p. 62) and which makes the past apparently easier to comprehend, because "*we see things more clearly when their consequences have emerged*" (Lowenthal, 1985, p. 62). Consequently, the perceived stability and simplicity of the past (*see* appendix section C.2.1.1 on simplicity) that often accompanies nostalgic perceptions is partially predicated on the, in relative terms, enhanced ability in the present to make sense of past events based on hindsight. This notion is closely associated with the role of retrospection ('the reflective attitude') in regard to the

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[147] The link with the social phenomenology of Alfred Schütz (1962) that later informed Berger and Luckmann's (1967) sociology of knowledge is made by Zerubavel (2004, p. 37).

phenomenological experiencing of social realities and the self by individuals in general (Schütz, 1962) and sensemaking in organisational contexts in particular (Weick, 1995).

C.2.1.4 Sequence

The notions of continuity as well as termination of the past are predicted on the social construction of a sequenced and ordered historical context that "*gives everything that has happened a temporal place* [and] *enables us to shape memory, secure identity, and generate tradition*" (Lowenthal, 1985, p. 63). Sequence is achieved by socio-mnemonic periodisation which is a kind of "*social punctuation of the past*" (Zerubavel, 2004, p. 83) into separate temporal clusters of events by decreasing variance within a particular period (making something appear more similar than is actually warranted) in order to categorise it and attach a common label to it (*e.g.* medieval), while concurrently playing up qualitative difference and temporal gaps between periods (Zerubavel, 2004); sometimes even 'forgetting' or putting 'phenomenological brackets' around entire periods rendering them as void and socially irrelevant akin to *mnemonic myopia* (Zerubavel, 2004, p. 92-94). These socio-mnemonic practices helps us in the present to identify and construct 'beginnings', 'watersheds', or 'turning points' that provide us with 'chronological anchors' and 'historical points of departure' for the transformation of individual and collective identities (Zerubavel, 2004).

C.2.2 Benefits of the past in the present

Further, the characteristics of the past, as discussed on the preceding section, imbue heritage and the past *per se* with different functional benefits (and costs[148]) that are central for the constitution of individual and collective identities in the present (Graham *et al.*, 2000, p. 18-19):

- Familiarity and guidance;
- Validation and legitimacy;
- Enrichment and escape;
- Belonging and meaning.

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[148] My focus here is on the benefits as my thesis is interested in the use value of heritage (as a particular mode of referring to the past) in corporate marketing contexts and due to the widespread tendency within business and management to emphasise the negative aspects of the past as an inhibiting or constraining factor rather than acknowledging its positive role as an enabling force.

C.2.2.1 Familiarity and guidance

Lowenthal (1985) identified familiarity as the "*most essential and pervasive benefit*" (Lowenthal, 1985, p. 39) of the past – and by implication of heritage as the appropriation of that past for present purposes (Graham *et al.*, 2000) – as "*we can perceive only what we are accustomed to*" it helps to "*make sense of the present*" (Lowenthal, 1985, p. 39) based on habituation and memory of personal or vicarious past experiences (Lowenthal, 1985). Further, familiarity also implies comfort (Lowenthal, 1985). Related to the aspect of familiarity is the notion of precedents as the past is often "*invoked for the lessons it teaches*" (Lowenthal, 1985, p. 46).

C.2.2.2 Validation and legitimacy

Historical precedence is also used as an important way to validate and legitimise current practices and concerns predicated on "*the assumption, explicit or implicit, that what has been should continue to be again*" (Lowenthal, 1985, p. 40). The continuity between past and present entails the preservation (maintenance) or restoration (reestablishment) of cultural artifacts and practices that provide a symbolic link with the past (Lowenthal, 1985). It imbues present concerns with a notion of 'timelessness' (Graham *et al*., 2000).

C.2.2.3 Enrichment and escape

The benefit of the past and its reinterpretation as heritage is not solely instrumental (economic, social, political), but entails an emotional and aesthetic dimension as well. It can be "*literally as well as figuratively enriching"* (Lowenthal, 1985, p. 49). It carries emotional relevance as it reflects ancestral affiliations, helps to recall former friends and experiences, and provides a links between past and future generations (Lowenthal, 1985). However, it is also "*a source of sensate pleasure*" (Lowenthal, 1985, p. 51).

Apart from the functional, emotional, or aesthetic enhancement of the present, the past, for some, also provides a temporary or permanent symbolic refuge from the anxieties and vagaries of the present (Lowenthal, 1985).

C.2.2.4 Belonging and meaning

The most important dimension in the context of this work is the role of heritage as a fundamental dimension of individual and collective identities as the "*ability to recall and identify with our own past gives existence meaning, purpose, and value*" (Lowenthal, 1985, p. 41). It is "*crucial both to integrity and to well-being*" (Lowenthal, 1985, p. 42) of individuals and

collectives in a self-legitimating way (Lowenthal, 1985) predicated on a sense of temporal, territorial, cultural, and social belonging; our metaphorical 'place in the world' (Smith, 2006).

C.2.3 The use of the past in the present

The past can be used in different ways and for different purposes in the present. There are different mnemonic practices and modes that relate the past to the present serving different purposes. Brunninge (2005) drawing on the work of Karlsson (1999 cited in Brunninge, 2005, p. 81ff.) differentiates four basic uses of the past: *scientific*, *existential*, *moral*, *ideological*, and *non-use* (*see* Brunninge, 2005, p. 83-84). The 'scientific' use of the past refers to the work of historians methodologically and systematically examining the past with varying degrees of rigour (Brunninge, 2005) producing accounts of the past as academic and more popular histories (*see* appendix section C.3.2, p. 442ff. on history) that reconstruct or 'discover' an historical event or period (Brunninge, 2005, p. 83). However, the past is also individually remembered for existential reasons such as constituting a sense of self (*see* appendix section C.3.3, p. 445ff. on memory) providing an anchor and orientation within a broader socio-historical context (Brunninge, 2005) and collectively commemorated or appropriated for moral and ideological/political purposes (Brunninge, 2005) that legitimise actual or invented pasts or rehabilitate a formerly suppressed or neglected past in the light of present concerns (*see* section 3.4.2, p. 103ff. on heritage and appendix section C.3.3, p. 445ff. on memory). Finally, the non-use of the past indicates that certain aspects of the past are actively or passively forgotten by groups in order to support a version of the past that suits current, often elite, concerns of the present (Brunninge, 2005); but forgetting is equally essential at an existential level for individual identities (Misztal, 2003). The boundaries between these four generic uses of the past are not fixed but pervious and are realised by different modes of referring to the past that are usually associated with particular concepts. These concepts are discussed in the following sections of appendix C.3.

C.3 Discussion of past-related constructs

In this appendix past-related terms and concepts that are frequently discussed in the literature as closely associated or partially overlapping constructs are briefly outlined and delineated from heritage.

C.3.1 The past as such (residual traces of the past)

Phenomenologically humans tend to broadly differentiate the temporal dimension of their existence into a tripartite categorisation of past, present, and future providing a common frame of reference to apprehend and experience this temporality (*see* Ricoeur, 2006, p. 343ff.) which is essentially "*the passage of one present into another*" (Mead, 2011, p. 127); a "*threefold present* [that] *is the main organiser of temporality*" (Ricoeur, 2006, p. 347). However, as Zerubavel (2004) has shown, the precise conceptualisation of time and how individuals and collectives relate to, for instance, 'the past' is fundamentally a social endeavour predicated on specific socio-cultural circumstances. Thus, the ontological status of past, present, and future is in no way ascertained and has sparked philosophical deliberations at least since Augustine introduced this temporal trichotomy in his *Confessions* (Ricoeur, 2006); although the status of the past in the present as such was already entertained by Plato and Aristotle musing about the presence of absent 'things' in the form of memories and recollections (Ricoeur, 2006).

Nonetheless, it is important to note that "*the past – the pastness of the past – is understandable in its distinct constitution only when paired with the future and the present quality of the present*" (Ricoeur, 2006, p. 346). Hence, retrospection and reminiscence of the past cannot be divorced from prospection or anticipation of a future that manifest in the light of present concerns (Ricoeur, 2006); put another way "*anticipation implies pastness*" (Ricoeur, 2006, p. 362 drawing on Heidegger's *Being and Time*) representing a fusion of Koselleck's (1979/1985) *horizon of expectation* for a future with the *space of experience* of a past (Ricoeur, 2006, p. 362). Thus, past and future are always of the present and as such they are changing with changing circumstances and purposes in the present (Maines, Sugrue and Katovich, 1983).

This understanding provides a relevant philosophical rationale for the 'transtemporal' orientation of corporate marketing in general (*see* section 2.2.3.4, p. 49ff.) and the notion of heritage functioning as a 'bridging concept' between past and future actualised in the present (Ricoeur, 2006; *see* section 3.4.2, p. 103ff.). However, it is not intended here to elaborate on these, in principal, interesting conceptual and philosophical discussions (*see* Koselleck, 2002; Ricoeur, 2006), but rather to indicate the constructed nature of even our apparently most

fundamental categories such as time or 'the past' and the necessity to articulate in what way the term is understood in the context of this thesis. Thus, questions concerning 'the past' discussed in this work are less ontological in nature leaving this question to philosophers and historians, but rather refer to epistemological (what kind of knowledge about the past) and pragmatic (the way that knowledge is appropriated for present purposes) problems, of which heritage represents a particular permutation of both concerns that is nonetheless different from 'the past' *per se*.

Consequently, in the context of this thesis the author follows Graham *et al.* (2000, p. 2) and define the past rather broad as '*all that ever happened*', independent from concerns in regard to the precise ontological status of that henceforth defined past and its epistemological accessibility and veracity. Hence, the past denotes something that *has been*, but *is no longer* (Ricoeur, 2006, p. 362) having left *residual traces* in material and non-material form (*e.g.* buildings, documents, objects, traditions, orally transmitted anecdotes *etc.*) that do not constitute the past as such, but nonetheless provide the only way to apprehend and appropriate it in the present for different purposes and in different forms, for instance, as history, memory, tradition, nostalgia, or indeed heritage.

C.3.2 History (narrated and storied past)

History can be comprehended in many different ways. It can refer to an academic discipline, a research practice, a particular literary genre, a mode of thinking, as much as an ontological entity (White in Koselleck, 2002, p. x). In popular parlance the term history is often simply used as a synonym for 'the past' in the way it has just been defined as 'all that ever happened' (Graham et al., 2000, p. 2) in the preceding appendix section. In a certain way it alludes to what Hegel (1840, p. 75), for instance, described as *res gestas* denoting that what has happened ('das Geschehene').

However, history concurrently denotes a narrated version of the past ('die Geschichtserzählung') – the *historiam rerum gestarum* (Hegel, 1840, p. 75) – in the tradition of historiography going back to Herodotus and Thucydides (Hegel, 1840, p. 3).[149] Thus, the term usually carries a double meaning either referring to:

- *history in general* (Koselleck, 2002) as a *collective singular* – a complex of events – (Ricoeur, 2006) that unfolds and is made by the *agents of history* over time (Ricoeur, 2006, p. 297), or

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[149] Please note that the author does not subscribe to Hegel's idealism and historicism, especially his accounts of a 'world spirit' (*see* Hegel, 1840, p. 14ff.) or his discussion of 'people without history' (*see* Hegel, 1840, p. 75ff.).

- *history as a narrative* or otherwise representative practice (*e.g.* history as an academic discipline) that makes the past available and comprehensible for the present within the context of an *ensemble of discourses* (Ricoeur, 2006, p. 298) in regard to the former (Ricoeur, 2006).

In the context of this thesis, leaving once again the ontological and epistemological deliberations in regard to the status of history to philosophers and theoreticians of history (*e.g.* Koselleck, 1979/1985, 2002; Ricoeur, 2006; White, 2010), the former meaning of the term history (the history in general) shall be subsumed under the term 'the past' as defined in the preceding section, and history shall be understood as a particular narrative representation of that past (or the practice thereof).

Either way, both aspects of history are predicated on particular socio-cultural conditions that entail specific mnemonic traditions and practices within mnemonic communities (Zerubavel, 2004), a particular shared 'mentality' towards the past (Confino, 1997), as well as a particular historical awareness ('historical consciousness') of the historicity (or temporality) of being and sociality in general (Koselleck, 2002; *see* Ricoeur, 2006, p. 343ff. for a discussion of these terms/concepts).

As such, history comprehended as the narrated and storied past is impregnated with current concerns and purposes ranging, for instance, from academic accounts of specialised pasts (*e.g.* business history), celebratory corporate histories commissioned for a company's anniversary or the history sections on an organisation's website (*see* Delahaye *et al.*, 2009 and section 3.2.4, p. 91ff.), to popular documentaries on television that all narrate a particular version of the past for a specific purpose. In the words of Lowenthal (1985):

> *"historical accounts have traditionally served many functions other than 'truth', and sometimes at cross purposes with it – to secure the pedigrees of existing rulers, for example, or to promote patriotic zeal, or to sanction religious or revolutionary causes"* (Lowenthal, 1985, p. 235).

However, contrary to Lowenthal's general argument (Lowenthal, 1998) of heritage spoilage the truthfulness and authenticity of history as "*a true account of past things*" (Ricoeur, 2006, p. 299 citing Cicero) – a claim that is spurious in itself (*see* White, 2010; Koselleck,1979/1985, 2002; Ricoeur, 2006) – and partially following Samuel (1996) and Harvey (2001), the author does not delineate history from heritage in terms of the claimed or actual veracity of a particular representation of the past, either as history or as heritage, but in regard to their *different temporal referents*. This argument of history *vs.* heritage is usually based on the notion of history as an academic discipline and practice that until fairly recently was predicated

on (unfounded) universalising truth claims based on interpretations of historical traces and artifacts or what Samuel referred to as the "*fetishisation of archives*" (Samuel, 1996, p. 269).

History represents a narrated version of the past – albeit in the light of a present vista from and purpose for which the past is scrutinised – always in reference to that past itself providing an account of "*what has happened and how things came to be as they are*" (Lowenthal, 1998, p. 128) in an attempt by "*successive presents to relate and explain selected aspects of a past*" (Graham *et al.*, 2000, p. 2). As such, history is documenting change over time but independent from any inherent veracity *a priori* established simply by being history rather than heritage (Nora, 1989). Thus, the task of historians is usually "*to enlighten by revealing causes and consequences of chronologically ordered events*" that are described "*in all their complexity and ambiguity*" (Schwartz and Schuman, 2005, p. 185). However, history understood as the narrated and storied past refers to "*research and analytic monographs*" as much as to "*...popular statements appearing in magazines, newspapers, television, film, stage productions*" (Schwartz, 2005, p. 64).

Heritage, however, is transtemporal in its focus on the intergenerational exchange between past, present, and future. Hence, heritages are always articulated in reference to their relevance and purpose (*e.g.* legitimation of collective identities) for the present whether retrospectively or prospectively (*see* section3.4.2, p. 103ff.), either as the 'things' from the past that are in the present to be protected and maintained in the case of the former, or as the 'things' in the present to be bequeathed to future generations in the latter case. Thus, heritage is not inherently "*less accurate, less real, or less important than other ways of treating the past, or considering the future*" but simply different (Graham *et al.*, 2000, p. 2).

In summary, history in the context of this thesis is understood as 'all that is told' about the past (to introduce consistency with the initial definition of the past as 'all that ever happened' articulated above) representing multiple forms of a *narrated and storied past*, whether as an academic work based on sound paradigmatic and methodological principles (*e.g.* the work of business historians) aspiring more to *res factae* (Koselleck, 1979/1985, p. 205), or as popular accounts of the past (*e.g.* corporate history brochures) akin more to *res fictae* (Koselleck, 1979/1985, p. 205) – to myths, sagas, and legends, for instance.[150]

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[150] However, *res factae* and *res fictae*, factum and fiction, are blurred and do not represent a pure dualism as every historical account by necessity incorporates both; a representation of something that is gone and absent in the present is always in a certain way fictional (for similar arguments *see* the editorial note of Doran in White, 2010, p. xiii ff.), but a 'fiction' more or less based on residual traces of past events and actions (*res gestae*) that are taken as (established as such) facts (*res factae*) interpreted to support a particular representation of the past in the present (*see* Koselleck, 1979/1985, p. 205ff.).

C.3.3 Memory (remembering and forgetting the past)

The past is not only represented as history, but also through commemoration remembered and both "*shape what ordinary individuals believe about the past*" (Schwartz, 2005, p. 64); what they collectively remember and forget. Thus, it is not surprising that concurrent with the 'cult of heritage' (Lowenthal, 1998; *see* section 3.4.1 p. 100ff.) and the terms conceptual and semantic expansion discussed in section 3.4.2 (p. 103ff.) there has been a '*memory boom*' (Isar *et al.*, 2011, p. 5) with similar tendencies. This '*memory wave'* that has swept through the humanities (Kansteiner, 2002, p. 179) and social sciences in general (Misztal, 2003, p. 1) characterised by a growing "*scholarly fascination with things memorable*" (Klein, 2000, p. 127) partially triggered by the *'commemorative fever'* (Misztal, 2003, p. 2) or the '*cult of anniversaries*' (Johnston, 2011) from the 1970s onwards – a period marked by a plethora of civic and other anniversaries publicly celebrated or commemorated such as the bicentenaries of the USA in 1976, Australia in 1988, the French Revolution in 1989, or the 50th anniversary of the end of World War 2 in 1995 – as well as the vicissitudes in the wake of the transformations after 1989 (Maier, 2011).

However, "*this tidal wave of memorial concerns*" (Nora, 2011, p. 437) can be equally attributed to the societal conditions and developments identified as relevant for the growing salience of heritage and identity issues in general (*see* Olick, Vinitzky-Seroussi and Levy, 2011). Although, Nora (1989, p. 7) lamented that "w*e speak so much of memory because there is so little of it left*" what his work actually shows is that memories exist in different forms and for different reasons in contemporary societies (*e.g.* Nora, 2009).

Despite its apparent recency, questions of memory have long featured as central themes with theological, philosophical, but also pragmatic relevance such as, for instance, the deliberations of Plato and Aristotle (Ricoeur, 2006; Whitehead, 2009), the biblical notions of remembrance in the Old and New Testaments (Klein, 2000), the autobiographical musings of Augustine (Ricoeur, 2006), or the philosophy of John Locke in reference to memory as a source of self (Ricoeur, 2006; Erll, 2010; Olick, Vinitzky-Seroussi and Levy, 2011) as well as the pragmatic importance necessarily accorded to mnemonic techniques for retention and recall from early antiquity (Lachmann, 2010; also *see* Whitehead, 2009) well into the Renaissance (*see* Yates, [1966]1992; Carruthers, 2008). However, contemporary concerns with memory emerged during the late 19th and early 20th centuries in psychology and psychoanalysis, philosophy, and sociology (Erll, 2010; Straub, 2010; Olick, Vinitzky-Seroussi and Levy, 2011).

The concept of memory in its vernacular use (underpinned by strong philosophical and academic traditions) is commonly associated with an intra-subjective, neurological, and mental capacity of recollection and recall (better re-construction as psychology and neuroscience have

shown) that takes place within an individual's mind, which is fundamental for our existence as human beings (Misztal, 2003; Straub, 2010; Markowitch, 2010). However, the concept of memory has been (metaphorically) expanded into the cultural and social realm and is as such conceptualised as an inter-subjective phenomenon as well; usually referred to as 'collective memory', 'social memory', 'popular memory', 'public memory', or 'cultural memory' (Olick and Robbins, 1998; Erll , 2010)[151].

Thus, on the one hand memory is today understood as a concept or metaphor concerning cognitive and psychological phenomena at the individual level – with neuroscience and psychology having identified different types of memory and modes of remembering (and by implication of forgetting) that are to varying degrees explicit, intentional, or voluntary as well as of different duration such as, for instance, procedural (how to do things), semantic (factual knowledge), episodic referring to subjective past experiences, flashbulb (emotionally salient events), or autobiographical memories denoting personal self knowledge and remembered life trajectories (Misztal, 2003; Roediger, Zaromb and Goode, 2008; Markowitch, 2010).

On the other hand, memory also denotes a socio-cultural concept with different modes of remembering and forgetting at the collective (Connerton, 1989, 2009; Olick and Robbins, 1998; Olick, 1999; Zerubavel, 2004; Olick, Vinitzky-Seroussi and Levy, 2011) and institutional level (Douglas, 1986; Walsh and Ungson, 1991; Linde, 2009) exhibiting varying degrees of materiality (Erll, 2010) and performativity (Connerton, 1989).

Hence, the conceptual expansion of memory is not only predicated on the societal developments mentioned earlier but also based on the recognition that individual memories are, at least partially, socially and culturally constituted within a context of collectively shared and institutionalised forms of memory and modes of remembering (Wertsch and Roediger, 2008) – mnemonic traditions shared within mnemonic communities (Zerubavel, 2004) – that frame the way people individually remember (Halbwachs, 1992), which are qualitatively different from individual memories within a person's head or any aggregate thereof (Olick, 1999; Zerubavel, 2004)[152] but nonetheless interdependent (Hirst and Manier, 2008).

Thus, collective and institutional forms of memory are not confined to individuals and their personal recollections of the past (Zerubavel, 2004, p. 5-6) either as autobiographical memory or as what Halbwachs (1992) called 'historical memory' (Coser in Halbwachs, 1992, p. 23-25), which denotes a vicarious form of memory of a group's past that an individual member holds.

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[151] The origins of the concept of collective and cultural forms of memory are usually attributed to the work of Maurice Halbwachs who combined Bergson's philosophical work on inner time and memory with Durkheim's notion of a collective consciousness for the former and to art historian Aby Warburg in regard to cultural forms of memory (*e.g.* material objects such as works of art) in case of the latter (Erll, 2010, p. 8-9).

[152] Olick (1999) introduced the differentiation between 'collected memories' as aggregate representations of individual memories and 'collective memories' at the group and institutional level not reducible to individual cognitions or emotions.

They are constituted either by the communicative interactions between individual social actors within particular mnemonic communities (Zerubavel, 2004) such a families or religious groups (*see* Halbwachs, 1992) – that is what Assmann (2010) drawing on Halbwachs (1992) refers to as 'communicative memory' – or they are objectivated (in the sense of Berger and Luckmann, 1967) and 'exteriorised' forms of memory (Hutton, 2011) that might 'reside' in cultural artifacts and practices that function as mnemonic devices such as written documents, photographs, material artifacts, architectural sites, or commemorative rituals (Nora, 1989; Coser, 1992; Hutton, 2011; *see* Assmann, 2010).[153] These cultural forms of 'disembodied' memory (Assmann, 2010, p. 111) acquire '*mnemonic transitivity*' independent from any personal contact between individuals of different generations (Zerubavel, 2004, p. 5).

This capacity of cultural memory to be transmitted across spatial and temporal boundaries of individual recollections can be understood as an important prerequisite for the concept of *intergenerational exchange* that has been identified earlier as a fundamental definitional tenet of heritage (*see* section3.4.2, p. 103ff.).

Modern societies are characterised by institutionalised forms of remembering and forgetting (*e.g.* education, public commemorations and celebrations) that help to ensure continuity (Schwartz, 1991, p. 222) and intergenerational exchange, through which the socialisation of each new generation of members into a particular mnemonic community takes place (Zerubavel, 2004). It is exemplified, for instance, by cultural memory being 'stored' in libraries, museums, archives, databases, on the internet, and the like (Zerubavel, 2004; Assmann, 2010; Hutton, 2011).

However, memory is always also "*lived memory* [that] *is active, alive, embodied in the social – that is, in individuals, families, groups, nations, and regions*" (Huyssen, 2011, p. 436). As such, it is always individuals who do the actual remembering and forgetting, but they do so within a specific socio-cultural context drawing on the cultural forms of 'memory' that enable them to reconstruct the past in varied forms (Coser in Halbwachs, 1992; Erll, 2010).

Thus, the 'disembodied' cultural memory created by one generation of individuals becomes metaphorically and literally 're-embodied' within the collectively shared individual memories of another generation (Assmann, 2010).

However, each generation constructs the past in the light of their own requirements and experiences that account for generational differences in the personal relevance and general salience of historical events and episodes (Coser in Halbwachs, 1992; *see* Schuman and Scott,

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[153] It has to be stressed that it is not the material objects or performances that literally 'remember' (as it is only humans who have mental capacities), but that these metaphorical notions of 'cultural memory' constitute mnemonic practices and traditions that are used as cultural mnemonic tools within society to remember, commemorate, and transmit the past between disjunct generations of a group (*see* Erll, 2010; Assmann, 2010).

1989; Schwartz and Schuman, 2005). Nonetheless, as Coser (Halbwachs, 1992) so aptly put it "*the present generation might rewrite history but it does not write it on a blank p.*" (Coser in Halbwachs, 1992, p. 34); the construction of the past in each present is enabled but also restricted by the available traces of the past that are transmitted as cultural memories already 'pre-interpreted' by previous generations (Schwartz, Zerubavel and Barnett, 1986; Schwartz, 1991; Coser in Halbwachs, 1992; Olick and Robbins, 1998; Schwartz, 2005).

Hence, the conceptual and disciplinary boundaries between the different levels and forms of memory and modes of remembering and forgetting are increasingly blurred. The growing academic field of 'memory studies' is indicative of that development, which is drawing on contributions from psychology and neuroscience, philosophy, history, sociology, anthropology, art, or cultural studies, thus bringing together insights from natural science, social science, and the humanities (Erll, 2010; further *see* Erll and Nünning, 2010 for a companion incorporating different disciplinary perspectives; also *see* Olick, Vinitzky-Seroussi and Levy, 2011 for a recent review and reader).

Within this diverse literature the close conceptual relations between memory and history (Hutton, 2011) as well as memory and identity (Olick and Robbins, 1998) are acknowledged and widely discussed (*e.g.* Nora, 1989; Le Goff, 1992; Ben-Amos and Weissberg, 1999; Schwartz and Schuman, 2005; Ricoeur, 2006; Cubitt, 2007; Olick, Vinitzky-Seroussi and Levy, 2011). Memory is also closely associated with the concept of knowledge in reference to cognitive and neurological processes as well as in regard to the socio-cultural context of knowledge acquisition at the individual level (Markowitsch, 2010), but also the management of knowledge in institutional settings (Walsh and Ungson, 1991).

Further, there is growing recognition of the conceptual overlap between the concepts of heritage and memory and their mutual impact on the constitution of (collective) identities (*e.g.* Samuel, 1996; Lowenthal, 1998; Smith, 2006; McDowell, 2008; Isar *et al.*, 2011) but has received only scant attention in the literature on memory in its various forms, which can partially be attributed to the 'over-totalising' tendencies within the memory discourse (Olick, 2010).

In the context of this thesis and in the light of the preceding discussion, memory shall refer to the all forms of 'knowledge' (understanding and meaning)[154] about the past (*e.g.* cognitive, social, or cultural) that is constructed by processes and practices of *remembering and forgetting the past* at the individual, collective, and institutional level (it carries the notion of memory as 'all that is known' about the past). Thus, history defined above as 'all that is told'

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[154] Please note that this notion of 'knowledge' does not make any statement about its epistemological status, hence incorporates a notion of belief as well. This is consistent with the broad conception of history as the narrated past that also includes the notion of myths, legends, or sagas.

represents a particular form of referring to the past that draws on that knowledge (direct and personal, or indirect and vicarious) and concurrently represents a special mode of remembering the past as well (*see* Erll, 2010). Heritage also draws on different forms of memory, but it appropriates and rearticulates what is 'known' about the past in the light of current and future purposes. Memory understood in this way is by definition, and similar to history, always retrospective – albeit constituted in the present and for current purposes as well – while heritage, as explicated above, is concurrently retrospective and prospective in its outlook (Harvey, 2008).

C.3.4 Tradition (practiced and embodied pasts)

The notion of mnemonic transitivity of cultural memories discussed in the preceding appendix section and the central importance accorded to the idea of intergenerational exchange between past, present, and future in regard to the conceptualisation of heritage in general (*see* section 3.4.2, p. 103ff.) indicates towards a conceptual link with the concept of tradition. The term tradition carries a variety of different meanings (Shils, 1981) that often have politically and emotionally charged connotations (Misztal, 2003). For example, the term tradition and its derivative 'traditional' are often derogatorily associated with notions of backwardness and stagnation, ignorance and dogmatism, conservative or even reactionary convictions, and a general imperviousness towards change (Shils, 1981; Misztal, 2003). This is largely a reflection of the modernist narrative of progress and reason that dichotomised the terms modern and traditional in order to overcome the authority of established sources of legitimacy and power that rested on the repetitive continuity between the past and the present (Shils, 1981; Misztal, 2003) and were characterised by a different 'mentality' towards time and the historicity of being in general (Koselleck, 1979/1985; Ricoeur, 2006; *see* section 3.4.1, p. 100ff.). However, tradition and traditional also carry the notions of craftsmanship, quality, pureness, experience, familiarity, guidance, belonging, or other positive associations that a link with the past triggers (*see* appendix section C.2.2, p. 438ff.) which have become more prevalent in the context of the aforementioned societal conditions in late modernity that have been fuelling the 'cult of heritage' or the 'commemorative fever', as discussed earlier, over the last thirty years or so. Hence, while some argue that modernity is characterised by the "*demise of tradition*" (Heelas, 1996, p. 1), the *detraditionalisation thesis* is far from ascertained in the light of growing contemporary concerns for different modes of linking the past with the present and vice versa (Heelas, 1996).

Hence, while historical precedence might increasingly lose its instrumental relevance for the present due to accelerated technological and cultural change (Hobsbawm, 1983) reducing

the normative aspect of traditions (Misztal, 2003), it might gain symbolic relevance instead (Hobsbawm, 1983) due to fundamental existential needs of humans as social beings in terms of belonging and a sense of continuity; highlighting identity and legitimacy aspects (Misztal, 2003, p. 93-96). With Lowenthal (1985) it could be argued that:

> *"The age old appeal of tradition is generally obsolete because past and present now seem too dissimilar to make it a safe or valid guide. The word's very meaning has changed: 'tradition' now refers less to how things have always been done (and therefore should be done) than to allegedly ancient traits that endow people with corporate identity" (Lowenthal, 1985, p. 370).*

Thus, the basic socio-cultural processes that underpin the concept of tradition at various levels of scope and scale should conceptually be differentiated from concrete manifestations of tradition (*e.g.* at the national level) whether instrumental or symbolic in nature. In this way, the basic function of tradition is not conflated with, often 'ideologically' informed, discussions of tradition as either vice or virtue in specific contexts. Thus, far from being obsolete traditions persist and even flourish in the allegedly 'post-traditional' order of late modernity, but they do so in different garb and for different reasons (Giddens, 2011).

Most fundamentally the term tradition refers to the Latin *traditum* (Shils, 1981, p. 12) which denotes anything that "*is transmitted or handed down from the past to the present*" (Shils, 1981, p. 12) and as such exhibits close semantic proximity to the notion of inheritance and bequest that were shown to underpin the concept of heritage (*see* section3.4.2, p. 103ff.). Further, in order to become a tradition, something that has been transmitted from the past needs to be accepted and adopted by a group in the present (Shils, 1981). According to Shils (1981) traditions are based on *consensuality* denoting its widespread contemporary acceptance amongst a group, but more importantly on their distinct quality of *pastness* referring to the authority and legitimation derived from the link with the past (Shils, 1971, p. 130). Thus, once accepted and adopted by a present generation traditions represent and continue "*the past in the present*" predicated on repetition (Shils, 1981, p. 13; also *see* Hutton, 2011) and often "*ritualisation of social relations*" (Giddens, 2011, p. 418 referring to Gluckman) but are "*as much part of the present as any very recent innovation*" (Shils, 1981, p. 13). Although, many traditions might also have instrumental relevance in the present, their main source of legitimacy and justification of their relevance in the present is the symbolic continuity with some practice, belief, or value system actually or apparently linked to or emerging from similar practices, beliefs, or value systems of the past (Hobsbawm, 1983), which differentiates them from routines or conventions that are usually perpetuated for pragmatic reasons only (Hobsbawm, 1983). It has to be stressed that the focus on a symbolic link with the past as a source of legitimacy does not negate any substantial links as such, but

indicates that traditions are often 'invented' (Hobsbawm and Ranger, 1983) without any substantial historical precedence in terms of an 'unbroken' temporal chain of transmission (Shils, 1981) between past and present. As such, an 'invented tradition' might be based on a link with a chosen or altogether created mythical past (Hobsbawm, 1983). Although, traditions are predicated on the actual or apparent intergenerational transmission between past and present usually spanning several successive generations to qualify as such (Shils, 1981), they might be established in a relatively short period of time of a number of years within the lifetime of one generation (Hobsbawm, 1983). In a sense then, all traditions are 'invented' at some point (Misztal, 2003, p. 93 referring to Giddens, 1999) and contrary to the invention of tradition thesis advanced by Hobsbawm and Ranger (1983) traditions as well as customs are not impervious to change as both "*evolve over time, but also can be quite suddenly altered or transformed... they are invented and reinvented*" (Giddens, 1999; *see* Misztal, 2003, p. 93). Nonetheless, apart from an explicit actual or fictitious link with a past, traditions are usually characterised by their persistence over a longer period of time, according to Shils (1981) spanning approximately three generations, separating them from fashions and fads that are short-lived and less stable (Shils, 1981).

The preceding discussion shows that the boundaries between memories and traditions are fluent and both can denote a variety of concrete manifestations such as, for instance, values, norms, beliefs, institutions, or cultural practices (Shils, 1981; Misztal, 2003). However, in the context of this thesis traditions shall be understood as all cultural practices that are predicated on a symbolic and/or substantial link to the past. These practices might consciously or explicitly draw on cultural memories, but might also be embodied as implicit or tacit habitual memories (Connerton, 1989), in other words an embodied '*habit of mind*' (Hutton, 2011, p. 411), of individual social actors akin to the notion of a shared habitus (Bourdieu 1990, p. 52 ff.). Thus, tradition denotes the *practiced and embodied past* (or 'all that is done') irrespective of the ontological status of the past it refers to or the epistemological veracity if the memories it draws on. Further, due to the conceptual proximity between tradition and heritage it can be argued that certain traditions can become part of heritage, but that heritage as understood in the context of this work is a much broader and more inclusive concept. Hence, in the word of Hutton (2011):

> "*Though we know more about the past than did our ancestors, the weight of its authority on us is not as heavy, and its appeal is more easily manipulated. In our own time, we have to come to speak of uses rather than the influence of the past, and its mementos are often little more than signatures employed to underscore our present concerns*" (Hutton, 2011, p. 411).

In addition, heritage always also implicates a prospective concern with the future (*see* section 3.4.2, p. 103ff.). Thus, heritage is retrospectively and prospectively legitimated while traditions derive their legitimacy solely in a retrospective fashion from their actual or alleged continuity with the past (albeit, with the intention to be continued into the future).

C.3.5 Provenance (the rooted past)

Another notion that appears to be closely linked the *idea of heritage* (Swenson, 2007, p. 62) is the concept of 'roots' alluding to origin and provenance that conflates temporal beginnings with cultural belonging, thus representing a recurrent theme within the context of identity and identification. It has already been partially discussed in appendix section C.2.1 (p. 432ff.) on the nature and role of the past. To reiterate, the *rooted past* of actual of mythical origins is of paramount importance for many constructions of the past and their use value in the present. Although provenance and origin can represent an important aspect of heritage (*e.g.* the legacy of a founder, brand origin) it is again a more restricted concept, with heritage being more expansive and transtemporal rather than retrospectively oriented to some common beginning in the past.

Generally, the concept is predicated on the significance accorded to origins and primordial roots (Lowenthal, 1985, 1998) within society in general that reflects the "*special mnemonic status of beginnings*" (Zerubavel, 2004, p. 101) and the importance of 'origin myths' and 'founding ancestors' for the constitution and legitimation of collective identities (Zerubavel, 2004). In many cultures, still today, people call upon their ancestors in difficult times and honour their past glories (Lowenthal, 1998) while adopted children tend to search for their biological parents once they reach a certain age (Lowenthal, 1998).

Further, origins, founding historical moments and ancestors, are frequently marked by communal, religious, or national public holidays as well as commemorated by the many anniversaries that celebrate the foundation or origins towns, universities, companies, or entire nations, not dissimilar from the celebration of birthdays and wedding dates at the familial level (Zerubavel, 2004). Founding ancestors are symbolically venerated whether they underpin the origin myth of, for instance, religious (*e.g.* Jesus, Muhammad, Luther), national (*e.g.* 'Founding Fathers' of the USA), ideological (*e.g.* Marx), corporate (*e.g.* Hewlett-Packard, Microsoft, Apple), or academic (*e.g.* Durkheim, Weber) communities (Zerubavel, 2004; Lowenthal, 1998). However, historical references from which origin myths and corporate provenance can be constructed are not limited to a founder figure but multiply with growing temporal distance, thus can be appropriated differently for a variety of origin claims (Zerubavel, 2004). Further, the general "*attrition of kinship bonds*" and weakened familial ties (Lowenthal, 1998, p. 53)

within individualistic and fragmented contemporary societies contribute to the possibility but also the necessity to choose from a multitude of legacies at the collective and individual level (Lownthal, 1998). Nonetheless, "*the earliest sources of self, of society, or of the species promise to reveal our place in the scheme of things*" (Lowenthal, 1998, p. 179), thus potentially imbuing the notion of corporate provenance with ideational and spiritual qualities (Lowenthal, 1998; Zerubavel, 2004).

Albeit origins and provenance can constitute a cherished heritage, at a conceptual level both concepts are distinct in that heritage is more expansive (including other temporal relations and concepts) and exhibits a different temporal focus (being concurrently about past, present and future rather than the actual or imagined ancestral or primordial origin only).

C.3.6 Nostalgia (the emotive past)

A final concept that needs to be delineated from the understanding of heritage as it is advanced in this thesis is the concept of nostalgia (and the concomitant notion of melancholia as well as the antonym nostophobia[155]) as a particular way to refer to the past in the present.

Nostalgia's etymological origins can be traced to the Greek term '*nostos*' meaning to return home to the native land and the suffix '*algia*' from the word 'algos' referring to a painful condition such as grief or suffering (Davis, 2011; Atia and Davies, 2010).

This understanding of nostalgia is reflected in the concept's original articulation by Johannes Hofer in 1688 as a pathological condition – a fever or lassitude potentially fatal if left untreated (Atia and Davies, 2010) – of Swiss mercenaries fighting in foreign lands and for foreign rulers (Olick, Vinitzky-Seroussi and Levy, 2011; Davis, 1977) afflicted by feelings of homesickness defined as a "*melancholic longing for a lost home*" (Pickering and Keightley, 2006, pp. 921-922; also *see* Olick, Vinitzky-Seroussi and Levy, 2011). There is still a connotative tendency in the contemporary usage of the term that understands nostalgia as a kind of symptom, although not of individual pathologies, but for certain detrimental and negative conditions in the present with nostalgia representing "*a symptom of our age*" (Boym, 2011, p. 452). In general, the term today usually refers to "*a warm feeling of yearning and longing towards a past time*" (Gabriel, 1996, p. 121). It is an individual emotional state or a collectively shared mentality – as such different from melancholia that remains confined to an emotional state within individual consciousness (Boym, 2011, p. 452) – referring to an often idealised or imagined past associated with "*a sense of personal loss*" (Pickering and Keightley, 2006, p. 922) or "*a distorted public vision of a particular historical period or a particular social formation in*

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[155] Nostophobia as a negative feeling towards the past is not further conceptualised in the context of this thesis.

the past" (Pickering and Keightley, 2006, p. 922). It is a form of 'time-sickness' (longing for a time) rather than homesickness (longing for a place) representing a particular type of individual or collective memory (Olick, Vinitzky-Seroussi and Levy, 2011; Boym, 2011) increasingly given cultural and literary form (Atia and Davies, 2010) as "*sentimentally inflected mediated representations of the past*" (Pickering and Keightley, 2006, p. 922) that are often conflated with the concept of heritage (Boym, 2011), especially within the context of the 'heritage debates' in the UK during the 1980s (Pickering and Keightley, 2006; Radstone, 2010, p. 187; *see* section 3.4.1 and footnote 61). Hence, nostalgia can denote an affective mood individually or collectively experienced as much as a representational mode of aesthetic styles and cultural forms (Pickering and Keightley, 2006, p. 932; also *see* Davis, 1977). Either way, nostalgia "*melds time with space*" (Radstone, 2010, p. 188) and carries the additional notion of

> "*temporal dislocation [that indicates] a sense of feeling oneself a stranger in a new period that contrasted negatively with an earlier time in which one felt, or imagined, oneself home*" (Pickering and Keightley, 2006, p. 922)

Thus, nostalgia is profoundly retrospective and affective, an emotive 'looking back' (Davis, 1977), albeit predicated on some condition in the present. As such, nostalgia is not related to "*coming to terms with the past*" (Gabriel, 1996, p. 132) but always indicative of an attempt to overcome or solve issues and concerns in the present (Gabriel, 1996) that are often perceived as disruptive and that generate anxieties over the present or the future (Davis, 1977). Hence, nostalgia provides a "*compensatory mechanism that produces consoling simplicities in an age of complexity*" (Wright and Davies, 2010, p. 200) as a "*reaction to the velocity and vertigo of modern temporality*" (Pickering and Keightley, 2006, p. 922-923) often with escapist (Wright and Davies, 2010) and melancholic tendencies (Radstone, 2010). However, nostalgia can also be accompanied by feelings of happiness and accomplishment that reassure and stabilise identities in the present (Davis, 1977).

Hence, nostalgia in the context of this thesis shall be understood, not as inherently negative or neurotic (Davis, 1977), but as a particular collectively shared mentality (manifested in emotional and affective individual moods) towards the past predicated on socio-cultural conditions in the present (Pickering and Keightley, 2006). Although heritage can also refer to highly emotional aspects of the past, it is different from nostalgia as it is concurrently about the past in the present and the present in the future, while nostalgia is confined to a kind of affective retrospection (an *emotive past* so to speak) in the present.

C.4 Defining past-related corporate-level constructs (foundational)

This section provides a general framework of foundational past-related corporate marketing constructs.

Figure 41 (p. 455) shows an integrative conceptual framework, which is derived from the discussion of the various temporal social science concepts that refer to the past in some way. Within the framework the *corporate past* represents the most basic category that underpins all the other concepts. However it is not 'accessed' directly but mediated at the next level by the concept of *corporate memory* that constitutes the broadest mode of referring to the past. Hence, the remaining concepts are predicated on corporate memory rather than the corporate past *per se*. Further, the different modes are differentiated into primary and secondary foundational modes of referring to the past. The primary modes are *corporate memory*, *corporate history*, *corporate tradition*, and *corporate heritage* while *corporate nostalgia* and *corporate provenance* are secondary in the sense that they are contingent modes that usually underpin or inform one or more of the primary concepts. All concepts are conceived as social constructions that are constantly constructed and reconstructed in the light of contemporary purposes and concerns. However, corporate heritage is distinct from all the other concepts in terms of its temporal orientation. While the former is transtemporal (concurrently retrospective and prospective) the latter are all retrospective in orientation yet not necessarily in terms of their relevance and utility.

Figure 41: Different modes of referencing an organisation's past in the present
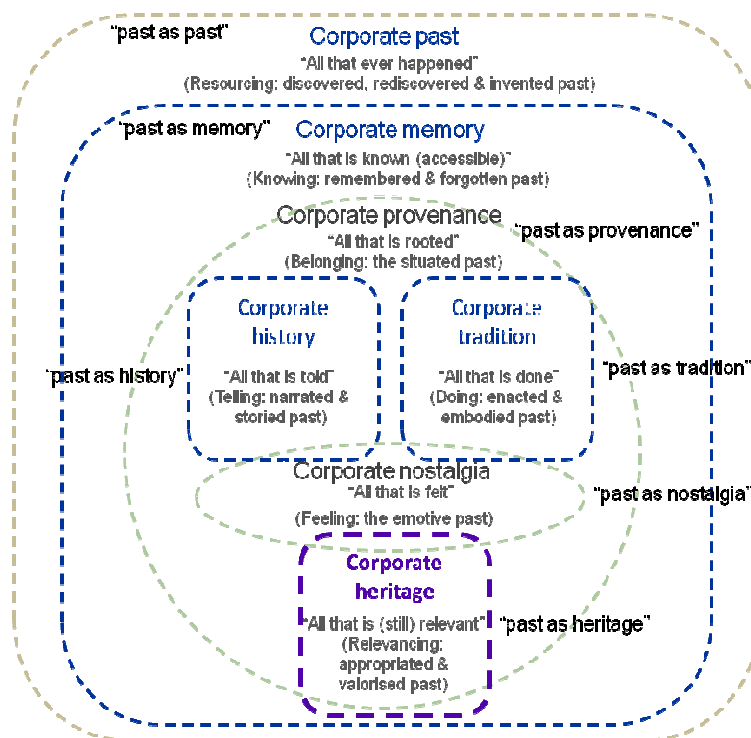
C.4.1 Corporate past

The *corporate past* is defined as '*all that ever happened*' during the existence of a company. As such, it refers to all past events (including social actors and contextual circumstances involved) that had a direct bearing on the company or vice versa. It articulates what is often referred to as a company simply having a history (the passive past) in the sense of 'history in general' as discussed earlier. However, the past of a company cannot be comprehended directly but only based on an interpretation of residual material and non-material traces of the past in the present. Consequently, the *epistemological accessibility* of the corporate past is limited and renders uncertain the veracity of any reconstruction of it. This limitation that poses a problem in academic historical research provides pragmatic flexibility in corporate contexts (and other non-academic contexts such as politics) in that the different modes of representing the corporate past may draw on a wider historical context where no or only scant direct residual traces of a company's involvement can be found that help to temporally 'reposition' the company or to 'adopt' a past as corporate past that is more fiction than fact.

Thus, the corporate past might be discovered or rediscovered as much as it may be an invention that nonetheless provides the residual materials that become resources from which corporate memories, corporate histories, corporate traditions, corporate nostalgia, and corporate heritages are derived. These different modes over time become residual traces themselves that provide new sources for the constant construction and reconstruction of a company's past. Hence, the existing residual traces of the past are partially always pre-interpreted by previous generations, which further limit the epistemological accessibility of the corporate past mentioned above. As a cautious reminder, this epistemological limitation and flexibility also entails potential for contestation, cynicism, and conflict in regard to the veracity, authenticity, or ownership of a particular corporate past or the different modes of referencing the past derived from it.

C.4.2 Corporate memory

In the light of the earlier discussion of collective memories in general, *corporate memory* is defined as the *remembered and forgotten past* or '*all that is known*' about a company's past representing all forms of knowledge (understanding and meaning)[156] about an organisation's past that is constructed and reconstructed by processes and practices of remembering and forgetting at the individual, collective, and institutional level (it carries the notion of memory

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[156] Please note that this notion of 'knowledge' does not make any statement about its epistemological status, hence incorporates a notion of belief as well. This is consistent with the broad conception of history as the narrated past that also includes the notion of myths, legends, or sagas.

as 'all that is known' about a company's past). Corporate memory is predicated on the discovered, rediscovered, invented, or adopted residual traces that constitute the *accessible corporate past*, which are meaningfully interpreted in the present by successive generations of stakeholders inside an outside the organisation. However, the interpretations of the residual traces of the past become only corporate memory in so far as they are manifested in cognitive, social, and cultural either socially embodied as collectively shared communicated and enacted corporate pasts (*e.g.* oral stories and anecdotes, cognitive and habitual dispositions shared by organisational members or certain groups within and without the organisation such as consumer communities) or as disembodied cultural forms of memory such as corporate documents, buildings, ceremonies or other cultural artifacts and practices that also act as mnemonic devices for the former.

Further, not all residual traces of the past may be chosen and some might also be discarded in the light of changing demands or interests in the present. Hence, referencing the past always also entails loosing, discarding, forgetting, or concealing the past in the light of present requirements or purposes. For example, Nissley and Casey (2002) have shown that corporate museums also represent mnemonic sites for active remembering as well as forgetting that are strategically deployed in order to remember a past that supports and facilitates the current identity. As such, corporate memory represents a broad and multifarious category of more or less factual and more or less collectively shared and institutionalised knowledge of an organisation's past, which is constantly constructed and reconstructed through processes of remembering and forgetting, that other forms of referring to an organisation's past such as corporate history, corporate tradition, corporate nostalgia, and corporate heritage draw on. Concurrently, these different modes of reference to the past can be understood as particular forms of corporate memory as well.

Thus, the phenomenological and conceptual boundaries between memory and history, tradition, nostalgia, and heritage are rather permeable and fluid. Further, the notion of corporate memory as a socio-cultural phenomenon highlights the epistemologically limited, constructed, and potentially contested nature of corporate pasts constituted in the light of present concerns and purposes (*e.g.* culture, identity, identification, legitimacy) that depend on a mnemonic frame of reference used within particular (but often overlapping) mnemonic communities (Zerubavel, 2004) that the notion of corporate memory implies.[157]

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[157] It has to be noted that in terms of general tendency quite similar arguments have been advanced by Mai (2010) in regard to collective memory as a cultural phenomenon – rather than a mere instrumental/institutional problem of information storage and knowledge management (*e.g.* Walsh and Ungson, 1991; *see* Rowlinson *et al.*, 2010 for a review and critique) – in organisations in the context of organisational identity and identification. His interesting framework is not further discussed here as the focus of this thesis is on corporate heritage rather than corporate memory as the primary conceptual lense.

C.4.3 Corporate history

Corporate history is defined as the *narrated and storied past* or '*all that is told*' about a company's past providing an interpreted account of the historical trajectory and development of an organisation attempting to explain, celebrate, justify, or otherwise make sense of changes over time. However, corporate history is a particular genre or discourse that tells the past in a specific way predicated on present corporate concerns and purposes that is not confined to textual representations (Delahaye *et al.*, 2009) exhibiting its own set of formal (*e.g.* type media used, the combination of textual and audio-visual materials, authorship) and thematic (*e.g.* type and content of narrative, characters and plotline used) features and instrumental purposes (Delahaye *et al.*, 2009). It is as such always open to revision and reinterpretation in the light of changing circumstances in the present and varies in regard to its epistemological status. As organisations are increasingly understood as 'storytelling organisations' (*e.g.* Boje, 1991, 1995; Vendelø, 1998; Christensen and Cheney, 2000; Langer and Thorup, 2004; Mittins, Abratt, Christie, 2011) in regard to identity construction and reputation management, corporate histories understood as the narrated and storied past can be seen as an important element of identity and a viable corporate-level marketing tool.

C.4.4 Corporate tradition

Corporate tradition is defined as the *enacted and embodied past* or '*all that is done'* in reference to an organisation's past (*e.g.* corporate celebrations, rituals, annual commemorations). Hence, corporate traditions represent all cultural practices that are predicated on a symbolic and/or substantial link to a company's past (actual or invented). These practices might consciously or explicitly draw on cultural forms of corporate memory, but might also be embodied as implicit or tacit habitual memories (Connerton, 1989) shared by stakeholders of a company, in other words an embodied *habit of mind* (Hutton, 2011, p. 411), of individual corporate stakeholders akin to the notion of a shared habitus (Bourdieu 1990). Corporate traditions are not confined to the internal realm of a company but may also be enacted by external stakeholders (*e.g.* company specific rituals at annual general meetings, company sponsored festivals or activities). What they have in common is their reference to the company and its past as a source of legitimacy and identity for the company itself or the collective and individual identities of different stakeholders. In a similar vein, Balmer (2011b) recently argued that in the context of corporate-level marketing corporate traditions "*can accord an institution a degree of distinctiveness, differentiation, and attraction*" (Balmer, 2011c, p. 1384).

C.4.5 Corporate nostalgia

Corporate nostalgia in the context of this thesis shall be understood as the *emotive past* or '*all that is felt*' in reference to a company's past representing a particular collectively shared, usually positively charged[158], emotional mentality (manifested in emotional and affective individual moods) amongst internal (*e.g.* organisational nostalgia) or external stakeholders (*e.g.* customer nostalgia) towards an organisation's past predicated on socio-cultural or auto-biographical conditions in the present; a kind of affective retrospection (an *emotive past* so to speak) in the present that can provide a sense of belonging and emotional attachment with an organisation based on its past rather than its contemporary status. Corporate nostalgia can overlap with different modes of referring to the past that are often, especially in corporate-marketing contexts, positively charged as well. However, nostalgia is not necessary for a positively narrated corporate history or time-honoured corporate traditions as such. Thus, it is a secondary contingent mode in the context of the other forms of referencing the past.

C.4.6 Corporate Provenance

Corporate provenance refers to the historical origins of an organisation that represent a kind of spatio-temporally situated past or 'all that is rooted' in a particular version of the past that is relevant for contemporary purposes and concerns. As such it conflates temporal beginnings with cultural belonging, thus representing a recurrent theme in regard to identity and identification in corporate-level marketing contexts exemplified by the importance accorded to the corporate founder or the founding stages of an organisation. It is another secondary mode of referencing the past that may inform corporate history and collective memories as much as corporate heritage derived from a company's origins in a time and in a place.

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[158] Balmer (2011c) further differentiates nostalgia from melancholia with the former referring to 'the happiness of the past' and the latter to the 'sadness of the past'. However, I do not follow this differentiation as the implied positive inclination towards the past is always relative to the present. It does not qualify the motivation or emotional significance of that 'longing' for a past, which can be more or less melancholic in nature but still be preferred over the present.

Appendix D (to chapter 4)

D.1 Preliminary paradigmatic considerations

Research is understood by the author to be fundamentally a social practice or activity (Sayer, 1992) – situated within a specific socio-historic context (*i.e.* socio-economic/material and socio-cultural/ideational),carried out by individual human social beings (the researchers), who are part of particular communities of practice (Wenger, 1999) and are sharing specific (technical) languages, resources, institutions, practices, commitments, interests, and concerns – with an aim to explore, understand, explain, or sometimes predict particular natural and/or social phenomena (Blaikie, 2009). For instance, they might aim to explicate the constitution of corporate identities, which may or may not be directly relevant for the social practices of (of interest to) human social beings outside the immediate community of practice of fellow researchers (albeit the current focus on impact advocated by the UK government indicates a further shift in the perceived societal function of academic research towards instrumental relevance).

Moreover, as far as social phenomena are concerned, researchers are by necessity in more or less close contact and usually interact in some way with other human social beings (who are themselves members of different communities of practice, for example, of a particular profession or within an industry) and/or their symbolic and material practices and products that constitute the domain of interest for the researcher (*e.g.* the corporate marketing activities within business organisations).

Further, as human social beings researchers are not only part of the community of fellow academics and – in their capacity as researchers – relate to other human social beings or scrutinise their material and ideational products/practices but are involved also in the many social practices and communicative interactions that constitute human social life in general (*e.g.* family life, religious life, political life *etc.*). They take part in those activities as any other sentient human being (Sayer, 2011) capable of creativity and reflexivity (Archer, 2003) with their own set of biological, psychological, material, and ideational needs, interests, concerns, and commitments as much as the fellow human beings that constitute the 'objects' of their academic curiosity.

As such, researchers can hardly approach an empirical phenomenon unencumbered by their individual psycho-biographical situation (Layder, 1997) embedded in a wider social context at the particular point in time and space within which a research project is carried out (*e.g.* the interests of the scientific community they belong to, the mortgage they have to pay, the way they were raised and educated as kids and socialised as professionals, the ideological or political convictions they adhere to, the physiological ailments they may suffer); that is their

interests, concerns, beliefs, values, emotions, somatic reactions, convictions, assumptions *etc.* Hence, as a researcher one cannot escape from the natural as well as the material and ideational social world of practice and discourse (*see* Archer, 2000, p. 177ff. for the interplay between three orders of reality: natural, practical, social) one is interested in studying as a researcher. Neither can one step outside the socio-historical conditions of one's own individual life (Blaikie, 2007, p. 233 referring to Heidegger) or what Layder (1997) conceptualised as the psycho-biographical condition of individual subjectivity.

However, what one can do is making one's professional beliefs and convictions in regard to how one sees the social world and makes sense of it explicit (Miles and Huberman, 1994) and reflect on the basic assumptions that inform the research practice, the role as researchers, and the impact of one's work on the life of others (Blaikie, 2009); as such putting to use the basic human capacity for self-conscious reflection and communicative interaction (Sayer, 2011, Archer, 2003) – albeit it has to be cautioned that self-reflexivity may has its limits in terms of the most deeply seated taken-for granted assumptions for that one cannot step outside *in toto* the very assumptions one aims to reflect on (Johnson and Duberley, 2003).

Nonetheless, this introductory paragraph already shows the necessity of such an endeavour as this justification for the paradigmatic reflections that follow already implicates a particular stance towards the issues at hand. Therefore, this section outlines the ontological, epistemological, and axiological convictions and standpoints underpinning this thesis as well as the personal situation that fostered the author's interest in the topic under investigation, which had a bearing on the way the conceptual and empirical problems and phenomena that constitute the subject matter of this research project were approached.

Having noted that, an in-depth philosophical discussion and full-fledged critique of the different strands of the philosophy of science, the sociology of knowledge, research paradigms, or approaches to methodology is not attempted here. Hence, in explicating – in a very personal way – the paradigmatic stances the author selectively refers to the traditions that influenced his thinking without a claim to being expertly versed in the above or the paradigmatic controversies that dominate these more specialised discourses, which are happily left to the philosophers, social theorists, and methodologists within these domains.[159] However, the author does not subscribe to the notion of a 'pick-and-choose' approach to

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[159] Within the discipline of marketing notable contributions to the paradigmatic debate – earlier revolving around the question of marketing's status as a scientific/academic discipline *per se* (*see* Brown, 1996 for a historical overview) – have been made from the still dominating objectivist perspective (*e.g.* Hunt, 1983, 1990, 1991, 1992, 1993, 1994) and a variety of alternative more subjectivist points of view with a relativist or postmodern outlook (*e.g.* Anderson, 1983, 1986; Arndt, 1985; Hirschman, 1986; Thompson, 1993; Venkatesh, Sherry and Firat, 1993; Brown, 1997). More recently, cultural (Moisander and Valtonen, 2006), interactive (Gummesson, 2001, 2005), critical (Burton, 2001; Tadajewski, 2008), and more paradigmatically balanced approaches (Easton, 2002; Davies and Fitchett, 2005; Järvensivu and Törnroos, 2010) have been discussed as well.

ontology and epistemology either – in contrast to the methodological pluralism that the espoused paradigmatic convictions entail – that appear to dominate some methodology texts, if such issues are discussed in them at length at all.

D.2 Ontological considerations

Ontology as an academic practice refers to the theoretical study of what particular entities or things (may) exist and which properties (*e.g.* relations, powers, constituent parts) each (may) has relationally constituting a specific domain of scholarly interest and/or what properties and relations all objects (may) need to share *qua* being existent (Lawson, 2004). Albeit the former focus provides discipline specific ontologies (*i.e.* scientific ontologies) while the latter derives at universal philosophical ontologies (Lawson, 2004), both specific and universal ontologies are the products of this scholarly/philosophical activity specifying a particular "*theory of being*" (Bhaskar and Lawson, 1998, p. 5) or a "*theory of what exists*" (Sayer, 2000, p.10) that provide "*philosophical assumptions about the nature of reality*" (Easterby-Smith *et al.*, 2008, p. 60) and can be analytically differentiated from (but is ultimately containing) a "*theory of knowledge*", which is in the purview of epistemology (Bhaskar and Lawson, 1998, p. 5) to be discussed later (*see* appendix D.3, p. 469ff.).

Albeit ontological and epistemological concerns are often conflated within the literature on methodology (Sayer, 1992) and within philosophy of science in general (Bhaskar, 1975) it is efficacious for the purposes here to discuss them separately in order to avoid the *epistemic fallacy* of reducing problems of being into problems of knowledge about being (Bhaskar, 1975). As such, ontologies as theoretical constructs specify basic philosophical presumptions and inform general or discipline specific *a priori* assumptions about "*the nature and structure of the social and natural world*" (Sayer, 1992, p. 9) rather than answer questions in regard to the kind of knowledge that can be acquired about it including what truth claims can be made (Sayer, 1992). Hence, epistemological assumptions always implicate ontological assumptions (*e.g.* the existence of social entities as stable and unproblematic referents for knowledge claims in the case of empirical positivism) whether the latter are made explicit or not, but which does not entail a collapsing of both dimensions into each other (*see* Bhaskar, 1975).

Within the philosophy of social science two broad categories can be distinguished that represent the extreme end points of a continuum of a variety of ontological assumptions rather than a strict dichotomy (Blaikie, 2007) that in principle refer to the ontic status of social entities relative to the epistemic position of individual human beings as knowing subjects. On the one end, forms of *ontological idealism* (or anti-realism) tend to deny the existence and/or the relevance of a social reality that is independent from the (individual or collective) *thought*

objects (*e.g.* concepts, meanings, discourses *etc., see* Sayer, 1992) of human beings and gives priority to the latter while the opposite position of various forms of *ontological realism* assume or accept such an external (but not necessarily totally independent) existence of social phenomena (Blaikie, 2007).

The initial references within this discussion of ontology indicate already that the author's thinking was at least partially influenced by the philosophical assumptions of *critical realism* (*see* Bhaskar, 1975, 1979; Sayer, 1992, 2000; Archer, 2003) – occupying a kind of middle ground between the ontological extremes of pure objectivist realism and subjectivist idealism (*see* Bhaskar, 1979) – without implying a wholehearted subscription to all aspects of the methodological and empirical projects that are often associated with this branch of social theorising especially in management research (*see* Al-Amoudi and Willmott, 2011). [160] However, the author is sympathetic to its sophisticated treatment of ontological (and epistemological) issues.

Hence, in terms of the author's own ontological position, the principle realist notion is subscribed to that there is an externally existent independent reality of social entities and processes (*e.g.* role taking individuals, group identities, institutions, relations, discourses) to be investigated.

However, this assertion does not specify the precise ontic nature of social reality and how it is constituted but rather establishes its independence from the epistemological concerns of the author as a researcher consistent with the aforementioned differentiation between social reality *per se* – usually referred to as the intransitive (referent) object of social science (Sayer, 2000) – and what kind of knowledge researchers have about it – the transitive (reference) dimension of concepts and theories (Sayer, 2000). In this respect, independence only indicates that a change in the latter does not necessarily entail a change in the former (Sayer, 2000). However, this may be more easily acceptable within the domain of natural science concerned with inanimate objects and albeit complex but relatively stable relations between entities, but difficult within the context of social science where the subject matter is much more fluid, contingent and dynamic at least partially comprised of symbolic systems of meaning discursively constituted by interactions between individuals and the individual agency of reflective human beings themselves (Sayer, 2000, Archer, 2003). As such, social reality comprises different forms of individual and collective knowledge, which is by the above given definition 'transitive' itself (Sayer, 2000). Hence, it entails a constitutive interpretative and

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160 It differs from the so-called 'scientific realism' advocated by Hunt (2003, 2010) within the marketing theory debate that draws on the philosophies of the natural science and appears largely oblivious to the ontic differences between the subject matter of natural and social sciences and the epistemological and methodological implications thereof (*see* Kavanagh, 1994 for a similar argument).

symbolic interactionist dimension (*e.g.* language, meaning, discourse) that differentiates the subject domain of social science from natural sciences (Sayer, 1992) and is – in this respect – broadly compatible with symbolic interactionism (Blumer, 1969) and social phenomenology (Schütz, 1962; Berger and Luckmann, 1967), which are other significant influences on the author's thinking. As such, the author broadly subscribe to the general view – going back to Wilhelm Dilthey's and Heinrich Rickert's differentiation between the natural sciences and the human or cultural sciences (Störig, 2000) – that the subject matter of social science is in many ways different from the subject matter of the natural sciences (Schütz, 1962) constituting a "reality *sui generis*" (Berger and Luckmann, 1967, p. 30 referring to Durkheim) requiring different epistemological and methodological foundations (*see* Habermas, 1988).

The notion of 'independent social reality' as a principle tenet of the author's realism needs further qualification. In the context of social science it can be argued that there is only a *relative independence* between the constitution of social reality (that what exists) and our knowledge of it (that what we know). More precisely, social reality is produced, re-produced, and transformed by the activities and practices (material and ideational) of reflective and social human beings (Archer, 2003, Sayer, 2011), who interpret and 'know' this reality in multiple idiosyncratic (Schütz, 1962) as well as collectively shared ways (from more localised/specific forms of shared knowledge/interpretations to the most general taken-for-granted assumptions) (Berger and Luckmann, 1967). People act and interact on that understanding (Schütz, 1962; Berger and Luckmann, 1967) by assigning meaning to their activities (Blumer, 1969), to others, and to themselves (Jenkins, 2008; Archer, 2003), while 'constructing'[161] the material and ideational artifacts and practices (including their personal and social identities) that constitute social reality. However, the phenomenological notion of 'multiple realities' (Schütz, 1962) or 'constructed reality' (Berger and Luckmann, 1967) remains an epistemic problem (we experience and act in the world based on our concepts, interpretations, and knowledge of it), which is nonetheless fundamentally implicated in the material and ideational nature of social reality *per se.* In this respect, the concerns of social science are different from the subject matters of the natural sciences in that the meaning attached to natural objects does not matter to the objects themselves (e.g. atoms, particles, glaciers, gravitation) nor does it change their natural constitution (Schütz, 1962).

In this sense academic social research and researchers themselves are not 'independent' from the social reality of which they are as much a part as the manifold social entities and

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[161] The term social construction is ambiguous (Hacking, 1999) and is understood and referred to in different ways within social and natural science depending on the subject domain. Hence, it can refer to the 'construction' of ideational artifacts and practices within society as much as the 'construction' of the self/person and mental perceptions in general (knowledge, interpretations).

processes (*e.g.* individuals, groups, discourses, norms, values, contracts, institutions, relations, structures, organisations) they are interested in (Bhaskar, 1979). Thus, academic knowledge is – at least partially – interpretively derived from situated interactions with other human social beings (at different levels of distance between the researcher and social participants), who already 'posses' pre-interpreted knowledge about 'their worlds' (*e.g.* their occupational life as marketers in a company). Further, academic knowledge is also discursively shared knowledge within an academic discipline (*e.g.* the normative models of corporate marketing) – Schütz's notion of multiple *finite provinces of meaning* (Schütz, 1962, p. 207 ff.) is an important phenomenological concept in this respect – that can potentially impact (*e.g.* through consulting work, action research, popular business books) on the constitution of other domains of social reality (of the research participants themselves or in more general terms) by influencing the ideational aspects of social reality (*e.g.* through popular discourse, government legislation), even if that impact is often limited, indirect (mediated), and diachronic rather than direct and immediate (Sayer, 2000, also *see* Bhaskar, 1979).

However, this acknowledgment does not change the fundamental tenet of realism in so far, as the ontological status of social reality as an object of inquiry is in principle independent from the concepts and theories that are derived about that reality by researchers; it would exist even without any inquiring activity at all, yet not without the interactive and reflective practices and activities of human social beings in general (Sayer, 2000; Archer, 2003).

Hence, social phenomena are *intrinsically meaningful* (Sayer, 1992) or *concept-dependent* (Bhaskar, 1979). However, these ideational concepts (individual and collective interpretations/ understanding of the world) constitute one particular domain of social reality itself (which is only analytically divisible from the material domain of social artifacts and the constitutive practices and interactions of human social beings) and as such a valid object of social inquiry, which is different and relative independent (in the above qualified sense) from the thought objects construed by researchers and discursively shared within an academic community (Sayer, 1992, 2000). In the words of Sayer (2000, p. 11): "[f]*or the most part, social scientists are cast in the modest role of construing rather than 'constructing' the social world.*" Consequently, the question of academic knowledge and its veracity is different from the ontological questions of what constitutes social reality (its objects, relations *etc.*) *per se*, albeit both represent epistemic objects of academic concern (*e.g.* discursively constituted abstract and/or concrete assumptions, theories, concepts, normative criteria that are as such all fallible).

Having established the relative independence between ontology and epistemology, the author's understanding of the nature of social reality can be explicated.

First, social reality is constituted by the individual and collectively shared activities (doing) and interactions (communicating) of sentient (feeling and sensing) and reflective (thinking) human social beings capable of contemplating about themselves in relation to their multiple contexts and *vice versa* (*see* Archer, 2003). They are jointly producing, reproducing, and transforming social entities and processes (*e.g.* organisations, institutions, structures, systems, practices, artifacts, norms, roles, contracts, values, symbols, ideologies, discourses, identities) that exhibit a material (*i.e.* physical, socio-economic) and/or ideational (*i.e.* mental, socio-cultural) dimension (Sayer, 2000, 2011; Archer, 2003). Both dimensions are reciprocally confirming (Sayer, 1992; also *see* Giddens, 1984). The variegated social objects that constitute social reality are 'intrinsically meaningful' and 'concept-dependent' in the sense that what they are depends on what they mean within a specific context (the ideational dimension), which nonetheless require a degree of objectivation (Berger and Luckmann, 1967) as artifacts and practices for their stability (Sayer, 1992). Thus, the ontological status of social reality is predicated on the continuous material and ideational activities and practices of human beings (Bhaskar, 1979) that bring about manifold social objects – of which they are often a constituting part of – varying in their degree of complexity, temporal stability, spatial distribution, and material/ideational composition (Smith, 1999).

However, human beings are not necessarily fully aware of their transformative impact on the material and ideational social reality they inhabit and share (*e.g.* they reify social entities as 'naturally given' entities or act in a taken-for-granted fashion based in internalised social-cultural conventions) nor are the consequences of their productive and transformative activities necessarily intended (Bhaskar, 1979; Sayer, 1992). Thus they may interpret or understand social reality in different ways including illusions or misconceptions, while nonetheless acting on that understanding (Sayer, 1992). Hence, shared meaning and understanding does not imply common agreement nor that it is established by consensus and on equal footing as "[d]*ifferent groups have very different cognitive, linguistic and material resources with which to set up new reciprocally-confirming circles of meanings and practices*" (Sayer, 1992, p. 38). Consequently, the *ideal speech situation* postulated by Habermas is just that 'an ideal' (Sayer, 2011). As such, intersubjective understanding and agreement also implicates questions of power, authority, or status especially in institutional and organisational contexts (Elder-Vass, 2010).

This aspect provides an ontological rationale for a focus on managers as key organisational actors in the context of corporate marketing, who are imbued with role specific authority to influence normative role-implementing behaviour and coordinated interactions within and beyond an organisation (Elder-Vass, 2010; *see* Rodrigues and Child, 2008 for a study of this

aspect in a corporate identity context). Thus, the managerial perspective adopted for this study is also justifiable on ontological grounds, in addition to the general rationale discussed in the introductory chapter (see chapter 1 section 1.4, p. 20ff.).

Second, the constitution of social reality is not necessarily synchronic but temporally variegated or stretched with certain material and ideational social phenomena inter-generationally transferred either by direct interaction between different generations of human beings – generational change is usually a gradual process – (Simmel, 1898; Berger and Luckmann, 1967) or mediated through cultural artifacts such as, for instance, books, documents, statistics, electronic storage (Archer, 2003; also *see* Assmann, 1995, 2010; for a discussion on the ontological status of cultural artifacts *see* Archer and Elder-Vass, 2012). Hence, social reality is not constituted *ex nihilo* but predicated on the material and ideational social entities produced by previous generations that provide individual and collective resources (again material and ideational) for the ongoing reproduction and transformation of social phenomena in the present that are ranging, for instance, from the social self to social institutions and organisations (Sayer, 2000).

Third, social reality is also layered in the sense that lower level social phenomena (*e.g.* individual human activities) are constitutive of higher level social phenomena (*e.g.* collective, institutional, structural) exhibiting certain properties (material and/or ideational) that cannot be reduced to characteristics of the former (Elder-Vass, 2010). Once constituted, these higher level social phenomena have the potential to constrain or enable the individual agency of human social beings (*e.g.* enacting a particular social role, such as the role of a CEO of a public limited company based on corporate law requiring this type of governance). This is irrespective of the central tenet that the continued social existence of these social phenomena (*e.g.* the organisation governed by a CEO, the corporate governance supervised by legislators enacting corporate law *etc.*) is always predicated on the agency of human social beings themselves (Elder-Vass, 2010; also *see* Giddens, 1984; Archer, 2003). Hence, individual human beings enact – at least partially – social reality in a way that presupposes or is predicated on the existence of those higher level phenomena (they would enact social reality differently without them or others would interact with them in a different fashion) imbuing the higher level entities with practical efficacy that is not reducible to the agency of individual human beings *per se* (Elder-Vass, 2010).

This ontologically presumed aspect of social reality is derived from the principle of *emergence* (and a holistic rather than atomistic understanding of social reality) (Elder-Vass, 2010; also *see* Lawson, 2012). It stipulates that emergent properties are properties of a whole (or higher-level entity) that are not reducible to the properties of its constitutive parts (lower-

level entities) predicated on a particular (material and/or ideational) relational configuration between these parts that enable those properties to emerge (Elder-Vass, 2010; also *see* Smith, 1988 on the holistic principles of Gestalt theorists). This presupposition is a central tenet for the intelligibility of complex social entities such as institutions and organisations but also other collective phenomena (*e.g.* collective memories or identities) that are not simply aggregates of discrete entities (Elder-Vass, 2010; also *see* Olick, 1999 on 'collected' vs. 'collective' memory).

This ontological assumption is especially apposite in the context of corporate marketing scholarship, because it provides a justification for its focus on collective and institutional phenomena (*e.g.* corporate brands, corporate identities, corporate culture, corporate reputation *etc.*). These phenomena can be described as *complex social wholes* (Smith, 1999). The properties and effects of the former cannot be reduced to the agency of individual human beings (*e.g.* managers, employees, customers), but are nonetheless predicated on their purposive material and ideational activities (*e.g.* intentions, dispositions, discourses, actions) for their genesis and continued existence (whether intended in its specific actualisation by individual social actors or not; purposive activities may still yield unintended or unrecognised consequences nonetheless) (Smith, 1999). For instance, organisations can be understood as a particular type of such complex social wholes constituted by normative and authoritative relations and coordinated interactions between individuals enacting specialised roles *vis-à-vis* other role incumbents and/or material social entities (*e.g.* manufacturing processes and equipments) inside and outside an organisation (Elder-Vass, 2010).

Fourth, societal reality is differentiated and comprises different – albeit interdependent, often overlapping and nested – domains of social activity (Smith, 1998, 1999) within which ideational and/or material relations and entities are constituted *in situ* by the activities of human social beings within overlapping social and institutional settings (Smith, 1998, 1999; *see* also Layder, 1998 for a slightly different conceptions of social domains). In this sense, social reality is characterised by multiplicity either ideational, material, or both that is reflected in theoretical concepts such as, for instance, *communities of practice* (Wenger, 1999); *interpretative communities* (Denzin and Lincoln, 2011); *finite provinces of meaning* (Schütz, 1962); *mnemonic communities* (Zerubavel, 2004) or *media-, techno- or other 'scapes'* (Appadurai, 1996).

Finally, in the light of the preceding discussion social reality can be seen as a complex and evolving (open, mostly indeterminate) composite of relationally constituted social entities and processes (individuals, collectives, institutions, practices *etc.*) and characterised by an intertwined (only analytically divisible) material and ideational dimension that is layered and differentiated into different overlapping and interdependent domains of activity/practice with

isomorphic and heterogenic tendencies that are temporally and spatially specific. As such social reality is continuously oscillating between what Margaret Archer calls morthostatic (reproducing) and morphogenetic (producing, transforming) processes of emergent agency and structure mediated by sentient human social beings capable of reflexivity (Archer, 2003), albeit this capability does not preclude an often taken-for granted 'un-reflective' (in the sense of 'non-questioning') attitude towards the social world or oneself (Berger and Luckmann, 1967) such as the *natural attitude* in phenomenological terms (Schütz, 1962) or the notion of *habitus* espoused by Bourdieu (1990).

D.3 Epistemological considerations

Philosophical and theoretical concerns of epistemology broadly refer to the foundation, composition, acquisition, application, possibility, and veracity of human knowledge (from the everyday 'common-sense' to the technical and academic) about the world (Rescher, 2003, Blaikie, 2007). This also includes rationalised beliefs, conjectures, or assumptions (Rescher, 2003) as well as the activities/practices involved in questioning (Rescher, 2003) and knowing (Sayer, 1992)[162]. Hence, epistemological concerns are not necessarily restricted to propositional or referential (know-that) knowledge but may also include practical and procedural (know-how) knowledge (Sayer, 1992)[163], albeit the former is usually salient in the philosophies of science (Rescher, 2003)[164]. Thus, epistemologies in this more restricted sense are theories of knowledge about what constitutes academic knowledge and how and under what conditions it is achievable implicating judgements about its legitimacy and adequacy (Sayer, 2000; Blaikie, 2007) providing "*a general set of assumptions about the best ways of inquiring into the nature of the world*" (Easterby-Smith *et al.*, 2008, p. 60) while more general epistemic questions are in the purview of, for instance, the phenomenological sociology of knowledge (Berger and Luckmann, 1967) or psychological approaches (*e.g.* developmental psychology and learning) to personal epistemologies (Hofer, 2008) and in this way implicated

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[162] Epistemological problems may also include questions regarding the logical, conceptual, or in-principle limits to knowledge (*e.g.* knowledge about the future, limits of our human perceptual abilities) (Rescher, 2003), which are for me closely related to the ontological conception of the world. This is reflected, for instance, in Bhaskar's (1975) stratified ontology of the real (properties and mechanisms, potentialities), actual (contingently or necessarily realised events), and empirical (observable/observed events or experiences).

[163] The differentiation into practical and propositional knowledge can be traced to Aristotle's differentiation between *episteme* and *techne* (Flyvbjerg, 2001). However, Sayer (1992) argues that practical knowledge is not merely instrumental knowledge (*i.e.* techne). It also entails a habitual as well as an axiological and normative dimension consistent with Aristotle's *phronesis* (Flyvbjerg, 2001, Sayer, 2011); doing the right thing in an instrumental and a moral sense (Sayer, 2011).

[164] Rescher (2003) in his study of epistemology further distinguishes 'adverbial knowledge' as a kind of situational practical knowledge (*e.g.* when, where, why *etc.*) and 'knowledge by acquaintance' with individuals or things (*e.g.* to know a person) that are not further elaborated here. Further, from a phenomenological point of view, knowledge may also differ in the degree of familiarity ranging from full insight to mere belief or hearsay; the degree of its cognitive presence *vs.* habituality; pragmatic/situational relevance; or its level of attainability (*see* Schütz, 2011, p. 93ff.).

in the ideational dimension of social reality and the reflective capabilities of human social beings as outlined in the previous section of this chapter. Hence, "*different types of knowledge are appropriate to different functions and contexts*" (Sayer, 1992, p. 17), a contention that does not preclude their mutual dependence or overlap (Sayer, 1992), for instance, in the case of social science implicating propositional knowledge about the subject matter itself as much as procedural and normative knowledge for appropriate research conduct (Sayer, 1992).

As such, this current discussion is concerned with 'h*ow can social reality be known'* (Blaikie, 2007) in an academic context – in the light of the author's ontological presumptions about the nature of the social world – by the author as a researcher interested in socio-economic and socio-cultural phenomena within the particular subject domain of corporate marketing. The following discussion draws heavily on Sayer's (1992, 2000) realist exposition of an epistemology for the social science.

Similar to the aforementioned ontological continuum between idealism and realism with many shades of grey representing particular ontological stances, there are different approaches and assumptions that guide epistemological discussions in regard to the philosophy of social science enclose by two basic vantage points at each end of the epistemological continuum (Blaikie, 2007).

On the one hand there is *epistemological objectivism* that assumes "*the possibility of a theory neutral observational language* [...] *where our sensory experience of the objects of reality provides the only secure foundation for social scientific knowledge*" (Johnson and Duberley, 2003, p. 1282). This perspective assumes the possibility of a direct perceptual link between a knowing subject that passively registers his/her objects from a neutral (*i.e.* 'objective') point of view equating epistemic 'sense-data' with ontic 'facts', which entails a *correspondence theory of truth* (Gill and Johnson, 2002). Thus, a theory is true if the 'thought objects' of researchers 'mirror' or 'represent' the ontic social objects of inquiry in a one-to-one fashion, unmediated by subjective meaning or interpretations (Gill and Johnson, 2002) allowing in principle for basic foundations of absolute knowledge claims to be established, *viz. foundationalism* (Rescher, 2003). Further, language is taken to be unproblematic and neutral in that a term/concept refers directly to a corresponding object so that the way the object is known (perceived) by one subject (researcher) is similar to the way it is or can be known by other subjects (Sayer, 2000; Blaikie, 2007). Hence, theories are nothing more than ordering frameworks of observational sense-data whose meaning is taken as unproblematic and that are simply 'collected' as factual data (Sayer, 1992).

On the other hand, *epistemological subjectivism* denies the possibility of a theory-neutral observational language and any (secure) foundations on which truth claims about social reality

could be based, either due to a lack of direct unmediated access to the ontic domain of social reality or an idealist denial of any social reality beyond the subjectivity of human beings (Johnson and Duberley, 2003; Sayer, 1992). Hence, knowledge claims are relative to the theories, paradigms or world views of an individual or a group of individuals that can either never be ascertained (*i.e.* everyone has his or her own truth) or rests on some kind of intersubjective discursive agreement (Sayer, 1992) predicated, for instance, on interests, power, consensus or language games (Johnson and Duberley, 2003).

Nonetheless, knowledge about the social world (quotidian and academic) is primarily acquired intersubjectively through social practice, which necessitates activities (*i.e.* work) and symbolic interactions (*i.e.* communication, discourse), using available socio-economic and socio-cultural resources such as a shared language (Sayer, 1992)[165]. Hence, knowledge about the social world is not merely passive, contemplative or observational but entails active interaction with knowing subjects and their reasons, meanings and intentions for acting in the world that changes not only the researcher's understanding about the object of inquiry but may also change the social objects, who reflect on that interaction, themselves (Sayer, 1992).

However, not all social knowledge is linguistic and cognitive but may also be affective, aesthetic, habitual, and embodied (Sayer, 2000). Hence, knowledge in the social world cannot be reduced to what is written and consciously said about it (Sayer, 1992). Consequently, the usually propositional and referential knowledge of academic *thought objects*, which is discursively constituted and shared within a particular community of fellow academics (van Dijk, 2003), is epistemological distinct from the epistemic dimension of social reality *per se* (Sayer, 1992). It is therefore limited and restricted in its 'correspondence' with the social objects of a researcher's interest (Sayer, 1992). Ignoring these epistemological limitations and differences is akin to an *intellectualist fallacy* (Sayer, 1992). This fallacy entails mistaking the – by necessity – restricted linguistic thought objects of academia, which are constituted and situated within a particular socio-historical context of particular conventions and practices (of academic research), with the social entities *per se* (Sayer, 1992). It also relates to the mistaken belief that knowledge is gained by passive contemplation or observation only, which denies the interactive nature of all social phenomena including academic knowledge itself (Sayer, 1992). Accordingly, the social situatedness of knowledge generation as a social interactive practice predicated on available linguistic, conceptual, cultural, but also material resources implicates, on the one hand, that knowledge about the world is dynamic and relational as it is

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[165] For this argument Sayer (1992) draws on Bourdieu's Theory of Practice (Bourdieu, 1990) for the activity based situatedness of knowledge generation and on Habermas (1972 cited in Sayer, 1992) for the centrality of language and intersubjectively constituted knowledge.

constantly constructed out of these resources and, on the other hand, that it is not generated *ex nihilo* (Sayer, 1992).

Although, knowledge is constituted – as has been just argued – also in non-linguistic form, the symbolic (meaning conferring) and interactive dimension of knowledge generation accords a special importance to questions of language and meaning (Sayer, 1992). They are rendered problematic and opaque in the light of the previously articulated complexity and multiplicity of social reality in general, especially in regard to the interdependence and entanglement of the material and ideational dimension (Sayer, 1992).

Hence, language mediates the propositional and referential knowledge about the social world that is the prime focus of social science, but this mediation is dynamic and not fixed. Thus, language has effects that go beyond the intentions of individual users of a language that makes new and divergent interpretations of written and spoken words not only possible but also very likely (Sayer, 1992). Moreover, "*language is both a medium and product of social interaction*" (Sayer, 1992, p. 20) and cannot exist for an isolated non-socialised individual (Sayer, 1992). As such, propositional knowledge is discursively shared within a particular community of fellow academics (van Dijk, 2003) and is "*constructed and expressed in terms of the concepts available in a language*" (Sayer, 1992, p. 20) for which researchers seek intersubjective confirmation (Sayer, 1992). Moreover, language is highly metaphorical and predicated on complex and dialogical semiotic relations between signified, signifier, and a referent (Chandler, 2007) and a one-to-one correspondence between a term, a concept, and its referent cannot be assumed (Sayer, 2000).

However, apart from the propositional and discursive function language is also expressive and social in that it articulates feelings, social position, relationships, status, or prestige and in that it facilitates the former, for which it cannot be disassociated from its social context in which it is used (Sayer, 1992). Thus, linguistically constituted knowledge is always situated knowledge negotiated within an extant system of meaning that is conventional in character (Chandler, 2007) enabling but also restricting what can be articulated (Sayer, 1992). However, propositional knowledge is linked (though activity and interaction) to the realm of pragmatic possibility in the social world and as such "*not just any conventions will do*" (Sayer, 1992, p. 21). Hence, there may be no direct and unambiguous correspondence between social science 'thought objects' (epistemic) and the ontic social objects (which can be subjects themselves as well as material and/or ideational) that exist independently, but they are nonetheless bound to them by the intersubjectively reached agreement (within a scientific community and through the interactions with practitioners from the domain of interest and societal discourses

in general) about their efficacy in informing practices by providing practically adequate – albeit fallible and epistemologically limited – knowledge (Sayer, 1992).

In the light of the preceding discussion and the multi-categorial[166] and complex ontology espoused in the previous section the relationship between the researcher as a 'knowing subject' and the objects of her/his inquiry needs further elaboration.

According to Sayer (1992) the relationship between subject and object in research is not merely passively perceptual or contemplative but also entails activity in regard to the object (*e.g.* experimental tweaking of materials in the natural sciences). However, the relationship is mediated by the language and concepts in which the researcher thinks about the object (Sayer, 1992; Gill and Johnson, 2002) and limited by the mental (*e.g.* cognitive and affective) and perceptual (*e.g.* visual, tactile, olfactory, aural) capacities of human being in general and/or the material artifacts (*e.g.* research equipment) augmenting the former (Sayer, 1992), which renders common-sense appeals to 'facts' and naive objectivist empiricism highly problematic as researchers not only think *about* concepts in a representational way but also perceive the world and act within it, often in a taken-for-granted fashion, *with* those concepts in the first place (Sayer, 1992; Gill and Johnson, 2002).

Further, it has been argued earlier that language is a social medium and a social product, thus intersubjectively constituted (Sayer, 1992). As such, every subject-object relation also entails subject-subject relations that in the case of a researcher constitute, for instance, a community of fellow academics that shares a specific language and interactively attach meaning to the objects of their interest, which provide the ideational and material resources (*e.g.* concepts, theories, procedures, funds) from which knowledge about the object of inquiry is partially derived (Sayer, 1992).

Hence, there is no independent (non-socialised), context free (non-situated) and unmediated (purely experiential) conscious access to the ontic dimension of (social) reality (Sayer, 1992).

The picture is further complicated in regard to the social sciences in so far as social objects – unlike the objects of the natural science – are not impervious to the meaning ascribed to them and can be meaning conferring subjects as well (Sayer, 1992). Thus, social objects are not only socially-defined (as are natural kinds) by a community of researchers but also socially produced by reflective human social beings situated within a particular socio-economic and socio-cultural context (including their own communities of language and practice), who

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[166] The notion of a multi-categorial, non-reductionist ontology is derived from Smith's (1999) differentiation between mono-categorial and bi-categorial ontologies in the philosophy of science and his exposition of a realist social ontology that transcends the dualism of substances and accidents in the Aristotelian sense to include complex social wholes (in the tradition of *Gestalt* theorists, *see* Smith, 1988) as a distinct ontological category constitutive of social reality (*see* Smith, 1998, 1999).

themselves can be the objects of our inquiry implying a dialogical relationship between researcher and researched (Sayer, 1992). Further, due to their socially-produced and concept-dependent nature social objects are less stable (in comparison to natural phenomena) as a change in the meaning ascribed to them (and the underlying concepts) implicates a change in the social objects themselves (their ideational and/or material constitution), which may be further accentuated by the reflective capacity of human social beings that leads to a likely alteration of the social object of inquiry *qua* research (Sayer, 1992). Thus, knowledge claims within the social domain entails a 'self-fulfilling' capacity, albeit not unrestricted or entirely based on individual or collective volition (Sayer, 1992).

Consequently, social inquiry involves a so called *double hermeneutic* (Sayer, 1992 drawing on Giddens, 1976) of interpretative understanding that entails not only the reflective capacity and conceptual pre-understandings of researchers scrutinising a social object of interest but also their interpenetration with the meanings, pre-understandings and interpretative work of the subjects that bring about the social objects focal to a research project. However, the concepts of social researchers are not identical to the concepts that constitute the social objects under investigation within their specific socio-historical context (Sayer, 1992). [167] The author follows Sayer (1992) who argued that:

> *"Although social phenomena cannot exist independently of actors or subjects, they usually do exist independently of the particular individual who is studying them. Social scientists and historians produce interpretations of objects, but do not generally produce the objects themselves"* (Sayer, 1992, p. 49).

In the light of the preceding discussion and the ontological realism espoused in the previous section of this chapter the author differentiates between the "though object" of the epistemic domain and the 'real objects' of the ontic domain, with the latter only comprehensible/ accessible in form of the former (Sayer, 1992). However, it is important to note that this differentiation does not imply the quotidian dualisms of theory referring to the former and (objective) 'facts' derived from unmediated sense-data referring to the latter (Sayer, 1992).

To reiterate, there is no independent (non-socialised), context free (non-situated) and unmediated (purely experiential) conscious/ perceptual access to the ontic dimension of (social) reality (Sayer, 1992).

Hence, our perceptions of the world are only partially derived from pure 'sense data' (*e.g.* visual, tactile, olfactory stimuli) of particular objects but are linguistically and conceptually (not all concepts are necessarily linguistic) mediated giving rise to a specific complex perceptual pattern (Sayer, 1992). Consequently, there is no such thing as a "*theory- or concept-neutral*

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[167] Also *see* Schütz (1962) for the distinction between common-sense concepts (of the life-world) and social science concepts, which are predicated on the former.

(yet intelligible) observation" (Sayer, 1992, p. 52) providing direct unmediated access to the ontic domain of reality. Data about the (social) world are not so much "collected" given things but 'generated' or 'constructed' conceptualised patterns that can vary significantly between individuals and groups (*e.g.* a social scientist and a lay person) in that they do not only interpret the same perceived pattern differently (which would ultimately presuppose an unmediated access of sort) but in that they perceive a different pattern in the first place influenced to a large part by their concepts (acknowledged and unacknowledged) with which they make sense of sensual stimuli of various kinds (Sayer, 1992).

Thus, the thought objects (epistemic) of social research include not only the articulated research hypothesis or interpreted findings of a researcher's empirical work and/or the discursively shared theories, models, concepts, or frameworks that constitute the 'body of knowledge' of an academic discipline, but refer also to the so called 'facts' or 'data' themselves, the empirical and observational (factual) knowledge statements about some not directly accessible ontic referent (Sayer, 1992). Hence, to a great deal we 'see' what we have been socialised/trained/educated to see rather than what is 'actually' (in an ontological sense) there. In a social science context this implies that all our observations and the data we 'collect' are theory-laden and conceptually mediated and as such belong to the epistemic domain, which renders problematic any claim to absolute truths or correspondence between the epistemic and the ontic (Sayer, 1992). There is a close interdependence between the conceptual/ interpretative and empirical/observational domain (Sayer, 1992).

Having noted the above, it has to be stressed that the problematic status of the subject-object relationship – its conceptually and linguistically mediated, context-dependent, and socialised nature – and the subsequent rejection of any absolute grounds for knowledge about the world and acceptance of the principle fallibility of knowledge claims (Sayer, 1992) does not imply a total denial of an ontic referent or its relevance (*i.e.* idealism, *see* previous chapter) for establishing, if only tentatively, the status of knowledge claims, which would otherwise easily lead to an extreme form of epistemic relativism (Sayer, 1992) such as sophistry or radical scepticism, which are self-contradictory (Rescher, 2003).

In acknowledging the epistemic limitations discussed in the preceding paragraphs while concurrently subscribing to ontological realism neither naive objectivism nor conventionalism or extreme relativism seem to adequately capture the author's epistemological orientation. Hence, naive objectivism with its claim of theory-neutral observations and unproblematic correspondence between epistemic thought objects and ontic social objects relegating theories to being mere ordering frameworks accumulating a body of factual knowledge has to be rejected. Concurrently, extreme relativism and conventionalism that denies any possibility

or relevance of reference in the subject-object relation leading to 'theory-determined' observations within discrete and incommensurable 'paradigms' (*i.e.* systems of thought) and/or 'observation-neutral' theories of logical and ideational consistency and coherence (Sayer, 1992) is not an adequate epistemological orientation either.

It has been argued earlier that the thought objects of social science are intersubjectively constituted within a community of fellow academics (of practice and language) and that there is a social reality independent from those thought objects to which there is no direct and unmediated access, which *prima facie* would support a relativist stance. However, the former does not imply total unintelligibility between different academic communities or subject groups subscribing to a particular system of thought and normativity nor does the latter indicate no access to the ontic domain of social reality at all (Sayer, 1992). Hence, the so called 'paradigm incommensurability' thesis has to be rejected in its absolute form, which does not sanction 'paradigm imperialism' of any sort (*see* Tadajewski, 2008 for a critical discussion of this problem within marketing).

To reiterate, propositional academic knowledge albeit conventional in character (discursively negotiated) is also linked (though activity and interaction) to the realm of pragmatic possibility in the social world (Sayer, 1992). The notion of the fallibility of our knowledge about the world in the light of our pragmatic activities in that world does support a realist conviction. For example, one can hold the 'theory' that one was able to stop a speeding car with ones bare hands, but the practical application of this 'theory' would soon be punished by the very reality that some seek to deny (*see* Kirk and Miller, 1986). Or one could deny the material consequences of racist beliefs by arguing that racism is a mere discursive construction without reference beyond text but still being subjected to severe physical consequences by members of society who act on such beliefs however false they might be. Thus, knowledge statements and truth claims are negotiated and intersubjectively constituted (mutually intelligible and acceptable) but concurrently also require some degree of *practical adequacy* (Sayer, 1992) within a particular context of activity, which will in the light of a differentiated and complex social world vary in their applicability within and between different contexts (Sayer, 1992).

However, the creative and reflective capacity of human social beings and the constructed nature of social reality itself also entail the possibility of transformation (for better or worse). Hence, knowledge claims are always tentative, provisional, and fallible not only because of the impossibility to capture adequately some underlying stable ontic referent in an unmediated and direct fashion but also due to the dynamic and fluid nature of social reality itself. Further, academic research is a social practice embedded within a differentiated and variegated social

reality and as such has the capacity to influence social practices and systems of meaning, albeit often only in indirect and diachronic ways, but is also enabled and restricted by its material/ideational constitution within a particular socio-historical context. Thus, it entails a normative and political dimension of conflict over ideational and material resources and dominance (Sayer, 1992) within a particular community of fellow academics as well as beyond, which requires a sound set of axiological and normative principles that are discussed next.

D.4 Axiological and pragmatic considerations

D.4.1 Distance between researcher and researched

The level of distance between a researcher and the domain of her/his research interest, including other subjects within that domain, entails several intertwined aspects.

First, one of the primary drivers of doing research in the first place is the author's innate interest in the subject domain of his research project. Hence, the author is close to the topic and the theories and concepts that inform it, which entails not only the cognitive but also some emotional and normative commitment to the subject matter itself (*e.g.* corporate identity, corporate heritage, corporate branding *etc*) and to the advancement of the academic discipline of marketing and its impact on managerial practice.

Therefore, this stance involves a political dimension in terms of normative discourses within various academic communities (and sub-communities within the discipline) as well as between academia and practice (including society at large). Thus, total detachment and a *tabula rasa* approach to research cannot be assumed. Consistent with the epistemological convictions the research cannot be value free and theory neutral in any meaningful way. As such, research is always perspectival in terms of paradigmatic, political, and conceptual points of view.

However, one can reflect on these pre-understandings and use the extant concepts and theories in a more or less dogmatic way. One can either enter the field with *a priori* assumptions in a top-down fashion looking for evidence or disconfirmation of pre-conceived theories (Blaikie, 2009) or one can use the unavoidable pre-understandings in a *sensitising* way (Blumer, 1969) still guiding the inquiry but approaching the empirical domain in a *bottom-up* fashion with an *a posteriori* focus on the patterns that emerge from the interaction between sensitising concepts and empirical evidence (Blaikie, 2009).

In the light of the epistemological convictions stressing the mediated and 'theory-laden' nature of social inquiry in general (*see* appendix D.3, p. 469ff.) and the purpose of this research in particular, which is exploring and developing the concept of corporate heritage identities and heritage stewardship, the author subscribes to the latter approach.

Next, in order to achieve the aforementioned purpose one needs to get *close* (rather than staying distant) to the particular social settings in which the social phenomena of interest unfold, which favours qualitative and naturalistic[168] approaches of inquiry (Figure 42, p. 478).

Figure 42: Positioning research *re* proximity to social setting and origin of concepts

	Proximity to social setting	
Origin of concepts	distant	close
"top-down" (a priori)		
"bottom-up" (a posteriori)		*sensitising*

Further, the primary research interest is concerned with understanding and the characteristics of the social phenomenon under investigation not the regularities or quantities thereof. This aim is consistent with the espoused ontological understanding of social phenomena as being dynamic, relational, and multifarious material and ideational complexes of entities and processes (*see* Smith, 1998, 1999) situated within a layered and differentiated context of overlapping and interdependent domains of activity/practice that are temporally and spatially specific (Sayer, 1992, 2000; *see* appendix D.1, p. 460ff.). This strongly limits the possibility of generalised universal laws or monadic theories within the social sciences (Sayer, 2000). Thus, the approach taken can be described as *particularistic* (*i.e.* situated variant knowledge) rather than universalistic (*i.e.* generalised invariant knowledge) favouring local and contextualised knowledge, which is of thought to be of particular relevance for management research (Easterby-Smith *et al.*, 2008). Moreover, the ontological convictions (*i.e.* stratified, relational, and multi-categorial ontology) favour a *holistic* over a reductionist stance predicated on the notion of emergence of phenomena non-reducible to their constituting parts (*see* Elder-Vass, 2010). Due to the inherent complexity and mediated nature of the social world, any thought objects (*e.g.* concepts and theories) developed by academics are necessarily limited in scope and perspective as well as fallible in nature (Sayer, 1992).

Moreover, the study's dual interest in representations of a corporate heritage identity (for corporate marketing purposes) and the espoused self-understanding of managers within the

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[168] The term is used similar to Lincoln and Guba (1985) without entirely subscribing to their more idealist ontology and subjectivist epistemology. The term naturalism carries a second meaning denoting the unity between social and natural sciences (Blaikie, 2007), which is not intended here and subscribed to by the author.

social setting of a company demands some understanding of the frames of reference used by them (individually and collectively) as well as evidenced within company documents (past and present) and made more accessible by observations. As such, interpretative approaches to research are best suited in the context of this project in order to transpose 'lay accounts' into 'technical accounts' (Blaikie, 2007, p. 93 referring to Winch, 1958) or into what Schütz (1962) has labelled "*constructs of second degree*" or "*constructs of constructs*" devised by the researcher (Schütz, 1962, p. 6; also *see* Blaikie, 2007).

However, all research is interactive (subject-subject as well as subject-object interactions, *see* Sayer, 1992, 2000) and an unmediated access to the empirical domain is unlikely (*see* appendix D.3, p. 469ff.). Thus, the best one can hope for is a *fusion of horizons* (Gadamer, 1975; *see* Blaikie, 2007) rather than an understanding of the point of view of research participants unencumbered by one's own views (*see* Habermas, 1988 for a discussion of the limits of interpretative approaches), which would be necessary for the often advocated possibility to "*retain the integrity of the phenomena*" studied (Douglas, 1971 cited in Blaikie, 2007, p. 94). Hence, neither pure *emic* research nor an entirely *etic* approach (Gill and Johnson, 2002) seems possible nor feasible (Figure 43, p. 479).

Figure 43: Positioning research *re* nature of knowledge and frame of reference

Nonetheless, given the importance of meaning and understanding for the constitution of social reality *per se* as well as for the kind of knowledge we can acquire about it, an interpretative approach still seems apposite as long as one is aware of its epistemological limitations.

D.4.2 Professional stance

In principle, one can either remain a detached observing *outsider* staying aloof and distanced from the social setting of researched phenomena (*e.g.* postal survey based inquiry) or one may become an involved and concerned total *insider* being an accepted member of the social

setting in which the research takes place (Blaikie, 2009). Neither of these two extremes seems to be practical in the context of this research study. The aforementioned closeness necessitates some degree of familiarity with the empirical setting and the participants in order to understand (within the discussed limits) their points of view, which precludes total detachment from the objects of investigation. However, a total immersion and socialisation into the company was neither practical nor efficacious, because the main objective of the study is the conceptual development of the managerial aspects of corporate heritage identities not the explication of particular idiosyncrasies of the empirical setting *per se* nor the solution of a particular practical problem. Thus, albeit the author achieved a high degree of closeness through a prolonged interaction with the social phenomena he remained nonetheless an 'outsider' having primarily an instrumental interest in the social setting serving the purpose of the research project (*i.e.* theor*y*-building).

Figure 44: Stance of researcher re distance and role

Further, the researcher can be either an 'expert' entering the field with a toolkit of concepts and theories to be tested or sharpened or a 'learner' wanting to comprehend and understand the social setting in order to derive new insights and conceptual knowledge (Blaikie, 2007; Blaikie, 2009). Due to the objectives of this study and the bottom-up approach followed the 'learner' attitude appeared to be most appropriate. In summary, the author's professional stance can be summarised as an '*outside learner*' (Figure 44, p. 480) entering the social setting with an open-mind seeking to solicit new knowledge for the purpose of theory development rather than merely testing ('outside expert') or applying ('inside expert') extant concepts or theories; nor was the empirical case approached with a purely ethnological

interest ('inside learner') in the particular idiosyncrasies of the social setting *per se* (*see* Blaikie, 2007; 2010).[169]

D.4.3 Political position and stakeholder interests

It was argued above that a value free approach to social inquiry is rather unlikely and as such any research activity involves not only pragmatic standpoints as outlined in the preceding two sections but also political and moral convictions that seep in, irrespective of whether they are explicitly acknowledged as such or not. In the context of the current discussion the political and moral dimension are conceived in a rather broad way implicating aspects such as which stakeholders are served by the research and whose interests or voices are championed or sidelined.

Marketing (as academic pursuit) is understood as an applied discipline situated within Business Schools and as such aiming to facilitate managerial marketing practice by explaining and understanding the activities and social phenomena involved in various exchange relationships (material and ideational) within society. The centrality of exchange within marketing does not necessarily include only discrete transactions between two parties but entails a relational dimension as well (*e.g.* relationship marketing), which necessitates mutual agreement and some sustainable common interest (*see* chapter 2 section 2.2.4, p. 51ff.).

Marketing as a discipline has a strong instrumental and managerial orientation with a tendency to develop normative models of appropriate – that means usually more efficient and effective – marketing conduct. Because of this inherent instrumental interest and function of marketing one has to acknowledge the discipline's implicit political position advancing and favouring market and exchange-based conceptions of society closely aligned with liberalism and modernity itself (*see* Tadajewski, 2008, 2010a).

However, as the sub-discipline of critical marketing shows (*see* Tadajewski, 2010b), this acknowledgement does not forestall critical reflection on the ecological, cultural, or social consequences (positive and negative) of marketing practice. Hence, as an academic discipline marketing also needs to be critical towards current marketing practices by identifying instrumental but also structural and ethical limitations and shortcomings.

Therefore, marketing research involves in inherent tension between the instrumental interests of organisations (but also individuals such as celebrities or politicians) and the wider concerns of different stakeholders in society. For instance, a discussion of the 'fast fashion'

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[169] The outsider/insider and expert/learner framework is derived from Norman Blaikie (2007, 2009). However, he only differentiates between 'inside learner' and 'outside expert'. It is opined here that this is too limited, because it seems to imply that one cannot learn from vernacular experience nor take on an expert role while being an insider as well.

approach by apparel retailers also implicates (at least implicitly) the ethical aspects related to waste and pollution, natural resource depletion, and social/economic deprivation. Nonetheless, the understanding and/or consideration of wider societal and cultural issues from a marketing point of view ultimately serve the overarching instrumental and managerial purposes of individuals or organisations in market-based economies and societies. This is not to say, that marketing principles cannot be utilised by different stakeholder groups within society for their own ends (*e.g.* Greenpeace as much as Shell). As such marketing as an academic discipline also has a transformative potential not only through the incorporation of societal concerns (*e.g.* sustainable and ethical marketing) but precisely because marketing as a social and cultural practice is applicable beyond the mere transactional exchange of goods and services for economic gains including, for instance, the advancement of ideas and interests of disadvantaged groups within society.

Therefore, the role of a researcher as seen by the author is first and foremost related to understanding the manifold marketing practices within society and in developing concepts and theories that have direct (*e.g.* action research, consulting work) or indirect (*e.g.* through academic and popular discourses and teaching) instrumental value for practicing marketers. As such, the study is purposively privileging the instrumental interests of management or organisations rather than consumers or other stakeholder groups. However, by concurrently taking a critical stance towards current marketing practice and by incorporating insights about marketing's social, cultural, or environmental impact within society, the transformational potential of marketing research is advocated, which can generate not only new instrumental insights but also new approaches better equipped to balance the various interests within society. Thus understanding is supported by the conceptual tenets of corporate marketing as the meta-level framework of this study.

D.4.4 Socio-biographical position

Another aspect of the impossibility of a value-free and neutral position towards research is related to the individual socio-biographical development of the researcher as an individual person that has a likely impact on how one see the world, the way one approached a study, and the nature of the author's interests and curiosities as a becoming academic. As such, this section briefly reflects on where the researcher comes from and how that may have shaped his interest in the research topic at hand. It is written in a first-person format.

The way I see the word has been shaped by my personal experiences and development. I was born in the Eastern part of Germany and experienced the collapse of autocratic state-socialism and the transformation to a democratic liberal market economy in my late teens and

as a young adult. Due to these life-changing developments I was questioning previous certainties, and had to rapidly adapt to changing social, cultural, and economic circumstances. This necessity may have contributed to my general interest in business and marketing, but also my concern with questions of identity and culture. The experience of societal collapse probably also sharpened my critical and questioning attitude towards public discourses or taken-for-granted veracities of all sorts. This personal attitude was further influenced by my split family due to parental divorce with my father's side later running a successful business and my mother's family living in less fortunate circumstances helping me to see society from different angles. All these aspects probably shaped my general stance of eschewing all kinds of extreme positions (ideological or otherwise) and my interest in balance and conciliation that are reflected in my moderate and middling ontological and epistemological convictions.

I started my professional life with an apprenticeship at the age of seventeen (three year vocational apprenticeships are quite common in Germany) working for three years as a business management assistant at a local car dealership before I finally decided to go to university and study international and European business. It brought me in contact with UK academia for the first time as I participated in an exchange programme studying there for two years as part of my undergraduate and postgraduate education, which triggered my particular interest in corporate branding and corporate identity but also shaped my understanding of holism and emergence (as I took courses in systems theory and thinking).

After graduation I worked for almost seven years in the insurance industry starting as an executive assistant to one of the directors of Allianz Life Germany and working later in different managerial and non-managerial positions such as sales, operations, and business development. During my professional career I developed an interest in managerial issues at different levels and questions of cultural diversity and integration of organisations and their impact on corporate marketing.

Privately I have always been interested in history (incidentally I wanted to study history as a teenager) and this PhD has provided me with the opportunity to combine my private and professional interests in a unique way for which I have to acknowledge the important influence of Prof John M.T. Balmer as my supervisor and one of the originators of the concept of corporate heritage brands/identities.

However, albeit this study is primarily driven by my research interests, it is also of instrumental value as I am planning to embark on an academic career afterwards, a decision which was also influenced by my genuine enjoyment of giving presentations and teaching.

This little exposition hopefully shows how aspects of the author's personal life trajectory have shaped his interests and world view, which – it is believed – cannot be disassociated from the way one approaches a study. Thus, they should at least be made explicit.

Appendix E (to chapter 5)

E.1 Historical development of the case company

The history of the brewery is a story that has been brewing for more than 300 years (Barker, 1998) and actually goes even further back in time (Owen, 2011). During its long existence the brewery has seen different owners and witnessed periods of growth and prosperity and times of stagnation and crisis. The history of the company is important not only for understanding how the company became the organisation it is today but also to provide relevant background information for understanding the corporate heritage of the company as Britain's oldest brewer. Thus, this section of the appendix traces the historical trajectory of the case organisation in slightly more detail than it would otherwise be the case. However, this is deemed appropriate and necessary due to the instrumental focus of this thesis on corporate heritage identities.

E.1.1 Early period (ca. 1570 – 1731)

E.1.1.1 Establishing the brewery – the Castlock family (1525 – 1652)

The beginnings of the brewery are obscured by the mists of time and the evidentiary basis for its earliest period is sketchy at best (Barker, 1998; Owen, 2011). Most early company records were apparently lost during the Napoleonic Wars (Owen, 2011). However, archival work by the historian John Owen has shown that the origins of the brewery (on its current site in Faversham) can be traced back to the second half of the 16th century (Shepherd Neame, 2006, pp. 8-9) and as such well into the Elizabethan period (1558-1603).

The brewery on its present day site was established by one John Castlock (alternative Castelock or Castlocke). He apparently moved the brewing activities, which had been carried out before him by his father William Castlock (a brother of the last abbot of Faversham Abbey) at least since 1525, from the premises of the old Faversham Abbey (suppressed in 1538 during the reign of Henry VIII, *see* Brandon and Short, 1990) to the new site at some point after 1550 (Shepherd Neame, 2006, pp. 8-9). As such, the brewery had been established on its current site by 1570 at the latest (company website), probably earlier (personal conversation with John Owen).

Thus, the brewery was not founded and established by either of the two families that give the present day company its name, *viz.* Shepherd or Neame, but had been in existence for well over 160 years before Samuel Shepherd entered the scene. Another 130 years would pass

before the first member of the Neame family that today controls the company eventually joined the business in 1864.[170]

Two further generations of the Castlock family (all named John) controlled the brewery until the death of John Castlock's grandson in 1651 (Shepherd Neame, 2006, pp. 8-9). He bequeathed the brewery to his son (John again) who apparently operated the brewery in partnership with one Thomas Hilton his brother-in-law (Shepherd Neame, 2006, pp. 8-9), probably because he was barred from brewing in the town in the wake of the English Civil War in 1648 (company website). He may even was dead by 1652 (*see* Jacob, 1774, p. 149), which would explain that the brewery passed to Thomas Hilton in 1653 (company website).

There are no records (yet known) in regard to the brewery, its products, the scale of its operations, and trade from this early period (Owen, 2011). However, there is unsubstantiated/indirect evidence that the Castlock family amongst other local brewers exported small quantities of beer via Faversham port to other towns in England or even to the continent (Wilkinson, 2006), which indicates that they brewed stronger beer with hops, which was a more stable product suitable for storage and transport over some distance, rather than the traditional half-fermented ale still common in the sixteenth century (Mathias, 1959, p. 4-5). However, the export of beer via the port had stopped by the early seventeenth century (Wilkinson, 2006). It is not known whether that happened due to the deteriorating relations with the Dutch, lack of demand from other English towns served by their own local brewers (most notably London) or the growth of the local market absorbing the beer produced.

By any account the brewery probably was very small in size restricted by the demand in its local market – Faversham had a population of ca. 1,300 or 1,400 inhabitants in the 1560s (Chalkin, 2000) – which was a determining factor at that time (Mathias, 1959) due to limitations in regard to product (easy perishable) and transport technology (Mathias, 1959; Gourvish and Wilson, 1994; Owen, 2011)[171] as well as consumption patterns dominated by the widespread practice of home brewing (Monckton, 1969).

The Castlocks were also involved in local politics as mayors of the incorporated[172] town (Jacob, 1774). It is also very likely that the family pursued other interests probably as merchants of goods such as lamb and sheep skins (Wilkinson, 2006). Either way, the local

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[170] Hence, the company has been successively controlled by four different families (partially in partnership with each other or others during times of crisis or transition), which is rather similar to the different dynastic periods (with interludes) of long established monarchies and might be an important feature of long-lasting companies established before the 20th century (before the advent of modern capital markets and limited companies) and has been shown to apply to other breweries as well (Mathias, 1959).

[171] These limitations would not fundamentally change until the arrival of rail transport in the 19th century (Mathias, 1959; Gourvish and Wilson, 1994; Barker, 1998; Owen, 2011).

[172] Denoting a town having acquired a royal charter (or several) that granted self-governing independence to a certain degree in terms of administration, budget control, and judicial courts based on councils of annually elected officials (Dyer, 2000, p. 425ff.)

prominence of the Castlock family most likely ended with the death of the son of John Castlock's grandson in 1652 (Lewis, 1727, p. 21; Jacob, 1774, p. 149).

E.1.1.2 The Marsh family (1678 – 1731)

Little is known about the time after 1652 but in 1678 the brewery – by then well established as a common brewer[173] in Faversham (Barker, 1998; Owen, 2011) – was leased to Richard Marsh who took out a mortgage from Thomas Hilton (Shepherd Neame, 2006, pp. 8-9) and subsequently acquired the sole proprietorship of the business in 1698 (company website). This date still marks the official founding year of the company today. However, why and under which circumstances 1698 was chosen as the founding date for the brewery is not known (Barker, 1998), but 'established 1698' was used for the first time only in 1865 (Barker, 1998).[174]

Similar to the Castlock family, Richard Marsh and his son later engaged in local politics and served as mayors (Jacob, 1774) and the brewery was probably the largest brewing operation in town (Barker, 1998). Towards the beginning of the Georgian era the brewery owned two public houses in Faversham, with the 'The Castle' acquired in 1711 and 'The Three Tuns' in 1715 of which the latter is still owned by the brewery today (Shepherd Neame, 2009b, p. 17).

Richard Mash died in 1726 and his son as heir shortly afterwards in 1727 leaving his wife Mary, who married one Hilles Hobday (from Canterbury) in 1728 and the brewery continued to operate under his supervision (Owen, 2011).[175]

By this time the brewery was still a very modest enterprise brewing probably no more than 1,800 barrels annually and employing no more than eight employees (Owen, 2011). This gap is not surprising given the still limited market size for a country brewery due to demographics – Faversham had a population of ca. 2,000 inhabitants in 1740 (Owen, 2011) – the still significant competition from brewing victuallers in the town (Barker, 1998) and the continued predominance of domestic brewing during the first half of the eighteenth century (Monckton, 1969).

The early period of the brewery also coincided with the introduction of and constant rise in beer duty from 1643 onwards and a significant shift in public taste towards spirit (gin) consumption during the first half of the eighteenth century (Monckton, 1969). Nonetheless,

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[173] At this time much brewing outside London was still carried out by licensed victuallers (*e.g.* alehouses) and domestically at home (Monckton, 1969).

[174] Barker (1998) refers to an advertisement in the Kentish Gazette of 11th April 1865, but my own research shows that the first advertisement actually appeared in the same paper on 21st March 1865 (Kentish Gazette, 1865, p. 6). Either way, it was used to introduce the (back then) new partnership of Shepherd Neame and Co. to the public (*see* appendix section E.1.3.2).

[175] This is not an unusual fate for the time when the control of a business passed to a different family (often relatives) due to death or failure to produce a male heir (*see* Mathias, 1959).

the brewery had weathered the turmoil and upheavals of the seventeenth century successfully first under the Castlock family and then under Richard Marsh and his family.

The death of Richard Marsh junior in 1727 and the subsequent death of Hilles Hobday in 1731, who served as mayor of Faversham that year (Jacob, 1774, p. 128) and indicative of the important position of the brewery and their owners (Mathias, 1959), marked the end of the brewery's first 160 years and the beginning of a new era in its development.

E.1.2 The brewery in Georgian times – the Shepherd family (1732 – 1844)[176]

E.1.2.1 Growth and innovation (1732 – 1755)

Samuel Shepherd married Mary the widow of Richard Marsh's son in 1732 and took control of the brewery probably with the support of his new wife – the daughter of another brewer in Faversham – as he had no previous experience in the brewing trade (Owen, 2011), albeit he was involved in malting of barley at some point (Barker, 1998; Owen, 2011). Despite this, the brewery flourished under Samuel Shepherd's stewardship. The brewery site itself was upgraded and improved, additional premises leased nearby and the value of stocks and household goods increased as well. Altogether, the total assets insured increased sixfold from a mere £1,000 in 1731 to £6,400 in 1755 at a time of near zero inflation (Owen, 2011). The brewery produced beer and malt and it is estimated that annual beer production was ca. 3,000 barrels in 1755 (Owen, 2011). As Owen (2011) has argued, this increase in assets and production is even more remarkable against a backdrop of market inelasticity and modest population growth in Faversham and Kent (ca. 2,300 inhabitants in Faversham and a population of 1.6 Mio in Kent in 1760, Owen, 2011).

The growth of the business was achieved by the acquisition and the lease of a real estate portfolio of tied public houses that sold the brewery's beer in Faversham and the surrounding villages within seven miles of the Brewery (Owen, 2011). By 1755 the brewery's pub estate numbered 23 public houses (Owen, 2011) a significant increase from the two houses Samuel Shepherd inherited from Richard Marsh.

The ownership of public houses provided the brewery with a stable number of sales outlets for its beer – even a monopoly position in the villages (Mathias, 1959) – not only increasing sales but also helping brewers (Mathias, 1959; Owen, 2011):

- To estimate sales in order to plan production runs accordingly,
- To reduce waste and unsold stock,

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[176] The Georgian period actually lasted from 1714 – 1830 or 1837 (including the reign of William IV) but is used here as a broad point of reference for this period in the brewery's historical development.

- To reduce distribution costs by making regular deliveries to the same houses

- By having better control over the quality of the product served to customers

- By having an additional source of income from the property.

The acquisition of a few public houses by common brewers was a widespread practice from the early eighteenth century onwards (Mathias, 1959), but as a deliberate strategy the "beer tie" only gained economic significance after 1790 due to new licensing laws and increased competition amongst common brewers (Mathias, 1959). Moreover, in relation to the brewery's size and output the portfolio of public houses Samuel Shepherd acquired is remarkable; constituting ca. 50 % of total assets insured in 1755 (Owen, 2011). The much larger London brewers such as, for instance, Whitbread (64,600 barrels annual output in 1758) owned or leased 24 pubs in 1756 and Truman (55,500 barrels annual output in 1758) had an estate of 31 houses in 1760 (Matthias, 1959), but serious and planned capital investments in a pub estate (as a marketing strategy) were made only at the end the century (Mathias, 1959).[177] As such, Samuel Shepherd pursued a truly innovative strategy ahead of its time, which has most likely contributed to the successful development of the business during this period (Owen, 2011).

Similar to his predecessors Samuel Shepherd was involved in local politics and town administration – not at all unusual for the time as brewers usually belonged to the most prosperous entrepreneurs in a town high in social status and prestige (Mathias, 1959) – serving three times as mayor of the town (Jacob, 1774) and in other public offices (Owen, 2011). He retired in 1755 transferring the brewery to his sons John and Julius but keeping the brewery buildings and the pubs estate, of which the latter was later bequeathed to his daughter and her husband (Owen, 2011). This move was an important prerequisite for the successful continuation of the business by spreading the assets equally between his children without burdening the brewery with family debt (Owen, 2011).

Albeit the brewery was still very small in comparison to the leading London brewers at the time (Owen, 2011) such as Truman, Whitbread, Thrale and the Calvert breweries (*see* Mathias, 1959) but within Faversham the brewery "*was the most highly capitalised and industrialised operation after the Gunpowder Works*" (Owen, 2011, p. 9) and on a par with other larger country brewers in Kent (Owen, 2011).

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[177] One has to note that the large London porter brewers at the time started to 'tie' publicans based on loans and other credit obligations (*e.g.* for stock and equipment) rather than the direct ownership of public houses they supplied, albeit the transition from 'loan tie' to 'lease tie' was fluid usually in the case of default of a publican (*see* Mathias, 1959).

No marketing documents or materials have survived from this period apart from an advertisement in the Kentish Post (January 1733) promoting malt rather than beer, but newspaper advertisements were not yet a regular activity (Owen, 2011). The diversification into brewing related trades such as, for instance, malting and into agriculture such as, for instance, cultivating hops or barley was a common feature for country brewers restricted by population growth within the local market and the cessation of brewing during the summer months due to the perishable nature of the product (Mathias, 1959).

E.1.2.2 Consolidation of the business (1755 – 1777)

The period of the joint management of the brewery by John and Julius Shepherd was characterised by consolidation of what had been achieved by their father and gradually developing the business (Owen, 2011). No significant investments in brewery plant were made during that period (Owen, 2011). The ownership and operations of the brewery were split for the first time allowing the sons to gradually learn the trade by themselves but being able to ask their father for advise if needed (Owen, 2011).

Apparently, the sons successfully managed the business indicated by the value of stock insured that doubled within ten years, of which only some increase can be attributed to inflation and general population increase (Owen, 2011). The pub estate was gradually developed by selected acquisitions of houses and the laps of the lease for pubs to be divested. In 1771 Julius Shepherd was able to buy most of real estate that his father had bequeathed to his daughter and her husband making a clear statement of commitment and intent (Owen, 2011). There is also evidence the 'tie' was strengthened by requiring the tenants to take out insurance for their goods and stocks and probably the engagement in loan agreement (Owen, 2011) similar to the "loan tie" pursued by London brewers (Mathias, 1959).

During that period, the Rigden brewery located opposite Shepherd's Brewery on Court Street emerged as a main competitor in Faversham, which owned three pubs in the town and six in the surrounding villages, but brewing victuallers were in decline as more and more houses were acquired by those two breweries within the town (Owen, 2011).

In 1777 John Shepherd withdrew from the business due to waning interest and Julius Shepherd continued as the sole proprietor of the brewery (Owen, 2011).

E.1.2.3 Modernisation and expansion on the eve of industrialisation (1777 – 1797)

Under the sole proprietorship of Julius Shepherd the brewery witnessed a twenty year period of prosperity and expansion which also saw the rebuilding and extension of the brewery site

replacing old timber and tile buildings and building new ones with brick, for instance, doubling the storage capacity and building an additional malt and oast-house off site (Owen, 2011). Concurrently, the value of stock was doubled, annual production output was increased to 7,129 barrels of beer and total assets (brewery and stocks) rose to £12,000 in 1797 (Owen, 2011). This all suggests an above average growth rate in relation to population growth in Faversham and the increase in beer production at national level between 1775 and 1797 (Owen, 2011). The pub estate was further moderately increased and by 1797 the brewery owned 27 public houses and there is evidence that the houses bought were strategically chosen in regard to location and sales potential (Owen, 2011).

Although little is known about the equipment inside the brewery, it is documented that the brewery was equipped with a Boulton and Watt 'sun and planet' rotative motion steam engine in 1789 for grinding malt and pumping wort purposes, which was the first steam engine installed in a brewery outside London (Baker, 1998; Owen, 2011) only five years after the first two steam engines had been installed in breweries for the first time (1784) and ten years before any other brewery in Kent (Best in Chatham) installed one as well (Mathias, 1959). Even so, by 1799 there were only nineteen breweries that had a steam engine installed out of 1,382 common brewers in the United Kingdom of Great Britain of which eleven were situated in the metropolis of London alone and five in other larger cities (Mathias, 1959). As such, the Shepherd brewery was amongst the very early adopters of this new technology within the industry but also in general as before 1795 only the coal mining and cotton industries had more steam engines installed than the brewers (Mathias, 1959). As such, Julius Shepherd must have recognised the potential of steam power or at least possessed an interest in technological innovations. The advantages of the new technology included next to the reduced costs for mill horses (acquisition, upkeep and replacement), also the technical reliability and durability of the engines and the steady and continuous operation of equipment increasing efficiency and convenience (Mathias, 1959).

There is no evidence of sales promotions in local newspapers for that period of any brewery and no other marketing related documents have survived suggesting that word-of-mouth marketing communication played a pivotal role within a still small local community and market area (Owen, 2011). However, what is known that the business was promoted in subsequent years as the "Faversham Steam Brewery" (Owen, 2011).

In contrast to his father and the families that preceded the Shepherds, Julius Shepherd was not involved in local politics and or public duty in the town (Owen, 2011), which is rather unusual for a successful entrepreneur in the brewing industry at that time (*see* Mathias, 1959).

The major local competitor the Rigden brewery across the street was still only a quarter of the size of its rival in Faversham (Owen, 2011). Within Kent the largest brewery was the Best brewery in Chatham and a number of breweries in Maidstone and Canterbury that served a much larger market (Owen, 2011). Nonetheless, by the end of the eighteenth century the Shepherd brewery in Faversham was amongst the largest breweries in Kent with total assets (insured) of £20,000 reaching the limits of growth within the local market in terms of sales potential and geographical reach (Owen, 2011).

E.1.2.4 Survival in times of recession, conflict, and war (1797 – 1819)

While the previous period was a time of expansion and growth the years after 1797 were characterised by a less buoyant business environment due to tax rises, military conflict, and recession (Owen, 2011). While the national output of common brewers was 34.2% higher at the end of the previous period (1777-1797) their combined production levels in 1819 were only 7.4% greater than those in 1797 (*see* Mathias, 1959). Consequently, there was no significant further expansion of the brewery site or its capacity during these difficult times (Owen, 2011). The earliest surviving brewer ledgers to survive show an average annual beer product of 6,600 barrels but with a significant degree of fluctuation and no steady trend – production levels ranging from a low of 4,696 barrels in 1802/03 and a maximum of 8,052 barrels immediately during the following trading year of 1803/1804 – indicating a stagnant market for the brewery (Owen, 2011). The company had two product lines producing strong and table beer (Owen, 2011). Bottled Ale and Porter were advertised in 1804 in the Kentish Gazette (Kentish Gazette, 20th April 1804, p. 1) but newspaper advertising was not yet a regular feature for any brewery in Kent (Owen, 2011).

The early company documents reveal that, for instance, ca. 42% of the average annual sales income of £17,707 (1817-1819) was generated through the thirty public houses tied to the brewery (owned and leased) and the remainder through free trade with other outlets or customers (Owen, 2011), which compares to much higher levels of sales income from the tied houses for the leading London brewers at the time (*see* Mathias, 1959). Further, approximately 56% of average annual expenditures of £15,635 (1817-1819) went to raw materials (malted barley and hops) while 18% were accrued by excise duties on beer and malt and only 4% by wages and 3% by repairs (Owen, 2011). Despite the difficult economic conditions the brewery managed to generate a profit for its owners.

Albeit Julius Shepherd aged 64 successively took on three of his sons as partners in the business he apparently remained active right until his death in 1819 aged 86 (Owen, 2011).

It is not known whether the old age of the dominating partner or other factors such as government contracting policies contributed to the brewery's stagnation but the company failed to profit from the influx of soldiers into Faversham (with two barracks established) and the town's strategic position on one of the main marching roads during the Napoleonic wars (Owen, 2011). There is also evidence that two of his sons ventured into other businesses losing interest in the company (Owen, 2011). Consequently, the youngest son of Julius Shepherd was left to continue the business after 1819 (Owen, 2011). Nonetheless, the brewery survived this period unscathed and the Shepherd's were probably the wealthiest family in Faversham at that time (Owen, 2011), which is not an uncommon pattern for brewers at that time (Mathias, 1959).

E.1.2.5 Incremental growth in times of stagnation (1819 – 1844)

After the death of his father Henry Shepherd became the sole proprietor of the business and faced the challenge to settle inter-family debt of £34,000 according to the will of his deceased father (Owen, 2011). He most likely struggled at times to honour the inheritance terms – the brewery had been advertised for sale in the Kentish Gazette for a month in 1822 – but the obligations were eventually fulfilled by 1827 most likely by gradual payments to his brothers and sisters as no substantive mortgages were raised on the real estate (Owen, 2011).[178] Nonetheless, these payments represented a significant financial burden and restricted the brewery's potential for expansion over at least a period of ten years (Owen, 2011).

However, the marked conditions continued to be at best static for most of the period (*see* Mathias, 1959; Gourvish and Wilson, 1994) with per head consumption of beer actually in moderate decline – despite a short hike after the introduction of the Beer Act in 1830 (Gourvish and Wilson, 1994) – due to shifting consumption patterns towards tea, coffee and cocoa (Gourvish and Wilson, 1994) and beer prices affected by high duties on beer and malt (Gourvish and Wilson, 1994) with only gradual growth in population figures within the brewery's local markets with Faversham having a population of 4,621 in 1841 (Owen, 2011).

Despite these limiting conditions the brewery's output was doubled during this period to 12,000 barrels in 1848 (Owen, 2011) which probably was only achieved after the introduction of the 1830 Beer Act (Owen, 2011) also indicated by the investment in and expansion of the brewery site in 1842 (Owen, 2011). This piece of legislation intended to spur competition repealed the excise duties on beer while keeping the duties on malt, which had a detrimental

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[178] However, between 1820 and 1830 there were no less than twenty-four breweries on sale in East Kent indicating a generally sluggish market affecting the region's industry as a whole during that period and not only the Shepherd brewery (*see* Owen, 2011).

effect on small scale victualler and home brewing (Monckton, 1969; Gourvish and Wilson, 1994), and relaxed the licensing laws for retail outlets leading to an increase in so called 'beer houses' in the period immediately after the act, which actually increased the number of potential retail outlets for common brewers rather than generating real competition achieving the opposite of what was initially intended (Gourvish and Wilson, 1994).

This situation was mirrored within the local market of the Shepherd brewery with the establishment of four beer houses that eventually failed to provide real competition and the gradual disappearance of smaller victuallers and domestic brewers in Faversham after 1830 (Owen, 2011) leaving the Shepherd brewery and its main rival Rigden across the street as the dominating breweries in the town (Barker, 1998; Owen, 2011). Accordingly, there were a number of larger common brewers in towns close to the Shepherd's trading area, which probably posed a competitive threat at the fringes of its local market (Owen, 2011)

Further, the number of the public houses tied to the brewery rose from thirty in 1819 to thirty-seven in 1844 without alteration in its geographical market contributing to the growth in output as well (Owen, 2011).

The product portfolio was significantly enlarged during the period that now included not only strong and table beer but also two ales at different strengths, a table ale and a London stout. In addition, the brewery was selling London porter as an agent for Truman, Hanbury and Buxton, Spitalfields by 1830 (Owen, 2011); then the second largest porter brewery in London (Mathias, 1959). The company also continued to sell malt and "*good fresh yeast*" (Kentish Gazette, 29th March, 1833, p. 1).

Newspaper advertising was still not a common marketing practice for any brewer in Kent while posters, advertising signs, and leaflets were occasionally used as promotional tools but only one poster promoting Shepherd's beer (dating from *ca.* 1835) survived from this period (Owen, 2011). The most important advertising tool was the horse drays delivering the beer (Gourvish and Wilson, 1994).

With the retirement of Henry Shepherd senior aged sixty-three in 1844 this period in the brewery's development drew to a close. Similar to his father Henry Shepherd lived a very private life and was not involved in local affairs and politics during his time at the brewery, but became a philanthropic benefactor thereafter until his death in 1862 (Owen, 2011).

The proprietorship of the business was transferred to his son Henry Shepherd junior and his son-in-law Charles Jones Hilton achieved by an interest bearing mortgage given to the two new partners (Owen, 2011). Despite the static market conditions the brewery was left in a good position within as the dominant common brewer within its local market.

E.1.3 The brewery in Victorian times – from Shepherd to Neame (1844 – 1900)[179]

E.1.3.1 Difficult times and the late arrival of the railway in Faversham (1844 – 1864)

With the proprietorship passing to Henry Shepherd junior and Charles Jones Hilton in 1844 the brewery entered a new era with the introduction of a non-consanguine partner for the first time (Owen, 2011). Although the partnership was still based on familial ties and close marital connections it probably opened new perspectives in terms of ownership as an important prerequisite for further expansions of the company in the future (Owen, 2011). The move from sole proprietorship or consanguineous partnerships to partnerships of different families is not an uncommon feature within the brewing trade or in nineteenth century industry in general; once a company reached a certain size and the capital of additional partners was required for further expansion (Mathias, 1959; Gourvish and Wilson, 1994).

There is no evidence for investment in the brewery itself but the pub estate was further enlarged to forty public houses by 1848 and to fifty-three pubs by 1859 and the company continued to pursue the strategy of acting as an agent for London breweries (Owen, 2011). However, the potential for further growth and expansion was limited by the local market in Faversham and the town's environs with its villages and the road to London (Owen, 2011). As such, the annual output of the brewery stagnated and hovered around 12,000 to 13,000 barrels until 1859 with a static annual turnover of around £27,000 and average annual profits of only £600 during the same period (Owen, 2011).

The invention of rail transport and steam locomotives was to open new opportunities for breweries to expand their geographical markets and by distributing their products and raw materials over longer distances much cheaper and faster than via road, canal, or sea routes (Gourvish and Wilson, 1994).

Albeit with the Canterbury and Whitstable Railway one of the first public railways was opened in Kent in 1830 and the South Eastern Railway connected major towns in Kent (*e.g.* Tonbridge, Ashford, Folkestone, Dover, Canterbury) with London in the 1840s (Barker, 1998), the entrepreneurs and businessmen (including Shepherd and Hilton) of Faversham, who were arguing for a rail link at least since 1844 (Owen, 2011), suffered from the opposition of local landowners to this new mode of transport and the railways arrived in Faversham only in 1858 finally connecting the town with Canterbury and the outskirts of London in 1860, and reached Margate in 1863 and the City of London in 1864 (Barker, 1998; Owen, 2011). With hindsight, the brewery faced a delay of almost twenty years in comparison to, for instance, the Burton on

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[179] Similar to the previous section, the reference to the Victorian period (1837-1901) only serves as a broad point of reference rather than a precise indication of specific dates.

Trent breweries (*see* Gourvish and Wilson, 1994) before it could eventually exploit the possibilities of rail transport.

These limitations probably contributed to the departure of Hilton in 1848 only four years after this new partnership was formed and the future of the company looked uncertain (Barker, 1998; Owen, 2011). However, a new partner with entrepreneurial vision and sufficient capital was found in John Henry Mares and the brewery continued operating as the new partnership Shepherd and Mares (Owen, 2011), which lent new impetus to the business in the following years (Barker, 1998). The company also started to employ managerial staff from outside the families involved of which William Maile hired in 1857 was the most energetic eventually becoming general manager at a later stage (Owen, 2011).

Probably in anticipation of the railway link that was finally under construction by 1853 (Barker, 1998) the company embarked on a significant investment and re-building programme after 1855, which further accelerated after 1860 when the railways had finally arrived (Owen, 2011). Within six years almost £10,000 were invested into new buildings and equipment albeit the modernisation of the brewery plant was not completed until 1874 (Owen, 2011). Further, significant investments were made into the company's malting capacity making the business self-sufficient in malt (Owen, 2011).

This development was accompanied by a threefold increase in the number of public houses tied to the brewery from 40 in 1848 to 129 in 1865, of which the majority of houses were acquired after 1860 and by short term renewable leaseholds providing flexibility and requiring less fixed capital (Owen, 2011). The pub estate was expanded geographically (*e.g.* Isle of Sheppy) and qualitatively catering for different market segments ranging from top end high quality outlets including hotels with accommodation to small drinking pubs (Owen, 2011). The geographical extension of the brewery's market was further facilitate by a newly established network of stores and agents throughout Kent and in London (Owen, 2011); a strategy that was innovated by the Burton on Trent breweries in the 1830s and contributed greatly to the success of, for instance, Bass (Gourvish and Wilson, 1994). In 1861, the company purchased its first railway wagon underpinning the strategic importance accorded to the railway (Owen, 2011). This impact cannot be overemphasised. Within only two years annual production output increased from 13,078 barrels in 1859/1860 to 21,323 barrels in 1863/64 even before the modernisation of the brewery was finished (Owen, 2011). Accordingly, the number of people employed by the brewery doubled from 22 members of staff in 1861 to 50 in 1866 (Owen, 2011).

The new horizons that opened due to shrinking distances also contributed to a change in consumer preferences shifting to milder beers and pale ales first widely promoted by the

Burton on Trent brewers (Gourvish and Wilson, 1994). Consequently, the company further extended its product portfolio and experimented with different ales and beers produced and bought in from other breweries such as Allsopp and Bass from Burton on Trent, Guinness from Dublin, or Meux from London (Owen, 2011).

Regular newspaper advertisements were used as a promotional tool from 1856/57 onwards in addition to advertising panels and price lists (Owen, 2011). The advertisements frequently stressed the quality and variety of the brewery's products, the benefits of beer as pure and nutritious drink, and the variety of drinking occasions not limited to public houses (Owen, 2011). With the geographical expansion the company Shepherd and Mares was now in addition frequently identified as 'Faversham Brewery' with a greater focus on its Kent origins in general; also more generic labels such as 'Family Pale Ale Brewers' were used (Owen, 2011). Further, marketing copy also stressed convenience and reliability of product delivery made possible by rail transport and a growing store and agency network (Owen, 2011).

During the short period between 1857 and 1864 the company was transformed and had grown into a regional country brewer, with annual turnover almost doubled to £50,000 and average annual profits of £4,300 and was surely saved by the arrival of rail transport (Owen, 2011). In December 1864 John Henry Mares prematurely died at the age of 45 but three months before his death his brother-in-law had joined the brewery as a third partner injecting necessary capital for the further expansion of the business, *viz.* Percy Beal Neame (Owen, 2011), and as such heralding a new era in the brewery's history.

E.1.3.2 Into the modern age – Shepherd Neame and Co (1865 – 1900)

Albeit a new era dawned with the entry of Percy Beal Neame, the new partnership Shepherd Neame and Co pursued with the same general strategy followed since the arrival of the railway (Owen, 2011). The already started modernisation and extension of the brewery operations was continued and completed by 1874 with a total investment in buildings and equipment of £30,000 (Owen, 2011).

Henry Shepherd junior gradually withdrew from his active involvement in running the brewery after 1868 leaving it to the younger Percy and the able general manager William Maile to successfully grow the business (Barker, 1998; Owen, 2011). With his death in December 1875 aged 59 the Shepherd family sold their share of £45,000 in the business to Percy Beal Neame who became the sole proprietor of the brewery marking the end of the 150 year association of the Shepherd family with the company in all but the name (Owen, 2011). Interestingly, the company name was not altered for which the real reasons are not known but it might indicate an interest in communicating continuity and stability during a period of rapid

growth and expansion as the company had just been successfully established beyond the local market as Shepherd Neame (Owen, personal conversation).

The new mechanised brewery plant using state-of-the-art technology of its time provided the necessary capacity to serve the now regional market of the company with an average annual output of around 40,000 barrels of beer between 1872/73 and 1878/79 and a peak of 45,046 barrels in 1873/74 (Barker, 1998) outperforming the national average growth in beer production of that period (Owen, 2011). Similarly, the number of people employed by the brewery was further increased from 50 in 1866 to 80 in 1874, of which 11 were salaried staff employed in the newly built offices providing managerial and professional support the enlarged brewery operations now required (Owen, 2011). By 1881 the number of employees had risen to 100 (Owen, 2011) reflecting the increased output of the brewery, which was a common feature within the industry (Gourvish and Wilson, 1994).

Although, there is little known about industrial relations it is prudent to assume they were similar to the considered paternalism and the inter-generational loyalty amongst staff that was characteristic for the brewing industry (Gourvish and Wilson, 1994). As such, working conditions and employee relations within the industry were usually much better than in other industries at the time (Gourvish and Wilson, 1994).

However, in contrast to the explosive growth in production levels between 1860 and 1880, the last twenty years of the nineteenth century were characterised by less buoyant demand in the market despite significant population increases in Faversham, the South-East, and London as well (Barker, 1998; see Brandon and Short, 1990). For instance, the population of Faversham almost doubled between 1841 and 1875 to 8,773 inhabitants (Owen, 2011) and peaked at more than 11,000 in 1900 (The Faversham Website). However, the still mainly agricultural economy of Kent went through a long period of depression during the 1880s and 1890s, which affected the country brewers there more than those in the industrial Midlands and the North (Gourvish and Wilson, 1994). As such, product averaged at around 33,000 barrels for most of that latter period only reaching the 40,000 barrel mark again in 1898/99 (Barker, 2011) during the late nineteenth century boom (Gourvish and Wilson, 1994). This development can also be attributed to changing lifestyle patterns, and the temperance movement agitating against alcohol consumption – reaching unprecedented heights of 40.5 gallons per capita (more than 6 pints per week) in England and Wales between 1875 and 1879 (Gourvish and Wilson, 1994) – as well as increased competition from the Ridgen brewery after 1880 (Barker, 2011; also see Gourvish and Wilson, 1994 for the industry in general). Nonetheless, the company generated solid profits during the whole period financing further investments in the brewery and pub

estate (Barker, 1998). By 1900 the brewery had been further expanded with a bottling plant installed and the offices extended (Barker, 1998).

In terms of distribution the brewery increased the number of its stores to ten (plus one in Faversham) along the new railway lines, of which two were established in London (Owen, 2011). Accordingly, the company operated ten railway wagons with a capacity of thirty barrels each (Barker, 1998) between Dover, Ramsgate, and London by 1875 (Owen, 2011). While Faversham and its immediate environs were still served by dray horses – a common feature for all breweries at the time (Gourvish and Wilson, 1994) – the company acquired a steam traction engine with wagon in 1874 to deliver beer to the more remote local villages and town up to thirteen miles away from the brewery (Barker, 1998; Owen, 2011). In 1874/75 the brewery's pub estate went through a period of consolidation when a large number of leases lapsed and was not renewed in areas were growth expectations were not met and was initially reduced to 98 public houses by 1876 and gradually and selectively increased again to 110 pubs in 1899 (Shepherd Neame, 2009a) with a shift towards long term investment in the ownership of houses (Owen, 2011), which also helped the breweries to weather stormier economic times (*see* Gourvish and Wilson, 1994).

After a period of experimentation with up to fifteen different types of beer brewed in 1868 the product portfolio of the brewery was also consolidated into six main product lines by 1875 with a growing focus on pale ales reflecting changes in consumer preferences (Owen, 2011). By 1884 the company was offering nine different ales, stouts and beers (Barker, 1998). Probably as a reaction to the sluggish growth in beer sales the company also ventured into the trade of brewer yeast for bakeries (Barker, 1998) and opened a wine and spirit store in 1896 (Barker, 1998; Shepherd Neame, 2010, p. 20-21).

Advertising was now used in more variegated ways ranging from newspaper advertisements, leaflets and price lists forwarded to households as trade circulars, advertising boards and panels at railway stations and public houses, as well as the lettering on the railway wagons and delivery vans and drays (Barker, 1998; Owen, 2011; company archive). In 1883 the company introduced its first trademark (finally registered in January 1885 as trade mark no. 37071) including the company 'SN' crest and the company slogan *'(guaranteed) malt and hops only'* and both were subsequently used on stationary and marketing materials (Barker, 1998; company archive), albeit the company continued to use already established identifying tags 'Shepherd Neame Fine Ales' and later 'Faversham Ales (and Stouts)' (Barker, 1998; Owen, 2011; company archive). Although the founding year 'established 1698' was first used in 1865 in a newspaper advertisement (Kentish Gazette, 21st March 1865, p. 6) and later featured on stationary and marketing documents (company archive), it was not given the prominence it

has acquired today or was used in a consistent fashion. However, the company's provenance and priority was resoundingly reaffirmed by the frequently used identifying tag of 'Faversham Brewery' most likely as a partial reaction to local competition from the Rigden brewery that had relocated all its production from Canterbury to Faversham by 1888 (Barker, 1998).

Percy Beal Neame supported the Faversham Crick Club and funded the club's cricket ground in the town (Shepherd Neame, 1947; Barker, 1998). This early version of personal 'sport sponsorship' was later to evolve into a company policy and has been continued to the present day. He was also involved in local affairs and the setting-up of communal provision of utility services such as gas, water, and laundry (personal conversation with Robert Neame), which is another familial tradition that has evolved into company policy today. As such, he resumed a tradition of his distant predecessors that had stopped with Samuel Shepherd a century earlier.

From the 1880s onwards Percy Neame's eldest son Harry and two other sons (Arthur and Alick) successively joined the company learning the trade and increasingly managing different part of the business towards the end of the century while the now established tradition of non-family managers was also continued (Barker, 1998). By the turn of the century the brewery was a well established modern business and amongst the larger local country brewers in the UK (Barker, 1998).

E.1.4 The brewery in the Twentieth century (1901 – 1990)

E.1.4.1 From the Edwardian period until the end of the Great War (1901 – 1919)

The social and economic conditions and changes that had started in the late nineteenth century continued to have an impact on the brewery. Local competition was strong, leisure activities as alternatives to pub visits were increasingly pursued (*e.g.* sports), consumption patterns – partially driven by political agitation and legislation – gradually moved away from the high levels of beer consumption of the past[180], beer prices were static while other food products became less expensive and alternative staple drinks (*e.g.* tea) gained in popularity (Barker, 1998; also *see* Gourvish and Wilson, 1994). As such, annual turnover averaged around £90,000 during this period and the annual production output around 40,000 barrels peaking in 1913 at 45,447 barrels of beer (Barker, 1998).

In the light of these developments, the company had already started to diversify its business by moving into wine and spirits as well as the yeast trade. Probably as a reaction to

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[180] Per capita consumption of beer declined from 32.2 gallons per head (*ca.* five pints a week) in 1899 to 27.5 gallons per hard (*ca*. four pints a week) in 1913 (Gourvish and Wilson, 1994).

changing lifestyles the company started to sell its beer to working men and sports clubs with 27 supplied between 1906 and 1911, which were gaining in popularity in England and Wales with 6,554 clubs in 1905 (Hawkins and Pass, 1979) and 8,738 in 1913 (Gourvish and Wilson, 1994), although it was to gain in relevance only after the First World War (Barker, 1998). Further, Shepherd Neame had also started to sell its own bottled beers, which increasingly were gaining in popularity in general (Barker, 1998; Gourvish and Wilson, 1994). However, many of these trends and developments were only to fully materialise during the interwar period (Barker, 1998; Gourvish and Wilson, 1994).

Although the company had managed to hold profits steady until 1906 they subsequently diminished hit by increased duties and taxes as well as new social security obligations (Barker, 1998) – most importantly the National Insurance Act of 1911 and the establishment of trade boards (Boyer, 2004) – in line with similar difficulties throughout the industry (Gourvish and Wilson, 1994).

The death of Percy Beal Neame on 5th January 1913 marked the end of an important era and represented a watershed in the company's governance structure as it was finally transformed into a limited company (Barker, 1998) – catching up on similar changes that had already transformed larger breweries throughout the country in the late nineteenth century (Gourvish and Wilson, 1994). In this way Percy managed to distribute the inheritance amongst the family members (he had ten children) who became shareholders while keeping the assets of the business together. At the same time, this move facilitated the employment of non-family directors and improved accounting and reporting standards (Barker, 1998).

The company was formally incorporated on 9th November 1914 (company archive) with Harry Neame becoming Chairman and Managing Director when the Great War of 1914-1918 had already started. It was to bring labour and material shortages, rising duties and levels of taxation, legislative limits on price, quality, and output as well as restriction on licensing and opening hours for public houses (Gourvish and Wilson, 1994), but also increased sales to stationed troops and local factory workers for the company (Barker, 1998;).

For example, beer duty was increased from 7s 9d to 23s (£1.15) per barrel[181] in November 1914 and further increased during the war to £2.50 per barrel in 1918 (Gourvish and Wilson, 1994). Instead of a return to pre-war levels the duty on beer further soared immediately after the war to £5 per barrel in 1920 representing an inflation adjusted increase of 430 % between 1914-1920 (Gourvish and Wilson, 1994). The duties were only partially recouped by price

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[181] Standard UK barrel at 1055° original (specific) gravity before fermentation (a measurement of the density of the wort – a sugary solution extracted from the malted barley – in relation to the density of water depending on the sugar content in the solution and used to gauge the alcohol content of the final product) at standard temperature of 20° and pressure of 760 mm Hg (*see* Oliver, 2011).

increases (the beer price more than doubled between 1914 and 1916) and by lower quality and strength of beers sold labelled by some brewers "government ale" soon banned by the government of the time (Gourvish and Wilson, 1994).

Unfortunately, with Arthur and Alick Neame two experienced managers and family directors died due to disease and injury in 1916 (Barker, 1998). Even if not directly war related, this tragic human loss dealt a blow to the management team of the company during these difficult times but luckily the company had able non-family managers that could continue their work at board level (Barker, 1918). Albeit, this increased the company's dependence on non-family managers the new governance structure had proven its value (Barker, 1998) .The family was able to retain control over the business while calling on non-family expertise for running the business (Barker, 1998).

Despite all the restrictions and duties imposed by the government and probably due to Faversham's important explosives industry, earnings increased significantly during the war and were reinvested in order to modernise the brewery plant, increase efficiencies, and retain valued employees and pub tenants (Barker, 1998). Earnings soared during the second half of the war and immediately after the war. They almost doubled from £32,756 in 1914/15 to £55,437 in 1917/18 and to £64,245 in 1919/20; largely consistent with other successful breweries during that period (Gourvish and Wilson, 1994).

For the first time, a petrol lorry and a steam lorry were purchased – acquisitions spurred by the requisition of horses by the war department – heralding the change to motor transport after the war (Barker, 1998; *see* Gourvish and Wilson, 1994 for the industry in general). Already by 1910 the company had been connected to the growing telephone network – Telephone no. 6 in Faversham – making communication with business partners easier (company archive).

Due to staff shortages the company also hired women for the first time – a pattern repeated throughout the country (Gourvish and Wilson, 1994) – of which many stayed on to work for the company after the war had ended (Barker, 1998). In general, the war had accelerated social and economic changes that were to have a lasting effect on employment relations (Gourvish and Wilson, 1994). The state pension that had been introduced in 1908 was complemented by a company provident fund to support widows of former employees in 1919 and a pension fund for former employees in 1921 (Barker, 1998; 250th Anniversary Brochure, 1947). Additional monetary (*e.g.* bonus payments) and non-monetary incentives (*e.g.* social events) to increase staff loyalty and commitment formed now an integral part of the company's strategy (Barker, 1998); although these policies probably had already been pursued since the nineteenth century (*see* previous section).

The product portfolio during this period (but probably more limited during the war) consisted of nine different cask ales and beers and five different bottled beers complemented by bottled beers of national brands such as Bass, Worthington and Guinness (company archive). The bottled beer was sold in quarts (2 pints), pints, and half pints.

The few marketing documents that survive from that period reflect the design preferences of the time including the coloured beer labels (company archive). Interestingly, the trademark was not altered to 'Shepherd Neame Ltd.' until 1922 (company archive). Thus, as an interim solution stationary was in use denoting the new form of company while the trademark was still showing the old 'Shepherd Neame and Co' (company archive). Similarly, leaflets and pricelists were in continued use with the 'Co' simply printed over with the 'Ltd' denotation (company archive), probably due to more pressing priorities during war time.

The family was also involved in local affairs and town politics with Alick Neame serving at the town council from 1913 to 1916; but he was not able to take office as mayor due to his premature death (Shepherd Neame, 1947). Nonetheless, the Neame family continued the tradition of involvement in local politics and affairs, which had resumed under Percy Beal Neame.

At the end of the period the company had grown into a modern business not only in terms of technology but also in terms of its governance structure leaving behind the sole proprietorship and private partnerships that dominated during the earlier centuries.

E.1.4.2 From the interwar period to the post-war years (1920 – 1955)

The interwar period represented a challenging business environment in general and for the brewing industry in particular (Gourvish and Wilson, 1994). The death of more than 600,000 soldiers had an impact on the economy in general (Eichengreen, 2004) but the brewing industry was disproportionately hit by the loss of male customers under 35 (Gourvish and Wilson, 1994). The social and political trends that had started before the Great War fully materialised during that period as well. Leisure pursuits as alternatives to the pub, for instance, proliferated such as sports, cinema, radio, and clubs (Gourvish and Wilson, 1994) and people were *drinking less and less often* (Gourvish and Wilson, 1994) with a general trend towards *moderation and sobriety* (Hawkins and Pass, 1979); the annual per capita consumption of beer in the UK declined from 20.6 gallons per head (ca. 3 pints per week) in 1920 to 15.5 in 1930 and 11.7 gallons per head (less than 2 pints per week) in 1949 (Gourvish and Wilson, 1994).

The duties imposed during the war never receded to pre-war levels despite a rebate introduced in 1923 and stayed above the 1919 rate of £3.50 per barrel and peaked again at £6.70 per barrel during the economic crisis of 1931 to 1933 (Gourvish and Wilson, 1994). As such, retail prices of beer were almost stationary at around 6d per pint (or higher during the hikes in beer duty) throughout the interwar period while the economy as a whole went to a prolonged period of retail price deflation (minus 44% between 1920 and 1933) making beer relatively more expensive (Gourvish and Wilson, 1994). On the other hand, falling prices for raw materials and relatively high beer prices helped to bolster profit margins (Gourvish and Wilson, 1994).

At the same time the economy was crippled by high levels of unemployment that averaged at 10.9 % between 1921 and 1938 (albeit with a high degree of sectoral differentiation), which also showed unprecedented levels of volatility, and was almost twice the rate estimated for the less volatile period 1870-1913 (Hatton, 2004). However, the South-East was much less affected by unemployment than the industrial North and Wales (Hatton, 2004).

As such, Shepherd Neame showed a positive performance throughout the interwar period. The brewery managed a steady average annual output of ca. 65,000 barrels between 1921 and 1939 (although with a lower average output in the 1930s than in the 1920s) and the firm generated annual earnings averaging at £61,500 (EBIT) during the same period (Barker, 1998, annual reports).

This must be read against the general industry background, when production levels within the industry declined on average by 1.65 % per annum during the period (Gourvish and Wilson, 1994).[182]

The pub estate was only gradually expanded to 120 houses in 1936 (company annual report 2009) as houses were difficult to obtain (Barker, 1998) and restrictive licensing and opening hour policies continued to reflect the spirit of the temperance movement (Hawkins and Pass, 1979; Gourvish and Wilson, 1994). As such, the careful strategy of the company was consistent with many breweries increasingly embracing the philosophy of "*fewer and better public houses*" (Hawkins and Pass, 1979, p. 45) within a defined geographic area, which led to a drop in the number of public houses from 62,104 in 1913 to 55,875 in 1945 (Gourvish and Wilson, 1994). Moreover, there was a growing trend throughout the period towards acquisition of smaller breweries by larger ones, which usually led to a rationalisation of production on the one hand (closure of brewing plants) and an expansion of the trading area on the other – most

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[182] Based on linear regression and as such levelling a more volatile development due to a big drop in national output in 1921-22 and 1930-32 each time gradually recovered, but with average output in the 1930s still lower than for the same period in the 1920s (Gourvish and Wilson, 1994). Although, the company showed a similar pattern its fluctuations in output were less severe. For instance, the brewery's output decreased by only 18% between 1930 and 1932 while the industry output dropped by 30 % in same period (Gourvish and Wilson, 1994; Barker, 1998).

relevant in the Shepherd Neame context the move of London brewers such as Whitbread into the expanding Home Counties and the growth of the large regional brewer Fremlins in Maidstone (Hawkins and Pass, 1979) – heralding the emergence of the national brewers and large regional country brewers after the war (*see* Gourvish and Wilson, 1994). Interestingly, this growth strategy was not pursued by the company during the interwar period (Barker, 1998).

However, as a strategic reaction to changing lifestyle and consumption patterns the company further developed the club trade after 1921 and supplied more than 150 working men, sports and other clubs in Kent but also in Essex, Surrey, Sussex and parts of London (Barker, 1998). As such, the company clearly taped into the market potential of the club trade as the number of clubs in England and Wales increased from 8,738 in 1913 to 11, 471 in 1923 and to 17,362 in 1939 (Gourvish and Wilson, 1994).

At the same time the sale of bottled beers grew in significance – mirroring similar developments at national level (Gourvish and Wilson, 1994) – prompting investment into the modernisation of the bottling plant adding pasteurisation and mechanical bottling technology (Barker, 1998). In addition, the sale of wine and spirits contributed to the company's turnover (Barker, 1998; Shepherd Neame, 2010).

Distribution and transport were motorised (apart from local deliveries in Faversham) during the period and steam traction engines discontinued in 1929 (Shepherd Neame, 1947). As a result the number of stores was reduced with only four left at the end of the period (company archive) as direct delivery became more efficient (Barker, 1998).

With pursuing these strategies the company as a regional brewery surely belonged amongst the more progressive country brewers, albeit not to the acquisitive ones (*see* Gourvish and Wilson, 1994).

Two sons of Harry Neame – Jasper and Laurence – and several other members of the extended family joined the company in the 1920s and 1930s (Barker, 1998) and with the retirement of the two non-family directors in 1925 and 1930 all board members apart from the company secretary were members of the extended family again (Barker, 1998). The importance of family relations and long term employment extended to the employees as well continuing the common pattern within the industry identified earlier. The brewery employed about 239 people in 1938.

Harry Neame stepped down as managing director in 1940 and as chairman in 1941 with Jasper Neame and his brother Laurence becoming joint managing director in 1940 and being appointed as chairman and vice-chairman respectively (Barker, 1998). Jasper later served as mayor of Faversham from 1946 to 1949 and was a member of different industry bodies and

committees (Barker, 1998). Harry Neame died in 1947 and was succeeded by the company secretary as the only non-family director on the board at that time (Barker, 1998). As such, albeit the company's corporate governance structure allowed for non-family directors, a possibility used in times of crises, outside expertise was apparently not yet seen as a strategic imperative.

The company continued throughout the period to use the company slogan 'malt and hops only' as well as the identifying tag 'Faversham Brewery' in addition to the company name for promotional purposes. The company now advertised in theatres and cinemas (company archive) that had become popular and used its new motor vehicles as advertising medium as well as its public houses. In additional bottle labels became an important medium and merchandise was used such as playing cards or dart flights with the company name and slogan (company archive). The corporate design reflected the style of the time and still lacked consistency across departments and marketing materials, but early attempts to design integration are detectable from the few marketing materials that survived (company archive).

With the start of the Second World War in 1939 the company faced the same problems as during the Great War with the additional difficulty that the "Battle of Britain" was fought over Kent. As such, the brewery not only suffered from staff and supply shortages and price increases, government controls and restrictions, steeply increased duties and excess profit taxation (Gourvish and Wilson, 1994) but also damage to many of its properties (Barker, 1998). Some difficulties were even more pronounced as in the case of duties and taxation or new ones such as fuel restrictions (Gourvish and Wilson, 1994). However, in contrast to twenty years earlier the government cooperated with the industry to find solutions for problems and prevent shortages of beer that had lead to social unrest towards the end of the Great War and output and pricing was not regulated, albeit supplies were rationed (Gourvish and Wilson, 1998; Barker, 1998). In addition, cooperation prevailed also between breweries (Gourvish and Wilson, 1998). Nonetheless, the brewery, again, faced a difficult and challenging time, even more so as the period immediately after the war was characterised by austerity and rationing rather than a post-war boom (Gourvish and Wilson, 1994).

Already by 1940 the brewery was short of 75 staff, who had been conscripted into the army, and the remaining employees or replacement staff had additional duties in terms of the war effort (Barker, 1998). In 1944 a hop farm (owned by a family board member of the extended family) was acquired to assure a reliable supply (Barker, 1998). Labour shortages lead to higher remuneration levels to attract additional staff and in 1945 Italian prisoners of war were employed as labourers (Barker, 1998).

Nonetheless, the company successfully dealt with the staff and material shortages as well as the quality problems these shortages implicated and increase output significantly peaking in 1944/45 at 82,507 barrels and trading profits reaching £95,718 in 1943/44 (Barker, 1998) in contrast to other small and medium-sized country breweries that had to cease production or sell out to larger companies (Gourvish and Wilson, 1994). However, an opportunity to acquire a smaller brewery in Margate was not pursued by the company in 1941, probably due to the war (Barker, 1998). The consolidation within the brewing industry with a growing level of concentration that these developments herald and that had already started during the interwar period – the number of common brewers had fallen from 2,464 in 1921 to 840 in 1939 and the number of brewing companies had been reduced from 941 in 1920 to 428 in 1940 and further to 361 in 1950 of which the largest ten produced 40 % of the national output by this time (Gourvish and Wilson, 1994) – was to become the defining strategic challenge during the following decades.

In 1949 the company's main competitor in Faversham – the Rigden brewery across the street (George Beer and Rigden since 1922, Barker, 1998) – was acquired by the large regional brewer Fremlins from Maidstone (Gourvish and Wilson, 1994; Barker, 1998) that had started during the interwar period to expand its trading area in the South-East (Hawkins and Pass, 1979). The immediate post-war period was characterised by austerity measures and rationing, continued staff and material shortages and consequently output fell to 53,624 barrels in 1950/51 (Barker, 1998). Due to the restrictions during and immediately after the war the company had built significant reserves that could not been invested during that time, but which potentially made the company more vulnerable to predatory takeovers (Barker, 1998) during the 'merger mania' within the brewing industry in the late 1950s and during the 1960s (Gourvish and Wilson, 1994). Apart from the commitment and determination of the majority of family members during the period wanting to keep the company going as an independent brewery (Barker, 1998) rather than selling it to one of the national brewers or a financial investor, the most significant move that was to contribute to the company's survival as an independent business was the introduction of a split shareholding structure (ordinary shares within no voting right and preference shares with voting rights) in 1952, which enabled family shareholders to raise cash by selling shares to non-family members while keeping the voting rights within the family (Barker, 1998).[183]

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[183] The share structure was amended several times over the years due to legislative changes and today is split into A and B ordinary shares with different nominal values but equal voting rights per share, of which the latter are available only for family members, in effect giving the family a comfortable controlling majority (Shepherd Neame, 1977, 1998; personal conversation with CEO).

As such, Shepherd Neame was amongst only a few local and regional breweries such as Fullers, Smith, and Turner in Chiswick (London) that followed the precedent to retain financial control set by Whitbread in 1948 (*see* Gourvish and Wilson, 1994) and was subsequently able to fend off several takeover or liquidation attempts by others from outside or by some individual family members from within respectively (personal conversation with company president, company archive).

E.1.4.3 From 1950 - 1989 – the last independent brewery in Kent (1955 – 1989)

The consolidation within the brewing industry in terms of production and distribution that had already started during the interwar period accelerated in the late 1950s and during the 1960s leading to unprecedented levels of concentration (Gourvish and Wilson, 1994). The share in the UK brewing output produced by the top five national brewers jumped from 18% in 1954 to 23 in 1958 and to 64% in 1968 (Hawkins and Pass, 1979), while the number of brewing companies dropped from 305 in 1954 to 247 in 1960 and further to 117 in 1968 (Gourvish and Wilson, 1994). In addition to the factors that underpinned the concentration process within the industry since the interwar period (*e.g.* economies of scale and scope) this merger and acquisition frenzy was partially triggered by the realisation on the part of financial investors and property developers that the pub estates of breweries were undervalued and could be leveraged as a major asset by liquidating the hidden reserves accrued by the breweries (Hawkins and Pass, 1979). As such, the consolidation within the industry during that period was as much a defensive reaction to outside financial interests as it was an answer to market and within industry trends (Hawkins and Pass, 1979). Within ten years six national brewing groups were formed and henceforth dominated the market in terms of output, market share, and ownership of public houses (Gourvish and Wilson, 1994).

This development continued throughout the 1970s and 1980s at a more subdued pace and the number of brewing companies was reduced from 117 in 1968 to 81 in 1979 and further to 64 in 1989 (Gourvish and Wilson, 1994; Sheen, 2011). By 1976 the top six national brewers had a combined market share of 82 % of beer sales in the UK (Hawkins and Pass, 1979). In 1986 they accounted for 76 % of sales and owned 73 % of all tied public houses in the UK (Gourvish and Wilson, 1994).

Fremlins in Maidstone that had acquired the former Rigden brewery in 1949 was taken over by Whitbread in 1967 (Gourvish and Wilson, 1994). A year later Whitbread purchased three other independent breweries in Kent (Gourvish and Wilson, 1994). By this time Shepherd Neame was left to be the last independent brewery in Kent (Barker, 1998).

Contrary to the first half of the century per capita annual consumption of beer in the UK continuously rose from a low of 137 pints in 1958 to 217 pints in 1979 and flattened during the 1980s at around 195 pints (Gourvish and Wilson, 1994). Consequently, while beer production had remained flat for most of the 1950s it increased by 71% between 1958 and 1979 to a peak of 41.1 million barrels annual output in the UK in 1979 and averaged around 36 million barrels during the 1980s (Gourvish and Wilson, 1994).

This increase occurred in the context of rising incomes and living standards in real terms accompanied by changing lifestyles and consumption patterns (Hawkins and Pass, 1979). As such, breweries were facing shifts in market conditions at multiple levels.

First, the taste in the type of beer gradually changed from traditional ales and stouts to lager. Next, beer was more often consumed at home due to the spread of television, home entertainment, and suburban housing estates (Hawkins and Pass, 1979). Both developments contributed to a change in packaging and distribution techniques shifting from draught cask conditioned beers served by a publican to brewery conditioned keg beers that were more stable and easier to handle as well as bottled/canned beer for the growing taking-home market (Hawkins and Pass, 1979). Moreover, relaxed licensing policies furthered the growth of new distribution channels for beer such as supermarkets, off-licence retailers, and part-licensed restaurants better suited to changing lifestyles (Hawkins and Pass, 1979). Also, the spread of car ownership changed leisure habits and migration patterns with more people commuting longer distances to their place of work, but also using their spare time to explore the countryside and places further afield having a long term impact on the location and purpose of public houses. Finally, not only the way beer was bought and where it was consumed changed but also by whom it was drunk changed significantly during this period with more women and middle class customers consuming beer while youth culture became dominant and lifestyle patterns fragmented (Gourvish and Wilson, 1994).

The company had to adapt to these developments and went through a period of rapid and regular change.

The company was one of the first country brewers that spotted the trend towards lager consumption – in 1968 only 4% of the beer sold in the UK was lager beer but its share had grown to 29% in 1979 and 50% by 1989 (Sheen, 2011) – and in 1968 signed a bottling agreement with Carlsberg and started to distribute the Swiss premium lager Hürlimann Sternbräu, of which the latter was brewed under licence by the mid 1970s, and introduced a second Lager brand 'Steinbock' in the 1980s (Barker, 1998, company annual reports). Further, the company also introduced keg-beer early in the 1960s, albeit at a miniscule scale at first, and distributed different keg beers from the 1970s onwards (Barker, 1998; company annual

reports). Both strategic decisions were vital to offset the decline in the sales of traditional beers and ensure a high utilisation of the brewery's growing capacity (company annual reports). Consequently, lager represented 50 % of the brewery's output by 1988 (company annual report). Nonetheless, the company remained committed to the traditional cask-conditioned ales in contrast to many national brewers during the 1970s (Gourvish and Wilson, 1994; Barker, 1998).

In addition to the brewing activities the company continued to develop its wine and spirit business in order to meet the growing demand for wine and the turnover was roughly doubled every decade (Shepherd Neame, 2010). By the 1980s the wholesale department had grown into a specialised branch run by a wine professional rather than brewery staff (Shepherd Neame, 2010). Consequently, the company acquired the specialist fine wine and delicatessen business Todd Vintners Ltd, Tunbridge Wells in 1988 (Shepherd Neame, 1988) and subsequently renamed its wine and spirit department giving a distinct identity. This acquisition marked an increased focus on wines and spirits exclusively available from the company; a strategy further underpinned when the company bought and revived the brand Grant's Morella Cherry brandy in 1988 (Barker, 1998).

While during the interwar and the immediate post-war periods only a few pubs were acquired, in the second half of the 1950s the strategic focus shifted once again to the extension of the pub estate in order to secure sales in addition to the still important club trade, which culminated in the takeover of a small local brewery in Maidstone in 1956 that subsequently was closed but added 50 public houses to the company's estate in an area that was not yet sufficiently penetrated at the time (Barker, 1998). By the end of the 1950s the pub estate had grown to more than 200 public houses (Shepherd Neame, 1959). At the height of the takeover activities in the industry further attempts were made to grow and amalgamation with two other breweries into 'East Kent Breweries' was briefly discussed during the 1960s, but was eventually thwarted by the acquisitive power of national brewers (Shepherd Neame, 1997).

The post-war period had also produced a significant backlog in investment and repair, a situation accentuated by changing customer expectations and demographics (Barker, 1998). In addition, further opportunities for expansion were limited due to the competition from national brewers moving into the company's main trading area in Kent (company annual reports). As such, the 1960s were characterised by a period of consolidation of the pub estate and significant investments were made during the 1960s and throughout the 1970s in the quality of the beer served as well as the convenience and ambience of pubs with improved parking, sanitary, entertainment, and catering facilities (Baker, 1998). In addition, the company

started to invest in the skills of its staff and tenants necessary for the provision of expanded and improved services (Barker, 1998) which culminated in the establishment of a dedicated training centre at the brewery in 1979 (Shepherd Neame, 1979). By the end of the 1960s the pub estate was down to 178 fewer but higher quality pubs. During the 1970s the number of public houses was further expanded – helped by government intervention forcing national brewers to sell pubs in areas of high market penetration (Barker, 1998) – and houses improved; by 1979 the company operated 236 public houses of higher quality (Barker, 1998; Shepherd Neame, 1979). During the 1980s the carful expansion of the trading area was continued with the company operating 270 public houses in 1990 not only in Kent but increasingly moving into the adjacent counties and London as well (Shepherd Neame, 1990).

Throughout the period the company experimented with different formats and service offerings (*e.g.* steakhouses, grills, restaurants, bars and accommodation) in order to meet the changing and increasingly short lived customer expectations and consumption patterns (company archive). During the 1970s the brewery established a managed house department and started to run a number of selected premises with its own staff, which would eventually grow in importance during the 1980s and account for 20% of the company's pub estate in 1989 (Shepherd Neame, 1989). Growth in Kent based on population increase was limited but the company cooperated with local authorities and the county council to develop the region as a tourist destination. From the late 1950s onwards, many country pubs were now promoted as destinations for travellers on their way to the continent, motorists on a day trip or tourists looking for a weekend escape to the countryside in addition to the local customer base (company pub guides). During the 1980s this development was to lead to a growing focus on the provision of hotel accommodation (company annual reports).

Against the background of the expanded trading area and changing customer demands the brewery and the company's operations were continuously expanded and modernised with a focus on productivity (partially due to material and wage cost inflation) and quality (due to increased competition and customer expectations) in all areas from the late 1960s onwards including things such as new storage facilities, bottling and keg plants, a biochemical laboratory, new brewery equipment and the introduction of mechanised accounting in 1967 as well as the use of information technology with an IBM system 3 computer installed in 1974 and updated to an IBM system 36 in 1979 (Barker, 1998; company annual reports). The company developed several innovative computer programs for its brewery operations that were sold to other breweries (Barker, 1998) and employed a dedicated IT manager by 1986 (Shepherd Neame, 1996). As a result of the significant investments throughout the 1970s and early 1980s the brewery's annual production capacity had tripled to 156,000 barrels by the

mid 1980s while achieving unprecedented levels of productivity and beer quality (company archive; company annual reports).

Distribution was already fully motorised when the brewery's last dray horse died in the 1960s (Barker, 1998) and the expanded road and motorway network in the UK as well as the increased haulage capacity of individual vehicles made it possible to expand the trading area served directly from the brewery to around 50 miles. Consequently, while the company still operated three depots in 1971, the last store of the company was closed down in 1975 (company annual reports).

All these developments occurred against the background of continuously rising sales and profits from the late 1960s onwards with turnover increasing from £1.5 million in 1968 to £9.5 million in 1980 and to £26.1 million in 1989; even with the high inflation rates of the 1970s in the UK taken into account this represented a real term increase of 58% between 1968 and 1980 and a further increase by 37% in the period 1980 to 1990 well above the industry average of a 24% increase during the former period and a static market for beer in real terms during the 1980s (company annual reports and Sheen, 2011).

With the growth of the company and its operations the management and governance structure of the company evolved as well. While most of the day-to-day decisions were still made by all-family board members in the 1960s the company later developed a more differentiated governance structure introducing a layer of middle managers responsible for different parts of the business, appointed a finance director in 1971 and subsequently establishing technical directors for different part of the business in 1985 (company annual reports). This change in governance represented a dedicated shift towards outside technical expertise at executive level (Barker, 1998) in addition to 'home-grown' non-family talents that occasionally had been promoted to executive positions since 1916. Nonetheless, the company remained a family business with members of the extended family acting as chairman and managing director. In 1971 Robert Neame succeeded Kenneth Johnston as chairman who had taken over after the early death of Jasper Neame (his father) in 1961, while his cousin Collin Neame was appointed managing director the same year after the death of his father Laurence Neame in December 1970. In 1974 the Stuart Neame (brother of Collin Neame) became company secretary and IT director (Barker, 1998; company annual reports). T

In terms of industrial relations the company introduced an employee share participation plan in the 1980s as well as continued to reward staff and tenant long-term loyalty.

From 1956 onwards the company was advertising its pubs as 'Abbey Ale Houses' situated in Kent as 'the Garden of England' using the link to its origins in Faversham, the county, and the countryside as differentiating traits *vis-à-vis* the growing power of the national brewery

groups. It is also the time the company started to use historical associations for marketing purposes linking the brewery to the history and the myths of Faversham and Kent (company archive). The history of the company and its link to the Kentish countryside was prominently featured in the pub guides regularly published after 1958 (company archive). In addition, the bottled ale 'Bishops Finger' was introduced in 1958 using associations with Kentish tales and folklore while 'Abbey Ale' introduced slightly earlier used associations with the monastic past of Faversham (company archive).

The company started to experiment with an early version of product branding moving away from generic product names that had dominated before (company archive). In this way the functional attributes focused slogan of "malt and hops only" that had been used since the late nineteenth century and the close local link to Faversham (*e.g.* 'Faversham brewery', 'Faversham Ales') were complemented and later replaced by broader and more symbolic associations.

The marketing communication efforts became more coordinated as well and in 1967 the company appointed Robert Neame, who was largely responsible for the introduction of modern marketing to the company, as marketing director with "*the special task of improving the image of the company in the eyes of the public*" as well as an external public relations agency (Shepherd Neame, 1967). The following year the company introduced a new corporate visual identity and registered a new stylised 'SN' trademark (the S was represented by a stylised shepherd's crook) replacing the old trademark from the late nineteenth century (company archive; company annual reports). With the new corporate visual identity the in-house magazine 'Master Brewer' was introduced in order to improve communication with tenants and later staff and customers. The name of the magazine was consistent with the universal identity tag "Master Brewers" now adopted, which was reflecting the old quality associations but also craft skills and service. For the first time the same design elements were used throughout the company from beer bottle labels and beer mats, to pub signs and vehicle livery, and to stationary and corporate documents (company archive). As such, an integrated corporate visual identity was established by late 1960s in line with similar developments in other industries at the time. Albeit beer labels were redesigned every five to six years the basic corporate visual identity was kept until another major re-design in 1991/92 marking the begin of an new era.

During the 1970s the focus on 'Abbey Ale Houses' was phased out and the pubs featured simply 'Shepherd Neame – Master Brewers' while the country and Kent associations were kept with slogans such as 'from the heart of the hop country' (company archive). At the same time the keg beer 'Draught Abbey' and later the cask ale 'Master Brew' were introduced providing

links between the old and the new. However, the need to differentiate different types of public houses remained and in 1986 'Invicta Inns' were established with a focus on mid-priced accommodation and food (Barker, 1998).

The continued move from a predominantly product orientation to a more sales and marketing orientation within the business was underpinned when Robert Neame became Chairman in 1971. From the 1970s onwards the company was increasingly using modern marketing techniques including radio and television advertising, planed product launches, customer and trade events, sale promotions and merchandise materials, roadside boards and bus sides, in addition to its pubs and delivery trucks traditionally functioning as adverting vehicles leading to a significant and continuous increase in marketing spending (company annual reports).

By the end of the 1980s the company had grown into a mid-sized regional brewer well positioned to take advantage of the opportunities the fundamental restructuring of the brewing industry was to provide after 1990.

E.1.5 Britain's Oldest Brewer – Into the new millennium (after 1990)

In 1986 the high level of concentration within the industry triggered a governmental inquiry (Monopolies and Mergers Commission, 1989) into the structure of the industry which subsequently led to the beer orders of December 1989 "*which required the large brewers to cease brewing or free from purchasing tie half of the pubs they owned over the permitted number of 2,000 per estate by November 1992*" (Pratten, 2007c, p. 613). The new legislation intended to facilitate competition by lowering entry barriers for independent and smaller businesses to the highly concentrated brewing industry, especially its retail and wholesale side (Office of Fair Trading, 2000). However, this government intervention into the industry generated outcomes other than those intended by the legislation (Pratten, 2007c; Preece, 2008), which is in this respect reminiscent of the 1830 beer act.

In order to comply with the cap the big national brewers did not simply reduce the number of pubs by selling them to regional breweries or individual publicans but split their brewing and pub operations into separate companies or exited the brewing side of the business focussing on retailing only. Thus, the market power shifted from six national brewers with large tied pub estates to independent pub companies with large pub estates without altering the overall level of concentration on the retail side of the industry (Office of Fair Trading, 2000; Preece, 2008). The statistics reveal (Sheen, 2011) that although the share of public houses owned by brewers declined from 67% in 1990 (43,500 pubs mostly owned by the six national brewers) to only 16% in 2005 (9,400 pubs mostly owned by regional brewers such as Shepherd

Neame), the share of pubs owned by independent pub companies rose from a minuscule level to 53 % in 2005 (31,000 pubs mostly owned by large national pub companies).

Similarly, on the production side of the industry – albeit not in the focus of the governmental inquiry – the level of concentration remained high with some national brewers exiting the industry after 1990 and due to the growing impact of internationalisation within the industry towards the end of the 1990s. Hence, while by 1989 the six large national brewers had a combined market share averaging around 75% of total beer sales (Monopolies and Mergers Commission, 1989), in 2010 the UK beer marked was dominated by four MNEs instead with a combined market share of 74 % of the total market volume (Euromonitor, 2010).

However, for Shepherd Neame the structural changes within the industry triggered by the beer orders of 1989 provided a window of opportunity to expand its trading area and to strengthen its position as the leading regional brewer in the South-East of the UK. Between 1990 and 1992 the company increased its pub estate from 270 at the beginning of 1990 to 372 at the end of 1992. Throughout the 1990s and after 2000 the company expanded its trading area into Sussex, Essex, and most importantly the buoyant market of London (company annual reports).

At the same time the composition of the pub estate changed with the company investing in high quality outlets in prime locations divesting smaller pubs with a limited potential for growth. Thus, the size of the pub estate averaged around 365 pubs after 2000 despite the expansion of the company's trading area. Today the pub estate includes houses offering different hospitality services such as community pubs providing extra services (*e.g.* post office) in villages, pubs focusing on high quality food, entertainment focused outlets with live music or sports coverage, as well as inns and hotels providing accommodation. As such, this development was reflecting underlying changes in consumption and lifestyle patterns in the UK leading to a blurring of boundaries between different hospitality categories.

For example, villages and small towns have become mainly dormitory or second home locations for people commuting long distances to work or living in urban conurbations escaping to the countryside during weekends, populations have become more transient and residency in one place less long-term and leisure pursuits have further proliferated with the growth in health and leisure centres, gyms, multiplex cinemas, or shopping malls and outlet centres (Muir, 2012). In addition, beer is consumed more at home due to the availability of home entertainment such as DVD, satellite and cable TV, game consoles, or the internet (Muir, 2012). The take-home market accounted for only 20 % of all UK beer sales in 1990 but almost 50% in 2010 (Sheen, 2011).

Also, government legislation became more restrictive (*e.g.* smoking ban, health and safety) due to public concerns about the health and safety impact of 'binge drinking' or drink driving and taxation more punitive due to the focus on public revenue generation by indirect taxation in the UK. This development was accompanied by a shift in alcohol consumption in general away from beer to wine, flavoured alcoholic beverages (FABs), mixed drinks (cocktails) and cider with relative beer consumption (based on units of alcohol) declining from 56% in 1990 to 37% in 2010 (Sheen, 2011).

Thus, the traditional "wet led" pub focusing on the sale of beer to 'regulars' (loyal customers) drawn from the local community and small pubs with a limited range of service offerings had become increasingly unviable; a development partially reflected in the decline in the number of pubs from 63,500 in 1990 to 51,178 in 2010 (Sheen, 2011); exacerbated by the prolonged recession after 2007 (Muir, 2012).

Anticipating the trend towards branded retail outlets to be set up by the pub companies and the growing importance of branding in general that would characterise the 1990s and 2000s the company introduced a new corporate visual identity in 1992, of which the central design elements are still used today. The identifying tag of 'Master Brewers' was kept while the old 'SN' logo was reduced to the 'Shepherd's crook' (company archive). Together with the company name and the denotation of the company's founding date 'since 1698' both elements were merged into a new company logo clearly identifying the company. In addition the company experimented with a new company slogan stressing its heritage and longevity during the early 1990s, which was to become its central identifying tag around the time of the company's tercentenary in 1998, *viz.* 'Britain's Oldest Brewer' (company archive).

As such, the company was by then not only Kent's sole surviving brewery after the closure of the Whitbread Fremlins brewing operations in Faversham in 1990 but also the UK's oldest independent brewing company.[184] Albeit the denotation of the founding year is a regular feature within the brewing industry carrying connotations of craft skills, tradition and provenance, being Britain's oldest brewer was to become an important corporate identity trait imbuing the company and its products with authenticity *vis-à-vis* the mass market beer brands of MNEs as well as later the mushrooming newly established micro-breweries producing craft beers in small quantities. At the same time the company strategically acquired a growing number of historical houses (pubs and hotels) with individual character complementing the central identity trait of being Britain's oldest brewer such as the Royal Albion Hotel in

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[184] Until its closure in 2006, Young's in Wandsworth, London (established as a company in 1831) claimed to own the oldest continuously operating brewery site in the UK (*see* Osborn, 1999). Today, Shepherd Neame can rightly claim to be the oldest existing brewer (*i.e.* company) as well as continuously operating on the same site the longest in the UK.

Broadstairs (Charles Dickens was one of its regular guests) or the Freemasons Arms in London where the English Football Association was founded in 1863. This move also helped to combat the competitive onslaught of branded pub chains with their standardised and themed pubs, bars, and restaurants usually situated on inner city and town centre high streets (the so called 'circuit').

The heightened necessity for brand and channel marketing as well as corporate-level communication against the background of fierce competition from national and global brands of MNEs and distribution channels increasingly dominated by supermarkets and pub companies led to an expansion and an increased professionalisation of the sales and marketing function within the company during the 1990s and after 2000.

The growing significance of product brands was realised and discussed by the company's directors during the second half of the 1980s (company annual reports). The company had also realised that it was not to successfully compete against the national and international beer brands and mass market beers offered by the large brewing conglomerates.

Hence, in 1989 the company had already entered into a joint-venture with United Breweries of India to develop the Kingfisher lager brand as a draught and bottled beer for the growing ethnic restaurant market in the UK and added the Hong Kong brand Sun Lik for the Chinese restaurant trade in 1996 (company annual reports). In order to cater for the growing customer demand for novelty and variety the company also imported a number of lager brands from around the word during the 1990s for the wholesale trade and added further international specialty beers brewed under license to its portfolio such as the Dutch lager Oranjeboom in 1997, Holsten Export from Germany in 2001 (now discontinued) and the Japanese brand Asahi in 2005.

In addition to the specialty beer segment, the brewery embarked on a premium brand strategy for its traditional ales introducing Premium Bottled Ales in the early 1990s and switching to non-returnable distinctively designed bottles as an important branding feature *vis-à-vis* mass market beer in cans or returnable bottles. The company successfully repositioned Bishop's Finger as a premium bottled ale during the 1990s and later established Spitfire – first brewed in 1990 for the 50th anniversary of the 'Battle of Britain' during World War Two – as its leading national premium ale brand facilitated by the very successful 'Bottle of Britain' advertising campaigns wining several advertising industry awards (company archive, company annual reports) linking the brand with 'Britain's Finest Hour' as an important marker of cultural identity in the UK.

This niche strategy helped the company to get its beers listed by leading supermarkets and cash-and-carry wholesalers first in the South-East and later nationally as well as opened new

export markets for its ales especially in Scandinavia and France (company annual reports). The entry into the French market and its subsequent growth was partially driven by the cross-channel 'booze cruises' to Calais or Dunkirk reaching a peak during the 1990s and by returning British holidaymakers cashing in on differences in beer duties and taxes (Barker, 1998). The company was particularly vulnerable to this development due to the geographical location of its main trading area near the English Channel. By 2007 the company had exported its traditional ales to 20 different countries with Scandinavia remaining its strongest export market (Shepherd Neame, 2007). Nonetheless, the vast majority of its sales are still made in the UK (company annual reports).

As customers increasingly demanded variety and novelty in the ale segment as well – a development that had already started with the formation of the consumer interest group CAMRA (Campaign for Real Ale) in 1972 (Swann, 2010) – the brewery introduced draught and bottled seasonal ales in 1998 and subsequently added a range of non-lager speciality beers such as the '1698' bottle-conditioned ale, the 'Whitstable Bay' organic Ale or the light ale 'Canterbury Jack' (corporate annual reports). As a reaction to the revival of real ale and the growing impact of micro-breweries (*see* Swann, 2010) the company opened a five barrel capacity pilot brewery in 2007 enabling the company to offer customised and small batch beers for special occasions and events to its own pubs and wholesale customers (Shepherd Neame, 2007).

Concurrently, there was a growing segment of usually more affluent consumers with an interest in local produce and the origin of products partially triggered by growing concerns in terms of food safety and quality as well as ethical and health issues (Mintel, 2012a). This interest in the provenance of food and drinks complemented the company's premium strategy and it was amongst the first and the relatively few UK companies to register its traditional ales as 'Kentish Ale' and 'Kentish Strong Ale' as PGI (Protected Geographical Indication) certified under the EU protected food name scheme in 1996 (company archive) and introduced an organic ale in 2001 accredited by UK NGOs such as the Soil Association (Shepherd Neame, 2001). This policy was supported by communicating the unique properties of the beers, entering quality competitions and generally providing consumer information on the complementing qualities of its beers with different types of food, similar to strategies used by the wine industry. It was further underpinned by a focus on sourcing of local produce for its beers and the food served in the company's pubs (*e.g.* local food from local people campaign since 2004).

A high level of service quality was facilitated by accredited training schemes for staff and pub tenants (*e.g.* Master of Beer) and annual quality awards for pubs. The company also

continued to incentivise loyalty and commitment of staff and tenants by long-service awards and the staff pension and share incentive plans.

Due to the growing relevance of experiential marketing during the 1990s and 2000s and the strategic focus on tourism the company significantly developed and improved its visitor and hospitality facilities and services at the brewery winning the company several tourism awards, which had started with simple open days in the early 1980s and now involve brewery tours, beer and food tastings, weddings and other receptions and more recently a venue for exhibitions and concerts. The company also engaged in local festivals (*e.g.* Faversham Hop Festival) and 'invented' other experiential activities (*e.g.* Annual Hop Blessing) strengthening its link to the local community but also its status as Britain's Oldest Brewer honouring tradition and craft skills.

In order to underpin all these activities and the strategies described above the company significantly expanded its sponsorship activities mainly related to sports with an annual budget of £500,000 (company website).

The large variety of beers offered and the growing importance of the wholesale trade to multiple retailers and pub companies required significant investments in the capacity, efficiency, and flexibility of the company's operations since 1990. The capacity of the brewery was doubled during the 1990s and annual output increased well beyond 200,000 barrels after 2003. Brewing equipment was modernised and innovative technologies introduced, which led to better beer quality, increased plant productivity and flexibility, as well as reduced energy costs and water consumption earning the company ISO 14001 accreditation in 2001 (in addition to the ISO 9001 quality control accreditation) as well as several business and sustainability awards such as the Queen's Award for Sustainable Development in 2006. Further, packaging and distribution operations were improved, reorganised, and relocated to a dedicated distribution centre at the outskirts of Faversham in 2004 and modern process management and quality improvement principles introduced, which was recognised by process excellence awards such as a Manufacturer of the Year Award in 2010 and a European Supply Chain Excellence Award in 2011. Finally the company's IT infrastructure was integrated and consolidated into a single Enterprise Resource Planning architecture by 2009.

Due to the growth in the company operations and partially because of a strategic review in the wake of a family dispute about the future of the company the corporate governance structure of the business was further improved and strengthened. The role of chairman and managing director were split in 1999 with Jonathan Neame becoming managing director (and Chief Executive Officer in 2003) while after the retirement of his father Robert Neame from the Chairmanship in 2005 the company appointed with Miles Templeman not only an

experienced industry expert but also a non-family chairman for the first time. External expertise at executive and non-executive level was provided through the appointment of directors from outside the company with different professional and industry backgrounds.

All these developments and strategic policies contributed to the company's continued success with its turnover increasing from £26.7 million in 1990 to £68.5 million in 2000 and exceeding £100 million for the first time in 2007 representing an increase in real terms of 83 % between 1990 and 2000 and a further 33.8 % between 2000 and 2010 (company annual reports).

E.2 Research process (Formal documents used)

E.2.1 Contact letter sent to the companies

Head of Brunel Business School
Professor Zahir Irani

3rd December 2009

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Mr Jonathan B Neame
Executive Chairman
Shepherd Neame Ltd
17 Court Street
Faversham, Kent
ME13 7AX

Mario Burghausen
Doctoral Researcher/
Teaching Assistant

Brunel Business School
Michael Sterling Building
Room 356
Uxbridge UB8 3PH
United Kingdom

Telephone: +44 (0)1895 234 307
Mobile: +44 (0)7553 089 771
mario.burghausen@brunel.ac.uk

Dear Mr Neame

Research into the management of corporate heritage and brand heritage

There has been a growing recognition amongst practitioners that an organisation's historical and cultural heritage has a unique potential for differentiation and positioning of that organisation in the market and beyond. Although, there is a growing number of companies that have realised this potential, we still not quite know yet from an academic perspective what the specific challenges of managing a company and its brands within the context of a strong heritage is like.

You might wonder who is writing to you about heritage at all. Let me introduce myself. My name Mario Burghausen and I am a research assistant to Prof J M T Balmer at Brunel University's Business School in Uxbridge. My research focus is in the area of corporate identity, corporate reputation and corporate branding with a particular interest in the impact and relevance of historical references and corporate heritage.

I am currently looking for organisations and companies in the UK that have a visible and unique heritage and that could inform our theories of the specific challenges faced by management. Any company has a history of sort, but only a small number of companies have a heritage that has been nurtured and maintained over time and is still relevant today. In my opinion, Shepherd Neame with its brands is one of the most exciting examples of such companies. As an independent business and as Britain's oldest active brewery you have managed to keep alive a long lasting tradition that is woven deeply into the fabric of Britain. Hence, it would be an interesting and valuable case of how this special heritage is nurtured and valued, but at the same time kept relevant for present and future purposes.

Therefore, I was wondering whether you would be generally interested in sharing your experiences and opinions that could inform my academic work in order to further our understanding of corporate heritage and its management. I would be delighted if you were able to participate in the study that usually involves a couple of interviews. The envisaged timeframe for the study is currently sometime in spring/early summer next year. Certainly, the scope and nature of your involvement would be mutually agreed later on and your

specific requirements be taken into account. All information would be dealt with according to proper research standards and kept confidential.

Please do not hesitate to contact me for further questions. I would be delighted to have your positive response and I am looking forward to hearing from you.

Yours sincerely,

Mario Burghausen

E.2.2 Confidentiality agreement

Brunel Business School
Research Ethics

Company Confidentiality Statement

Brunel
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Brunel University, Uxbridge,
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Telephone +44 (0)1895 274000
Web www.brunel.ac.uk

This is to confirm that the research project **Heritage and Corporate Brands** undertaken by **Mario Burghausen** (0733752) in part fulfilment of the degree of Doctor of Philosophy (PhD) will be viewed for assessment, by the University/ Brunel Business School, and used for academic purposes only. This includes the publication of the results and findings of the research project in the final thesis, academic journals and academic conference papers.

Any publication that may involve the disclosure of the participating company's name will require prior approval by that company. The identity of individual participants will not be disclosed in any way and at any time.

The research will be conducted according to the Brunel University Code of Research Ethics.

Date: *August 17th 2010,*

Signature of Contact in Organization (Jonathan Neame):

Signature of Doctoral Researcher (Mario Burghausen):

Signature of Supervisor (Prof John MT Balmer):

E.2.3 Participant covering letter

Mario Burghausen
Doctoral Researcher/
Graduate Teaching Assistant

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mario.burghausen@brunel.ac.uk

Uxbridge, June 2010

Dear Sir/Madam

Research into the management of corporate heritage and brand heritage

We all have a history of sort – so do organisations! Some companies even develop a unique "living" heritage that has been nurtured and maintained over time and is deemed still relevant for the today. Shepherd Neame is an exciting example of a company with a rich heritage and is therefore at the heart of an academic study.

My name Mario Burghausen and I am a research assistant to Professor John M.T. Balmer at Brunel University's Business School. My research focus is in the area of corporate identity, corporate reputation and corporate branding with a particular interest in the impact and relevance of historical references and corporate heritage. For this reason, I am most excited that I have been granted the privilege to learn more about Shepherd Neame.

Therefore, I am cordially inviting you today to participate in an informed discussion about Shepherd Neame's heritage. Your experiences and insights would make an invaluable contribution to my understanding of the company's heritage and its relevance and meaning in today's business world.

I would be very much delighted and honoured by your participation. Please do not hesitate to contact me for further questions about this study.

Yours sincerely

E.2.4 Participant information sheet

Brunel Business School
Research Ethics

Participant Information Sheet

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Brunel University, Uxbridge,
Middlesex, UB8 3PH, UK
Telephone +44 (0)1895 274000
Web www.brunel.ac.uk

1. Title of Research

Heritage and Corporate Branding

2. Who is doing the research?

Mario Burghausen is a Graduate Teaching Assistant and Researcher at Brunel Business School, Brunel University West London. He is conducting this study as part of his research for the degree of Doctor of Philosophy (PhD).

3. What is the research about?

The broad goal of this research study is to explore the nature and role of Shepherd Neame's corporate heritage (What is it and how does it show?) and its implications for corporate marketing strategy and communication activities (How does it help and how is it useful?).

5. What is involved?

You are invited to participate in an open conversational discussion about the heritage of Shepherd Neame. We are especially interested in your personal experiences and insights that would help us to understand the nature and relevance of that heritage.

The discussion in form of an unstructured interview will last approximately 60 min where the researcher will ask broad questions related to the heritage of Shepherd Neame, its meaning and importance to you and the company. Specifically, the questions will be about the relevance of heritage for the way the company presents itself and communicates with its various publics.

During the interview, a digital tape-recorder will be used. You will be given the opportunity to check the transcript of the interview for any mistakes or misunderstandings afterwards. Further, you are free to end the interview, decline to answer questions or switch off the tape-recorder during the interview at any time.

6. Voluntary nature of participation and confidentiality

Your participation is voluntary and you may withdraw from the study at any time without consequences. All your answers will be kept strictly confidential and your identity will not be disclosed in any way. All information given will only be used for research and data will only be stored in a depersonalised and secure way.

You may contact the researcher for questions regarding the research project in general or your participation in particular.

3. Contact details

Email: mario.burghausen@brunel.ac.uk, Mobile: 0755 3 089 771

E.2.5 Participant consent form

Brunel Business School
Research Ethics

Participant Consent Form

Brunel
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Many thanks for agreeing to participate in my research project. The project has to be completed in part fulfilment of my degree programme and so your assistance is much appreciated.

Brunel Business School requires that all persons who participate in research studies give their written consent to do so. Please read the following and sign it if you agree with what it says:

I freely and voluntarily consent to be a participant in the research project on the topic of **Heritage and Corporate Brands** to be conducted by **Mario Burghausen** as principal investigator, who is a doctoral researcher at Brunel Business School, Brunel University West London. The broad goal of this research study is to explore the nature and role of organisational heritage and its implications for corporate marketing and communication.

Specifically, I have been asked to participate in an **interview**, which should take approximately 60 minutes to complete. I understand that a digital tape-recorder will be used during the interview and that the interview will be transcribed afterwards. I will be given the opportunity to check the transcript for any misunderstandings or mistakes afterwards.

I have been told that my responses will be kept strictly confidential. I also understand that if at any time during the interview I feel unable or unwilling to continue, I am free to leave. That is, my participation in this study is voluntary, and I may withdraw from it at any time without negative consequences. In addition, should I not wish to answer any particular question or questions, I am free to decline. I might also switch off the digital tape-recorder at any time during the interview. My name will not be identified or identifiable in any report subsequently produced by the researcher. The information given will only be used for the purpose of research and any data will be stored in a depersonalised and secure form.

I have been given the opportunity to ask questions regarding the interview, and my questions have been answered to my satisfaction. I have been informed that if I have any general questions about this project, I should feel free to contact Mario Burghausen by email at **mario.burghausen@brunel.ac.uk**.

I have read and understand the above and consent to participate in this study. My signature is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of this form for my records.

Name of participant:

Signature:

Date:

E.2.6 Interview topic guide

Interview Topic Guide (What to ask) – Management

Things to talk about before the interview:

- Welcome and thank participants for taking the time to participate → don't forget to exchange business cards

- Introduce yourself and inform participant about the study (personal and study background)

- Explain the participant consent form and why it is important (University code of research ethics, legal requirements)→ confidentiality, rights, tape-recording, data security etc.

- Inform the participant about what the interview is all about and how it is going to proceed.

Start interview:

- Introduce the broad discussion themes:
  - The company today (values, identity, reputation, market position, stakeholders)
  - The company and its past
  - Management and marketing practice (corporate communication and presentation)

At the beginning, would you please shortly introduce yourself and describe your role, responsibilities and personal history within the company?

Present	I would like to start with the current situation of Shepherd Neame. In your own words, what does the company stand for today?
	(How would you describe the core values or principle philosophy of your company?)
	What makes the company a special place to work for, to do business with, to invest in or to deal with in general?
	How does your company differ from other companies in your industry/in general?
	(If you were to compare the company with your main competitors in the industry, in what way would you say does your company differ?)
	Who, do you think are your company's key stakeholders and why are they important (people with an interest in the company)?
	How would you describe your overall market position within your industry and viz-a-viz different stakeholders?
Past	If you were to talk about the company's past to someone that is new to Shepherd Neame, what are the most important aspects of its history or development that would instantly spring to your mind?
	The company has been in existence for more than 300 years now. How and in what ways is that still recognisable within the company today?
	(If we were able to travel back in time, maybe 50 or even 100 years, what could we have already recognised about the company back then that is still with us today?)
	Having spoken about the company's past, can you think of anything about that past, that is still important, relevant and close to the company's heart today?
	In general terms, to what extent is the past (are heritage, history and traditions) important for being and staying successful as a business today?
	(How do you manage to stay true to your heritage, while at the same time keeping up to date with contemporary business challenges?)
	In what way are the things we have just spoken about (the company's past and its heritage) important to your customers, business partners, employees, investors or the local community?
	What does the term heritage mean to you, how would you define it?
	(Is it different from history, is it the same, is it traditions...)
	In the light of your understanding, what do you think constitutes the heritage of Shepherd Neame?
	(How would you describe the heritage of your company?)
Management & Marketing	I am also very much interested in your marketing activities.
	What do you usually do when you develop a new marketing campaign or a new business strategy (who is involved, what are important factors to consider)?
	(What are the factors or aspects you think need to be considered to come up with a successful marketing/business strategy?)
	What makes it special and/or different to manage a multi-generational family business with a long history?
	Can you think of and describe a certain situation where Shepherd Neame's past or heritage had an impact on how a strategic decision was made or a current business operation was affected?
	(Does it enable/inhibit strategic decisions, management change?
	(Does it have an impact at all?)
	Your marketing and communication refer to the company's history and past quite often. How and why did you start to stress the fact of being Britain's oldest Brewer?
	(What would you say are the reasons that you talk about the company's past in your corporate and marketing communications?)
	What are the advantages and disadvantages of referring to heritage or the company's long history in marketing communications?
Other aspects	Is there anything you would like to add that we have not yet spoken about, but you think would have been important for our discussion today?

Things to talk about after interview (during the interview were appropriate):

- Ask for other people (middle management) I could speak to in order to learn more about the actual management practice of Shepherd Neame and the heritage of the company.
- Ask for documents or things to observe (e.g. shadowing for one day) that would help to understand the management practice and heritage of Shepherd Neame.

End of interview:

- Thank for information given and a fruitful discussion, that you have learnt a lot about Shepherd Neame
- Explain the follow-up procedure (transcript summary, feedback)

E.3 Case analysis and synthesis (Work examples)

E.3.1 Example interview transcript with open codes and emerging selective codes

DM5500035

2   [Start of recorded material]

3   Interviewer: [0:00:00.0] Before we start, would you just shortly introduce yourself, what your responsibilities with the organisation are, how long you've worked for the organisation.

4   Respondent: Yeah, my name is ▓▓▓▓▓▓▓ I'm currently the ▓▓▓▓ ▓▓▓▓ Director for Shepherd Neame. ▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓▓▓▓▓▓▓ And I've been here 32 years.

5   Interviewer: That's impressive. Let's just start with a general overview. How would you say, if you think about the organisation as it is today and the current situation, what would you say is the company [0:02:00.1] all about? What are its most striking features, if you like, when you would need to describe it to someone who is new to the company?

6   Respondent: There are a number of threads. At the higher level, clearly it remains a family company with a lot of the family involved at Board level and indeed at lower levels and control of the company vested within the family through a split share structure. We are clearly very aware of our heritage, the fact that the company was one of the first to be registered as a company, the fact that we've been brewing on this site actually not since 1698, it's 1570 – research has taken it further back. So, at that level, one is very aware of the family involvement [0:03:00.3], the history, the longevity of the business and the fact that we've owned properties for nearly 300 years which is very unusual. On a more operational level, the company really has two main strands. One is effectively a property business. We buy and we sell properties. We buy properties which we keep but they appreciate in value and obviously the value of our property underpins the whole business. The other side is clearly the brewery, brewing the beer and then selling the

Codes (margin annotations):
..family involvement
..family control
..longevity (temporal objects)
..provenance
..sense of heritage
..brewery site
..heritage
..family
..longevity
..property
..property business
..brewery business
..brewery business

..brewery business

..trading heartland

..proximity to company
..spatial
..provenance

beer which is sold through a number of channels. The most traditional channel being the tied trade which is for tenanted estate and the managed estate. The managed estate is where we employ people to run the pubs for us and we take [0:04:00.0] all the retail profit as well as the wholesale profit. Then moving outwards, one has the traditional what we call free on trade, which is selling our beer to pubs, clubs, sports clubs which are within our main trading heartland which is generally within 100 miles of the brewery. Then moving a bit further out, there is the national on trade which involves selling our beer to pub companies, managed house estates and so on throughout the country. And then moving on a bit more is the national off trade which is effectively selling bottled beer to supermarkets and other similar organisations. [0:05:00.2]. And then finally, on the perimeter, is export trade which is self-explanatory really.

7   Interviewer: So export is …

8   Respondent: Exporting the beer.

9   Interviewer: It's a kind of new area?

10 Respondent: We've been doing it for probably about, one way or another, 20 years.

11 Interviewer: What are your main markets for export?

12 Respondent: The main markets: We're very strong in Scandinavia and we do a bit in France, Spain. We've got quite a strong tie-up in Italy. We do sporadic trade with Eastern Europe, Russia. We've dipped our toes in the water twice in the States and both times withdrawn. [0:06:00.0] So that's the main export markets.

13 Interviewer: In terms of the business, you mentioned you've got a property business and the brewery business. Would you say that's managed in a different way or do you have the same philosophy for both strands of the business?

14 Respondent: That's a difficult question really. They are such different businesses. Obviously property is all about maintaining your property, developing your property, buying at the right time, selling at the right time and so on. Whereas the beer business is pretty straightforward. It's effectively trying to sell as much beer as possible at the best possible margin which is self-evident. [0:07:00.7]

15 Interviewer: Let me go into this direction a bit more. What would you describe as the current core values or major philosophy in terms of how you think you should or you are actually doing the business, whether in the brewing area or in the

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property area. What are the core values where you would say that is what the company ascribes to?

..responsibility as
..sense of responsibility

..sense of responsibility
..sense of responsibility
..responsibility as employer

..agility
..ability to change
..closeness
..close-knit organisation

16   Respondent: I'm not very good a vision stuff. Core values: I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing. And that sort of responsibility extends very much to the workforce. We certainly care about the workforce. [0:08:00.3] We're very aware of our position as the largest employer in Faversham. And so I think responsibility, honesty. I think we like to feel that we're relatively nimble so we can take advantage of opportunities when they arise, very quickly. And it's a pretty close-knit organisation.

17   Interviewer: How would you describe this close-knit?

..close-knit organisation
..closeness

18   Respondent: I think generally everyone knows everyone else. I know all the guys who work in the brewery itself, I know the draymen, obviously the sales force and so on. And people do know each other and do relate to each other.

19   Interviewer: Would you say that's because it's a family business or it's more [0:09:00.2] because of the size of the organisation?

..family company
..family business
..sense of responsibility
..sense of responsibility

20   Respondent: I think the family business element does make one more aware of one's responsibilities – I shouldn't have left out the poor old shareholders – but I think it does make one more aware and less inclined to follow courses which might, in the short term, save money, boost profit but would be damaging to the wellbeing of quite a number of people.

21   Interviewer: Can you remember in recent times a situation where you could say, because of our values, because we are a family business, we took a decision that, maybe in a different environment, we would have taken a different way.

..responsibility as employer
..sense of responsibility

22   Respondent: Oh, quite a lot. I don't want to talk specifics on that but there are a number of decisions [0:10:00.1] that have been made which reflect our concern for our workforce. Quite a few.

23   Interviewer: In terms of ..?

..responsibility as employer
..sense of responsibility

24   Respondent: In terms of either if people have to be let go, they're let go very generously. In terms of employing a lot of individuals who other companies wouldn't employ, we have a role there.

25   Interviewer: In terms of leniency ..?

26   Respondent: Yeah. There are one or two people who aren't necessarily a full – you know. So those sort of things. And I think fundamentally, whilst it certainly makes good business

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sense, there have been arguments at times to say do we carry on brewing? [0:11:00.5] Is that economic? Do we split the company up? But in all of those debates really the overriding thing has been to maintain the company.

..focus on continuity
..continuity

| 27 | Interviewer: | And that's because it's part of a family? |

..being a custodian to pass
..brewery site

| 28 | Respondent: | I think that's quite a strong part of it, yeah. The family and the locality. |

| 29 | Interviewer: | Locality as well, that plays a major role? |

..brewery site
..longevity
..longevity
..focus on continuity
..sense of heritage (heritage
..provenance
..Faversham
..continuity

| 30 | Respondent: | I think so. We're very aware of where we sit in Faversham, how long we've been here and that certainly does influence decisions. |

| 31 | Interviewer: | Would you say that, to a certain extent, the brewery or Shepherd Neame as a company is part of the local identity? |

..Kent
..strong regional
..closeness
..community-based
..sense of ownerhsip
..Shepherd Who?

| 32 | Respondent: | Oh, very much so. Yeah. People really identify with us and – this is purely anecdotal but it always amuses me [0:12:00.0] – the cricket team I play for, when we're playing away and we go to a pub that's a free house or whatever, they always drink Masterbrew because they drink Shepherd Neame. And I think throughout Kent people regard Shepherd Neame almost at their brewery. There's a very strong identification throughout Kent. And it's quite a culture shock when you go out of Kent and people say, "Who?" |

| 33 | Interviewer: | So you would say this is basically the home base of the company? |

..trading heartland

| 34 | Respondent: | Very much so, yeah. Kent. |

| 35 | Interviewer: | I see, from the information, that you've also moved out of Kent. How would you describe this culture shock that you just mentioned? |

| 36 | Respondent: | Well, in terms of this [0:13:00.2] |

| 37 | Interviewer: | In terms of the business. |

..regionally differentiated

| 38 | Respondent: | It means when we do spread our wings our brands are less strong and you have to take a slightly different approach. |

| 39 | Interviewer: | How different and in what way? |

..regionally differentiated
..trading heartland

| 40 | Respondent: | For the sake of the argument, last year we bought ten really, really good pubs from Punch and they were all pretty much on the periphery of our trading area. And, whereas normally if we buy a pub in the main trading area it's all of our beers and anything that was in there before is thrown out, in these cases, particularly with the lagers, we retained supply of |

..regionally differentiated

national lagers, really because our brands would not be strong enough in those areas to [0:14:00.2] maintain the business.

41 Interviewer: But with your own ales?

42 Respondent: Ales have done very well.

43 Interviewer: Because they were new to this area?

44 Respondent: Yeah, and I guess because, in the ale drinking fraternity, people know us pretty well, as I say, up to about 100 miles away. Then it becomes a bit more remote.

45 Interviewer: But even I knew about a certain branch of your organisation.

46 Respondent: Well, you'll have heard of Bishop's Finger and Spitfire because they're part of the national off sales and so we've promoted those beers, not necessarily nationally, but certainly very strongly in London and they have gained quite a wide identity and quite a wide recognition.

47 Interviewer: I have seen recently that you're even stocked at Lidl, for example, one of these [0:15:00.2] discounters.

48 Respondent: At Lidl? Oh, yeah we do good trade with them.

49 Interviewer: During the world cup, it was the world cup beer so I think they sold very well.

50 Respondent: Oh yeah, the deal with Lidl is very good.

51 Interviewer: So that's what I recognised. Oh, that's a Shepherd Neame beer. Let's have a look at what they do in this area. But it was surprising to me at first to see a premium bottled ale in a discount environment. But it was interesting to see that there was some kind of special offers they did with beer.

52 Respondent: Yeah, I think it was £1 a bottle and that's gone very well, very well indeed.

53 Interviewer: Would you say that this environment opens the beer for new customers who might not have always recognised ales …

54 Respondent: We've always hoped that people who purchase our beer in supermarkets, out of the main trading area, will come to like it. [0:16:00.0] And that happens to a degree but nevertheless, once you get more than 100 miles from the brewery, the recognition of Shepherd Neame is pretty low. Although there may be recognition of particularly Spitfire and Bishop's Finger. And the other interesting thing is that if you meet people who don't know much about Shepherd Neame, you say to them, "Do you ever go to an Indian

..regional corporate brand

..national product brands

5

..national product brands

> restaurant?" "Yeah, yeah, yeah." "Do you ever drink Kingfisher?" "Oh yeah, good beer." "We brew it."

55 Interviewer: Big surprise for them.

56 Respondent: Yeah, and more recently similar really with Asahi.

57 Interviewer: The Japanese one. I think these are kind of very popular ...

58 Respondent: Yeah, Asahi's been very interesting because we didn't really know what we were taking on when we took it on. [0:17:00.3] We actually have fundamentally changed the trade because, when we took it on, it was being dumped and really didn't have a very good profile. We stopped that trade. We developed the upmarket bar trade where Asahi is very much considered a premium, desirable beer.

59 Interviewer: That's what I heard.

60 Respondent: So we've actually transformed the image and indeed the value of the brand.

61 Interviewer: Are you responsible then for the marketing part of Asahi?

62 Respondent: It's joint. We work with Asahi in terms of the marketing of it.

63 Interviewer: It's a joint effort.

64 Respondent: Yeah.

65 Interviewer: Coming back to Shepherd Neame itself [0:18:00.1] what would you say, just as a general thing, who are the key stakeholders that are very close to the heart of the organisation, that are very important to you being successful as a business?

..key stakeholders

66 Respondent: Clearly the shareholders are pretty important. So the shareholders, the employees, the licensees.

67 Interviewer: In terms of these stakeholders, would you say that the traditions or the past of the organisation, as it has evolved from its beginnings until today, would you think it has any bearing on how they see the organisation?

..family member's place in
..heritage awareness

68 Respondent: Oh, very much so. Particularly obviously the family shareholders because they are all aware of the history and their place in that history. And I think employees [0:19:00.3] are very aware of the history of the company and it's certainly something that licensees buy into.

69 Interviewer: How would you describe that?

..longevity
..trust
..continuity
..longevity (temporal continuity)
..focus on continuity

70 Respondent: The fact that they know that we've been around a long time. I

6

..trust

..longevity
..implies reliability
..continuity
..longevity (temporal
..focus on continuity

would hope that makes them think, "These are people we can trust so we're happy to take a pub with them. They're people who have been around a long time. They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs." And so on, so actually that sort of sense of longevity and continuity is really quite important in terms of recruiting licensees for our pubs.

71 Interviewer: In terms of longevity and trust, would you say that it's reflected in the longevity of the average stay or tenant or an employee of the organisation?

..length of service
..continuity

72 Respondent: [0:20:00.3] Probably more with employees because I'm by no means the longest serving and people do tend to stay. In terms of licensees, I think really the longevity of a licensee is much more about how effectively they run their business and whether they make a profit.

73 Interviewer: I don't know much about the business of a tenanted pub or the dynamics of it. Is there a kind of competition for very successful tenants, that they might want to defect to other breweries, for example?

74 Respondent: Yeah. Clearly, in terms of recruitment, at the moment the recruitment pool is not as large as it has been and you've got a number of pub companies or breweries all wanting to recruit the best tenants. [0:21:00.0] And I'm certainly aware of certain pub companies writing to my tenants saying, "We'll offer you a good deal. Come and see us." The reality over the last couple of years is that we've recruited – perhaps not actively – but we have recruited quite a number of very good licensees who have said, "No, we don't want to be with these bigger companies. We want to be with a smaller company. We want to be treated as an individual rather than a number."

..being treated as an
..individuality

..size of company

75 Interviewer: How did these people actually approach you? By word of mouth?

76 Respondent: Yeah. They tend to come onto the website. The website directs them towards our Recruitment Officer.

77 Interviewer: So they are actively seeking out tenancies?

78 Respondent: Yeah.

79 Interviewer: [0:22:00.0] So it's not like there are other tenants who say, "Hey, I've got someone who's …"

80 Respondent: Well, there's a whole mix. Sometimes one of my tenants will put someone in my direction. On occasion it's an employee of the company who says, "I know someone who's looking

for a pub who would be very good." Or it's people who have seen what we do and want to join it. So there's a whole mix.

81 Interviewer: A whole mix of different channels people come through. For me, as a summary, it's because it's a family business, it has been around for a long period of time and it's very important to them …

82 Respondent: Very important, yeah. When I interview, people always come back to the fact that we're a long-established family business. Particularly given the current economic backdrop where smaller pub companies [0:23:00.1] have gone bust. Even the big pub companies that haven't gone bust but there's been speculation about them. So I think people do feel that with Shepherd Neame – and other similar companies – it's a safer place to go.

..longevity
..longevity (temporal
..family business
..trust
..implies reliability
..family company

83 Interviewer: In terms of that you've proven you can survive even hard times?

84 Respondent: I don't think people do a particularly detailed sort of economic analysis. I think people think: Shepherd Neame – they've always been there, they've always been doing that style of business, they're family run, they're safe people, they will treat us okay. Something like that.

..longevity
..longevity (temporal
..implies reliability
..trust

85 Interviewer: Let's move on a bit from the current situation and go more into the history [0:24:00.1] of the organisation. If you were to introduce a new person to the company what would you say are the most striking events, or things from the past, you would like to mention to this person?

86 Respondent: I'm not a huge historian.

87 Interviewer: Maybe if you think of yourself, something that was maybe important in terms of stories that are told within the organisation by employees amongst each other, if they say, "That's the Shepherd Neam way." If at all.

..professionalisation
..willingness to change
..adaptation

88 Respondent: To be fair, when I talk to new employees I normally joke about how much it's changed. And my standard joke is the fact that when I joined I was only the second person within the organisation to hold a university degree. And the only one to have two degrees.

89 Interviewer: So that was a totally different time.

90 Respondent: [0:25:00.6] Completely different world.

91 Interviewer: So how has it changed to today?

..professionalisation
..necessity to change
..willingness to change
..adaptation
..move with the times

92 Respondent: We've had to move with the market. We've had to become

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..professionalisation
..willingness to change
..adaptation

..growing the business

..move with the times
..necessity to change

..moving beyond family

more professional. 32 years ago – we still have the core family concern, responsibility and so on – but it was completely and utterly different organisation. In terms of the business, all we had was tied trade and free on so we didn't have a national on, we didn't have an export, we didn't have the national off sales, none of that existed. And it was a much smaller organisation. More people employed actually in the brewery itself. But very much less in terms of staff. And, of course, that's exactly the same as the shareholder base. [0:26:00.3] Currently at AGMs we get 300-400 people. Last year's AGM was held at the church down there. The first AGM I went to – I wasn't allowed to go to an AGM initially – but the first one I went to, which was probably after I'd been employed for two years, was in this room. That was it.

93	Interviewer:	That was mainly family?
94	Respondent:	It was virtually all family.
95	Interviewer:	When did it change or was it gradual?

..moving beyond family

96 Respondent: Gradual, I'd say. So, in terms of the shareholder base, it was a gradual evolution as essentially the movement's been on the A Shares, where the family have sold their A Shares – buy houses, go on holiday, whatever. [0:27:00.2] And that's been a gradual process.

97 Interviewer: It was not kind of deep, at some point in time, where the company said, "We need to raise new money"?

..moving beyond family

98 Respondent: No, it wasn't to raise money. It was more that the family, as it went down the generations, were sitting on A Shares that were worth quite a bit of money which they could realise. Obviously the B Shares still remain completely within the family and you'll have done your homework and you'll know that they're quite cleverly tied up.

99 Interviewer: So it was a gradual process. You've just mentioned that the company has changed a lot in terms of how it operated back then and how it operates now, the type of people or the qualification [0:28:00.8] you're looking for.

..technological change
..technological change
..necessity to change
..move with the times

100 Respondent: Well, qualifications – for goodness sake – we did have a computer but we didn't really have a computer. It's changed the same as any other organisation. When I started there was no email, obviously, no mobile phones, obviously, no fax so all you had was post and telephone. Now, if you look at communication now.

101 Interviewer: It's totally different.

..move with the times
..necessity to change

102 Respondent: Necessarily, everything changes. So that is bound to have a

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..move with the times
..necessity to change

radical impact and it would have it on any company.

103 Interviewer: Let's talk about it from a different point of view: Are there things you would say, despite all the change necessary because of industry dynamics and our society as a whole [0:29:00.4] - are there still things in the organisation where you'd say, "Yeah, that's the stuff I would have recognised 30 years ago as well."

..trust
..closeness
..informal culture
..open culture
..close-knit organisation
..cricket and sport

104 Respondent: Yeah, I think, for instance, the way we deal with our licensees actually remains very similar. It is trust, it is communication, it is open doors and so on. And silly things like we still have a cricket team.

105 Interviewer: You've got your own cricket team, a company cricket team?

..close-knit organisation
..social activities
..closeness

106 Respondent: Yeah, we play in the summer period. We still have good company social events and pretty much still everyone knows everyone else. So those things haven't changed.

107 Interviewer: Despite the growth and despite the change of how the business [0:30:00.0] operates today?

..lean management structure
..closeness

108 Respondent: Yeah, and we're still pretty flat in terms of management. We haven't got layers of bureaucracy.

109 Interviewer: You've mentioned these traditions or these things you still do to maintain the closeness. Was it also a kind of gradual process? Did it just happen, because it's in the fabric of the company or was it sometimes you made a deliberate decision, "Yeah, we would like to stick to that because …"

..natural continuation

110 Respondent: No, I think it's just a natural continuation. I don't think anyone's said, "Oh god, we must keep the cricket going otherwise we're going to look as if we've changed." We just still do it.

111 Interviewer: Because it has been around for such a long time so it's part of the culture of the organisation basically?

112 Respondent: Yeah.

113 Interviewer: [0:31:00.3] Moving on this, what is still there from the past. Which of these things, would you say, help you doing business today or making business decisions today? Is it actually helpful to have sometimes these things that you've always done in that way or is it enabling you making decisions because you have a safe base or is it more sometimes also a kind of challenge too?

..learning from the past

114 Respondent: I think it's helpful to know that certain approaches, certain ways of doing business, have worked and continue to work. But nevertheless [0:32:00.2] we are in a very changing

..move with the times
..necessity to change

world which, no doubt, will continue to accelerate to change. I'm conscious that I'm older than a lot of the other people and so I have to really think about the changing world and not get stuck in where I was, if that makes any sort of sense.

| 115 | Interviewer: | Yeah. Can you think of situations where you were maybe in trouble in terms of: We need to change because there's a market pressure or the industry is changing but that would maybe shake our culture to the core? Have you ever encountered these kind of situations where you say, "Well, that was a very touch decision for us to take"? |

..focus on continuity
..continuity

| 116 | Respondent: | I think [0:33:00.1] going right back to what I said earlier, there have been one or two potential decisions that we didn't take which would have shaken the thing to the core. Now, whether in the future, similar decisions come up and we do take them I don't know. But I think that generally we've trod the path of trying to maintain the company with its core values. |

| 117 | Interviewer: | That would be again: The family, longevity, closeness, community involvement, all these things are very important. |

| 118 | Interviewer: | Would you say that these values, because they've been with the company for such a long time, help you to distinguish Shepherd Neame from other competitors in the industry? |

..being different

| 119 | Respondent: | Oh yeah. Everyone knows, clearly Shepherd Neame and similar companies are radically different to the pub companies – the Punch, the Enterprise, people like that – who were set up in the '90s and we do business differently, we are very different. I happen to think that we're going to outlast them. They'll be gone within ten years and we'll still be here. |

| 120 | Interviewer: | Would you say that that's an aspect that's also valued by customers increasingly or would you say that it's more value than for dealing with other businesses? |

..pubs with individual
..individuality
..distinctive signage

| 121 | Respondent: | We don't do enough market research but my gut instinct is that customers recognise our pubs – not least because of our distinctive signage – and they sort of know: Okay, if I go there it's going to be perhaps a little bit old fashioned but it'll be well run, it'll be friendly. It's quite interesting, there's a market research company, HIM – Harris International Marketing, I think – and every year they do a survey of customers across a number of pub estates – Fullers, Youngs, Charles Wells, Punch, Wetherspoons, Baracuda and maybe one or two others. But they did it again … |

122	Interviewer:	What was the name of this market research company?
123	Respondent:	[0:36:00.6] HIM. If you Google HIM, and I think it's normally in the Morning Advertiser, put that in as well. Anyway, this year we actually won Best of Class in terms of quality of service and I think it's quality of beer. We haven't actually had the official notification yet. Which says to me that customers know they can go to a Shepherd Neame pub and they will get good service, it'll be friendly. It may be slightly old fashioned. It certainly isn't a bar, it's a pub, but they know what they're going to get and fortunately enough of them want to get that, to make it all work.
124	Interviewer:	In terms of the customers valuing going to a real pub because [0:37:00.2] they want to go to a pub, not to a bar, because then otherwise they would go to a bar: Do your tenants say they come here because they know it's a Shepherd Neame house? Maybe not always but some?
125	Respondent:	No, I think it's subliminal a lot of it but I guess the licensee would say, "They come to my pub" – the licensee would say – "because I give a particularly good welcome, my food is better than everyone else's." But I think part of it would be that generally the Shepherd Neame brand, if you said to Joe Bloggs out there, "Shepherd Neame" they'd say, "Well, they're safe pubs, friendly, well run." That sort of thing. [0:38:00.1] Sorry, you were asking me vis a vis bars, well pubs and bars are very different creatures. Because the other interesting thing that came out of last year's HIM research was that we got quite – not an elderly – but a mature customer profile. So we sort of really get into our stride with the 40+ sectors.
126	Interviewer:	So do you think that's a growth market?
127	Respondent:	Who knows? If anyone ever has a pension in the future, but in theory it should be.
128	Interviewer:	Because of demographics, I guess.
129	Respondent:	Yeah.
130	Interviewer:	What would you say are the major trends in this area, in the pub business area?
131	Respondent:	The major trends in the pub business area? Fairly obvious most of them. [0:39:00.0] Clearly an increasing trend towards food. The fact that people drink less, whatever the government says. When I started, most pubs had half a dozen, a dozen characters who would be in every night and drink eight pints. They don't exist any more. And in fact it's interesting because 30 years ago you could stop

Margin annotations:

..implies reliability
..being authentic and real

..reputation

..mature customer profile

..importance of food in
..consumer change
..change in customer
..decline in alcohol
..consumer change

..decline in loyalty to a "local"
..consumer change

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..decline in loyalty to a "local"
..consumer change

..competition from chains
..market change

virtually everyone, anyone in the street and say, "Where's your local?" and they'd say such and such. If you did it now, they wouldn't. Quite a few would, but much less. And what happened there was, in the '80s – very much led by [0:40:00.3] local government planning – the whole concept of the circuit was created. When I started there were no circuits in the South East. People just went to individual pubs. They might go on a pub crawl but they went to individual pubs. But then, in the '80s, the circuits were developed with bars, chain pubs and so on, and effectively you sort of lost a generation who didn't have any affinity to a particular pub.

132 Interviewer: Because they just jumped from one to the other.

133 Respondent: Because they would just go into town and do the circuit. As they mature, then they tend to find pubs that they like and tend not to be so circuit-driven. But it's quite a big change in the trade.

134 Interviewer: So would you say that's a generational gap in terms of what young people are looking for and what middle-aged and older people are?

135 Respondent: I think it's [0:41:00.2] what became available because those circuits did not exist.

136 Interviewer: So you think it was driven by the industry rather than demand?

..fallacy of the cafe
..legislative change

..competition from chains
..market change

137 Respondent: It was driven by planning. This whole fallacy of a café culture. So it was driven by planning. It was driven by people in the industry who spotted an opportunity and that has radically changed the whole structure of the pub business, which is why we've sold certainly the majority of our small, back street pubs. To give a specific example: In Faversham, when Wetherspoons opened, as a direct effect of that [0:42:00.3] I closed six pubs. The six pubs were probably going to go eventually anyway but they were small pubs, they were just ticking along. Wetherspoons took the equivalent of their turnover so there you go.

138 Interviewer: There was not enough space for so many …

139 Respondent: Not enough trade.

140 Interviewer: So would you say there's a kind of concentration process still going on in the business?

141 Respondent: I don't think it is so much now. In effect, the circuits are less strong. Clearly, quite a lot of companies took on toxic leases and I think there has been some move back but it's not the way it used to be. There has been some move back

		and I'd say that the circuits are less strong than they used to be. [0:43:00.5]
142	Interviewer:	So there's a certain revival of a different kind of local pub, do you think?
143	Respondent:	Yeah, I think it's the old thing [unintelligible 0:43:10.2] but you've got all the time a flight to quality. And if you can get a pub that is really well run, the beer is really excellent and so on, it will trade. There's no doubt about it. What you can't do is just open the doors and expect the customers to come in because they don't.
144	Interviewer:	Would you say then, in terms of this flight to quality, that Shepherd Neame is very well placed in order to reap the benefits of it?
145	Respondent:	Yeah, I think we're reasonably well positioned. We've got some tremendously good food houses. We've got a very attractive pub estate. We've got fantastic beer [0:44:00.2] and a passion to make sure that that beer is sold in the best possible condition.
146	Interviewer:	How has that passion reflected in the decisions you take?
147	Respondent:	We wouldn't countenance saving on brewing materials by using inferior materials, which some people do. And, of course, the people who actually get away with it – I think it's quite funny – is Guinness. Because Guinness is, it's quite amusing, because if you go over to Ireland and visit Guinness, you go to their Visitor Centre, you're not allowed anywhere near the brewery.
148	Interviewer:	They actually built a new one didn't they?
149	Respondent:	Yeah, they've got a very fancy Visitor Centre. Anyhow, I huffed and puffed and eventually I got a trip round the brewery. And it bore out [0:45:00.4] what I thought I knew anyway. Basically, because Guinness is black it doesn't matter if there's a haze in the beer. So they can use the cheapest malts available. The ones that have got a lot of nitrogen in. Because it doesn't matter. You don't see the haze. They don't put many hops in and it's brewed at a much higher temperature so it's quicker to run through. So, in fact, Guinness is incredibly cheap to make but the marketing does it all.
150	Interviewer:	That's interesting to hear that from a brewer because they do very well. They're very prominent in the market, especially internationally.
151	Respondent:	Oh, the marketing's brilliant. But the reality is it's very cheap to produce and they use the cheapest malts they can get

Margin annotations (left column):
- ..flight to quality
- ..consumer change
- ..passion for quality
- ..passion for quality
- ..being authentic and real
- ..being authentic and real
- ..being authentic and real

14

..being authentic and real

		hold of.
152	Interviewer:	That's interesting for me from a personal point of view. [0:46:00.2] Sometimes I like the odd Guinness.
153	Respondent:	If we used malt that had too high a nitrogen content it would produce a haze in the beer and obviously cask condition beer with a haze is not great. You'd never notice a haze in a Guinness.
154	Interviewer:	No, you can't. You can't see anything anyway.
155	Respondent:	So there you are. You've learned something today.
156	Interviewer:	Yeah, that's really interesting from a personal point of view. Oh my goodness. We've just spoken about marketing so would you say that people recognise that the beer is from Shepherd Neame rather than the Spitfire brand or Bishop's Finger brand? Would you say that it's relevant or important for customers that it's a Shepherd Neame beer?

..regional corporate
..spatial
..provenance
..proximity to company

157	Respondent:	I think I've already said that once you get beyond 100 miles, they don't. They don't have a clue.[0:47:00.3] It's only within the heartland that people know it's Shepherd Neame.
158	Interviewer:	Would you say that, from a strategic point of view, would it make sense to grow the brand beyond the 100 mile …

..corporte brand is a pub brand

..little corporate brand building

..proliferation of beer
..market change

..product brands more

159	Respondent:	No. The Shepherd Neame brand, for me – other people would probably say differently – really is all about pubs. And obviously we will establish a brand where we have pubs and that will be the 100 mile thing. Individual beer brands, I don't think it's particularly important whether Spitfire comes from Shepherd Neame or any other brewery. I think the individual beer brand – of course, part of that is driven [0:48:00.3] by the proliferation of brands since the micro-brewers came in. Because, again – I forget when progressive duty came in – but 20 years ago – I've got a cottage down in Devon – you'd go down to Devon and in the cask pubs you could find Fullers, you could find Wadworths, you would find Adnams, you might even find some of ours. And, at that stage, yes I think it was quite important that London Pride came from Fullers and so on. Now, you go down, and it's all micros. And my own belief is that that sort of customer buys on the name of the beer and doesn't have a clue who the brewer is. [0:49:00.0] But it's the name of the beer and whether they like it or not, they have a second pint. But they relate, I believe, to the name, not the brewery. I may be wrong.
160	Interviewer:	What do people generally look into – if they go for a traditional cask conditioned ale, what do they look for? Is it

tradition? Is it regional attachment?

..strong regional identification

161   Respondent: Within the region you have the regional attachment. And that is reflected by the fact that within our region our best selling cask beer is Masterbrew and, if you're a man of Kent like me, Masterbrew is what you drink. But it's very hoppy. And so, in fact, once you move out of the heartland, people will go for something like Spitfire because it's less hoppy. What are they looking for? [0:50:00.4] They're looking for quality, I think. What am I looking for when I go in a pub that I don't know? I'm trying to work out which beer they sell the most of because that will be in decent condition. If they've got five hand pumps I know that at least two of those will be crap and it's a lottery.

162   Interviewer: Because they hardly sell.

163   Respondent: Because they only sell a small amount. So it's an absolute lottery if you don't know where you are.

164   Interviewer: So you're saying each area or each pub has one or two very favoured …

165   Respondent: My personal view is that too many pubs have too many hand pumps at the moment.

166   Interviewer: Because they're trying to provide a variety.

167   Respondent: They're trying to provide variety, they're trying – even if they're not – to look like free houses and the reality is that they don't sell enough beer for all of those beers to be in good condition [0:51:01.0], necessarily. If you've got an array of five or six hand pumps at least two of those are going to be bloody awful and I've had it myself where, on holiday, I've been in a pub, I've seen a Spitfire and said, "Oh, I'll try that. I'll have a pint of Spitfire. Sorry, this isn't right." "Oh, yes it is. That's the way it is." "I know it's not right." "Oh no you don't." "I work for the brewery. This is dreadful." And then I normally leave the pub. But anyway, I'm digressing.

168   Interviewer: So you would say basically, of course, it's quality. But you mentioned these fancy micro-breweries and they have all their names and customers go for the names.

169   Respondent: I think they do, yeah. [0:52:00.3]

170   Interviewer: Because they're new or because …

171   Respondent: Because they think it's something different and they think it's something special.

172   Interviewer: What are people looking for? Why are they going for these

new things? Because usually I think they are not fashion brands. They will be [unintelligible 0:52:21.3] beers that go to metropolitan bars, I think. As I understand it – are they different kinds of beers?

173 Respondent: Well, it's cask conditioned beer. And certainly the fact that people like a choice we have reflected within our pubs because probably until ten years ago, if you went into one of our pubs, they would always stock two brands 52 weeks a year.

..customer is looking for
..consumer change

174 Interviewer: Two brands? That would have been …

175 Respondent: It would be Masterbrew and Best or Masterbrew [0:53:00.2] and Spitfire or whatever. Now they probably stock at least three and they will play the range. So they'll probably always have Masterbrew on but, instead of just always doing Spitfire, they might get Best bitter in, they might get Canterbury Jack, they might get something from the micro-brewery, they'll probably have a go at the seasonal beer. Three times a year we supply our pubs with beers from other brewers. They might have one of those. So the customer, I think, is looking for more choice than used to be the case.

..customer is looking for
..consumer change

176 Interviewer: And the challenge for the brewery would be to ..?

177 Respondent: The challenge we had – it came out in some market research we did about ten years ago, which was a focus group and I attended it – time and time again there were people saying, "We really like Shepherd Neame pubs but it's always the [0:54:00.6] same two beers and we want to try something different." So we had to think and we had to say, "Yeah, we're not doing this right." So we've changed that and introduced seasonal beers, special beers, micro-brewery and some beers from other brewers so our pubs can compete on a level playing field with the others.

..customer is looking for
..consumer change

178 Interviewer: With the other chain pubs.

179 Respondent: Yeah.

180 Interviewer: Would you say this trend is still very much in place or do you sense some kind of change again?

181 Respondent: No, I'd say that's very much in place.

182 Interviewer: They go for quality, they go for variety. They want to have a nice pub that serves good food, good beer. What would you say then distinguishes a Shepherd Neame pub or similar family [0:55:00.5] brewery pub from these chain alternatives? What do people say is the major difference between these – or what makes them choose to go to

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Shepherd Neame instead of the other one?

..age of property (pub)

183 Respondent: There's a number of factors. One, the fact that the properties tend to be old and quite attractive is significant.

184 Interviewer: Why do you think that?

..impact of the physical
..objects (aestheticised)

..pubs with individual
..individual service
..individuality

185 Respondent: Because I think people like going to pubs with roses round the door. They like going to pubs with beams and so on. They like going to pubs that have got individual character. And it should be the case that if you've got a tenant rather than a manager or a shift manager running a pub [0:56:00.4] you'll get a more individual welcome. It's the old thing of you walk through the door and they're already pouring the pint, which people like. So it's individuality of the property allied with a personal welcome and treating the customer as an individual too.

186 Interviewer: So it's individuality of what the pub looks like, the variety of beer, the up sales, the quality of beer and the personality of the tenant or the manager in the pub. And quality of beer you talked about, the way Shepherd Neame produces its beer. In terms of the personality of the tenant, if you were to hire new tenants, what are the things you're looking for in these kind of people you take on board?

187 Respondent: What am I looking for?

188 Interviewer: Certain qualities in order to make sure that they are representing the Shepherd Neame put in the way you want them to.

..cultural fit

189 Respondent: I'm looking for quite a lot of things actually. Probably more importantly now than ever before, I'm looking for a good business head and the ability to keep their head above water. Then I'm looking for someone who will do things slightly differently. So it may be someone who genuinely believes [0:58:00.5] in local provenance of food and will action that. It may be someone who is quite a character and it's got to be someone who will relate to the community they're working in, because pubs still tend to operate on the ten minute walk/ ten minute drive time. And there is nothing worse than putting someone in a pub who's come from London and fancies the country life because they don't understand. Villages are very different. So you really do need someone who actually understands the community the pub is in.

190 Interviewer: So the tenant tends to be, especially in the rural areas, or needs to be part of the community.

191 Respondent: Oh, very much so. Even if he doesn't come from that community [0:59:00.5] he needs to get embedded in it.

18

		That is essential. And if they don't, then it tends not to work.
192	Interviewer:	That's your experience, they tend to struggle to be successful as they stand?
193	Respondent:	Yeah.
194	Interviewer:	In terms of representing the pub in a certain way, do you have some training programmes in place?
195	Respondent:	We have training which is very much centred – obviously you've got to deal with the licensing laws, all that sort of stuff, the cellar training is critical and then we provide training on merchandising, that sort of thing. In terms of food, we don't provide much training other than fairly basic health and hygiene and food safety. So they're free to express themselves.
196	Interviewer:	On the food side of things.
197	Respondent:	On the food side, yeah.
198	Interviewer:	In terms of the merchandising [1:00:00.3] you mentioned, do you have standard packages, do you oblige them or you would like them to use or are they free to choose from what you offer?
199	Respondent:	They're free to choose from what we offer. We try to give them advice on how to present the back bar best, where the eye line is, what will sell, what won't and that sort of thing. But in terms of the choice of the individual products, within the constraints of the tie, they can stock what they like. Obviously a BDM will give guidance. That's the Business Development Manager. They're the people who visit the pubs on a day to day basis.
200	Interviewer:	So it's a regional contact.
201	Respondent:	Yeah. [1:01:00.5]
202	Interviewer:	And you've got six of them haven't you?
203	Respondent:	Yeah.
204	Interviewer:	And they report back to you?
205	Respondent:	They report to the Operations Manager, which is a new appointment because I'm getting knackered, who reports to me. But it's a fairly fluid set up.
206	Interviewer:	And they are also responsible for recruiting?

207	Respondent:	I make the final choice on all recruitment. They do all the work.
208	Interviewer:	So they prepare?
209	Respondent:	They do all the work and then we have what's called a final interview and I think it's terribly important that, at the final interview, the applicant sees a Director, sees a member of the family, and I think that is an important part of our process.
210	Interviewer:	It's part of how you operate, you want to see the person who's actually working for Shepherd Neame.[1:02:00.3] Would you say that's because – back to the history thing – because it's part of the way you've run your business anyway so that's part of the fabric?
211	Respondent:	It's part of the fabric, yeah. But I actually think it's quite important.
212	Interviewer:	To give the personal touch?
213	Respondent:	It gives the personal touch. Also it actually ensures consistency. And so that's the way we do it.
214	Interviewer:	Just coming back to the merchandising, do you run certain campaigns within the pub, like point of sale?
215	Respondent:	We have point of sale and we had a promotion for the World Cup [1:03:00.5] involving a couple of our beers. It's an area that …
216	Interviewer:	I've seen the Spitfire one.
217	Respondent:	It's an area that we're not very good at and we know that we're not very good at and we're working on very hard to try and get better.
218	Interviewer:	So the in-house promotion thing …
219	Respondent:	In-house promotion is not good at the moment.
220	Interviewer:	Are the tenants asking for more support in this area?
221	Respondent:	They certainly need it.
222	Interviewer:	So they don't have the time to come up …
223	Respondent:	They don't necessarily have the marketing skills and we're actually at the moment doing a big piece of research, plotting all our pubs within the micro-economic market, to see whether the pub actually matches where it is. And then to devise – we're probably going to change [1:04:00.0]

Margin annotations:
- ..personal touch (at 209)
- ..personal touch / ..ensure consistency (at 213)
- ..cultural fit / ..socio-economic fit (at 223)

..cultural fit
..socio-economic fit

..socio-economic fit
..willingness to change
..adaptation
..professionalisation

		things quite a bit, so that, where price is important, we might start to look at giving discounts to tenants and so on and so forth. Different approaches for different types of pubs.
224	Interviewer:	So you're looking at the area and the local competition and the set up.
225	Respondent:	Yeah, at the moment we're just looking at the economic profile of sub-sectors of populations, about 1800 I think it is. Partly because we've always said, "Oh well, that pub is in such and such an area" but we really ought to know whether that's true or not. And I do think we will need to adopt slightly different approaches depending on the customer base at the pub but it's [1:05:00.0] work in progress.
226	Interviewer:	For me to understand: A kind of a way to establish a business intelligence database, where you actually know what's going on in a regional area, competition between the customer base in terms of sales obviously. That's kind of professionalization of the marketing and strategies.
227	Respondent:	That's correct.
228	Interviewer:	I worked in financial services back home and we did a similar thing with insurance agents so we had our regional business and we knew all the competitors agents around the area and we knew the customer base and then we sized the agents' areas according to the data factors.
229	Respondent:	It's a similar sort of thing, yeah.
230	Interviewer:	So that's part, I think, why you implemented the SAP operation system? Or is it separate?
231	Respondent:	No, it's actually separate. It's building on local government [1:06:00.2] data.
232	Interviewer:	Census data?
233	Respondent:	No-one knew until we found out about 12 months ago that local government has all this data just sat and no-one uses it.
234	Interviewer:	It's kind of post code related data?
235	Respondent:	Yeah, it's incredibly tightly done. So the village I live in is one of 1800 people, in the larger sense, and that's a unit and it's got it all broken down. The earnings, the types, the people and so on. It's all there.
236	Interviewer:	What kind of cars they drive.

..professionalisation
..willingness to change
..adaptation

237	Respondent:	Yeah, it's extraordinary. So that would be good. As you say, ultimately it should make us more professional.
238	Interviewer:	Is the company excited to have these data?
239	Respondent:	Yeah, it is.
240	Interviewer:	A real time picture of what's going on there.
241	Respondent:	▮▮▮▮▮ got to work out the …
242	Interviewer:	That puts you in a better position in dealing with the tenant [1:07:00.3].
243	Respondent:	What we will end up with, and my son's working on it at the moment, is an individual business plan for each pub.
244	Interviewer:	In terms of an agreement?
245	Respondent:	In terms of where we think the direction should be. Now, of our 300-odd tenancies there's 100 that you just don't need to speak to the licensee about because he knows exactly what he's doing, doing a superb trade. You don't bother. Then there's 100 that are doing okay. They could probably do a bit better if they had a better understanding of what their market is. Then there's 100 that probably should be doing much better and that's the way to get at it. And there may be some where it simply becomes obvious that the pub is no longer viable. So yeah, that would be very interesting. [1:08:00.9]
246	Interviewer:	Do you also run some kind of competition between pubs in terms of achieving certain goals and then they get some recognition?
247	Respondent:	We have an Awards every year – Food Pub of the Year, Restaurant of the Year and so on – but in fact this coming year we're going to add to that 30 Individual Achievement Awards where people have done really well for whatever reason, and make it into a bigger ceremony. That's the idea anyway. So things are changing. They've always been changing.
248	Interviewer:	It's really exciting, to be honest. But that's what you started the conversation with, "We've always changed." And that's likely to continue. That's what I'm taking [1:09:00.3] with me, is that that's what will enable the company to survive in the long term anyway.
249	Respondent:	You've got to change but you keep your spine values which determine how you do business, how you behave in the wider sense. But in terms of the actual business operation,

..move with the times
..necessity to change

..move with the times
..necessity to change
..continuity
..focus on continuity

22

..move with the times
..necessity to change
..continuity
..focus on continuity

you fundamentally have to keep changing.

250	Interviewer:	With the times.
251	Respondent:	And it's exhilarating, as I've said, because of the changes in communication.
252	Interviewer:	But it opens up, I would say, challenges as well?
253	Respondent:	Challenges and opportunities. If it wasn't opening up opportunities – or if I didn't perceive it to be offering opportunities – then I shouldn't be in my job.
254	Interviewer:	That's really true. That's what you need to [1:10:00.0] drive a business, I guess. You need to see the opportunities, not only the obstacles.
255	Respondent:	You've got to see the opportunities.
256	Interviewer:	Because otherwise you would never go for the opportunities.
257	Respondent:	Yeah.
258	Interviewer:	Thanks a lot. I think we've almost run out of the time slot we've been allocated.
259	Respondent:	Who are you seeing next?
260	Interviewer:	▉▉▉▉▉
261	Respondent:	He's a new boy.
262	Interviewer:	He's a new boy, he just joined basically. So he will give me the new arrival perspective. You gave me the experienced perspective.
263	Respondent:	I'm the old-timer. And not only does ▉▉▉ work for me but ▉▉▉▉▉▉ works for ▉▉▉
264	Interviewer:	So your son is working with the company?
265	Respondent:	Yeah.
266	Interviewer:	How does that work out? Do you have regular contact or do they work in total [1:11:00.9]?
267	Respondent:	No, he works for me.
268	Interviewer:	Directly?
269	Respondent:	Yeah.
270	Interviewer:	Oh really? I need to speak to him. I couldn't work for my dad.

271   Respondent: My eldest son couldn't work for me. But he does provide
                    legal services for the company. Because I am a member of
                    the family – you'll have done your research. But my
                    younger son, we get on very well. Play cricket together
                    every weekend and he's got the most beautiful German
                    girlfriend. And I'm hoping – we're all hoping. He has
                    spoken about a loan to buy a ring so I think we're getting
                    there. She's lovely. But no, we get on very well. Whereas
                    my son-in-law works directly for ▇▇▇ and he's a very, very
                    bright guy. [1:12:00.6] When he started at the company he
                    initially got a holiday job and then he got a job in the
                    warehouse, at which time he was – I am convinced – the
                    only warehouseman with a double First from Oxford. So
                    he's quite bright. He's doing very well.

272   Interviewer: You've mentioned the family connection with the next
                    generation coming into the business. Would you say they
                    face the same standards as other staff that want to work for
                    the company or is it even more for them ..?

273   Respondent: It's much harder. Yeah, it's always harder if you come in as a
                    member of the family and the obstacles are always greater
                    in terms of progression. You've really got to do it. My
                    Operations Manager is married to the family [1:13:00.0]
                    but he's essentially family. And then there's another guy in
                    Retail, he's also family. So it's quite a few scattered about.
                    But there are no easy rides and if you join as a member of
                    the family you have to outperform to get anywhere. And
                    that's right. And I got the job when I was unemployable but
                    I like to think since then I've proven myself.

274   Interviewer: So you would say nowadays it's even harder for the younger
                    generation?

275   Respondent: It was bloody hard for me.

276   Interviewer: Because you didn't have any opened up for outside?

277   Respondent: It was very hard for me. Very hard indeed. Which was fine.
                    And obviously there's a slight difference if your name is
                    Neame, than if your name is Barnes.

278   Interviewer: But I guess people know it anyway within the company.

279   Respondent: [1:13:59.7] Oh god yes. I started from here. And there was a
                    certain amount of animosity. But you have to get round it.
                    You just have to prove yourself.

280   Interviewer: So you could say from the non-family staff that they
                    sometimes think, "Well, he's family."

281   Respondent: It's entirely true that when I was employed I was

unemployable so I was given a favour. And some people might resent that. But then once you've had that initial favour at the start, then you've got to outperform all the way.

282 Interviewer: You've got to prove that you justify the trust.

283 Respondent: More than justify, yeah.

284 Interviewer: Would you say that sometimes in a family business – I don't want to open up the discussion again but it's interesting – would you say that it's sometimes quite a bit of a challenge to keep these family things away from the business?

285 Respondent: [1:15:00.3] Well, you've done your research and you know very well that we had a big row a few years ago. He lives in the same village as me. I don't get invited to parties any more. And, in fact, what you may not be aware, is that their parents equally feuded. Their parents, who were brothers obviously, got to the stage where at Board meetings they would pass notes rather than the paid of talking to each other. So that schism …

286 Interviewer: And it spilled into the company.

287 Respondent: Yeah. Absolutely. And I guess one of our great achievements in recent years has been getting over that, because it was hugely unpleasant.

288 Interviewer: I guess, in a family business environment, it could put the whole business in jeopardy.

289 Respondent: It did.

290 Interviewer: It's not very exciting. [unintelligible 1:16:00.2]

291 Respondent: Well, one, it can just paralyse things. And two, it's just not a very good thing to have. But anyway, we're over it. I see him occasionally. Bastard!

292 Interviewer: But there's another example where the company managed to overcome obstacles, to stay on track and prosper for the future.

293 Respondent: No, we got through it and I think that most family companies do have these bust-ups every so often.

294 Interviewer: Thank you very much for your time. Thanks a lot for the very interesting conversation. Just at the end of the interview: Could you think of anybody you would recommend I could also speak to and say, "Well, if you really want to learn about our culture, how we do things, how we operate, [1:17:00.0] that would be an interesting person to speak

to." Because until now I've been speaking to Board level directors but if you think of maybe people in the middle management.

295 Respondent: Are you just here the one day?

296 Interviewer: I'm here for today and tomorrow but I'm coming back in August to speak to ███████

297 Respondent: There's a guy who works for me called ███████████ who would, I think, give you quite a good insight into it. And I think you might find it interesting to talk to ██████ and see what his perspective is.

298 Interviewer: I just didn't want to [unintelligible 1:17:48.4]

299 Respondent: He's called ███████████ No, it would be very interesting because he's sort of the youngest member of the family involved.

300 Interviewer: I would very much like to do that but that would probably be – with the holiday season …

301 Respondent: If you email me when you're going to be around and if they're around I'll fix it.

302 Interviewer: So there's August but I could also easily do September. I'm very flexible. I would be very grateful. And another thing – what I usually do with a case study, because that's the end product basically. The end product will be a description of Shepherd Neame as a company, the case study, where it comes from, where it is now, where it is going. And then I'm looking for the evidence that I need for my theories in terms of what is heritage, how does it show itself in the organisation? Interestingly, there hasn't been a lot of work in the organisational context. We always talk about heritage and then different areas like national heritage [1:19:00.3] or world heritage, we talk about local heritage. But nobody, or hardly anybody, till today has looked at organisations like businesses that have been around for some time and that's what we suspect – that they developed some kind of heritage as well. But there hasn't been any research, that's the interesting thing. So that's what I'm working on.

303 Respondent: So what is your discipline?

304 Interviewer: Discipline is basically corporate marketing. So it's a business and management background. We've done a lot of research into corporate identity, not only from the visual point of view but actually also from the corporate culture point of view: what is the organisation, what is the key characteristics of the organisation in terms of its culture, the way it operates and how that then is translated into the way

the company presents itself. So that's the kind of area. [1:20:00.3] What we are looking at right now – that's what I'm here for – is to look at how does heritage show itself within a business that has a long tradition, or long history, and how is that then translated – whether deliberately or in a more undeliberate way because it's part of the way the company operates – how that translates into the way the company presents itself to the outside world. Or not only to the outside world but how does the management use this culture, this heritage for maybe also communicating with staff? So that's the general idea behind it. So it's marketing, yes, but it's a broader concept of marketing. It's marketing not only to customers but it's more PR-like marketing. But not as a superficial face, if you like, without any authenticity behind it, but we are interested in businesses who have real [1:21:00.5] substance. Let me put it this way: who have meat to their bones. If they talk about something, there is something behind that. So that's what we're interested in. So that's the kind of background that we're studying. We hope that these theories then help later on to form similar businesses in other industries who may be also family businesses or also mid-sized businesses, that they could use that for their industries. Maybe look into their history, their traditions and use these theories or these concepts for their own areas.

305 Respondent: So you've got to hope to hell that the theories fit the facts.

306 Interviewer: Yeah, but the point of theories is always that they are very abstract and very broad and, in order to make them work, then they need to be adapted again to the local area, to the specific circumstances. So that's sometimes the problem with academia. It seems to be far away from business reality. [1:22:00.3] But in order to be broadly applicable to different areas, first you need to be precise – that's why I'm doing the case study, so I really need to learn how Shepherd Neame is doing its business because that will form the backbone of the theory that gets moved away in order to also make it anonymous. Because otherwise everybody would know … And then, based on this theory, others may use it and say, "Well, that's interesting." They might not know where it comes from but they know this is an interesting theory so let's try to adapt it to our circumstances. So that's the way it should work with academia in business. And another thing is that's my conviction because I've worked before in academia and in industry. Academia needs to go closer to the real business world again. They need to go to look at real businesses again. Not only do some quantitative surveys asking many, many people [1:23:00.4] about some minor facts of marketing. My conviction is that we need to go back into businesses, look what they actually do in terms of marketing, in terms of managing the business and then

build our theories based on that. That's my conviction. That's why I went to academia, to say we need to do something different. If you look at the major theories in marketing, for example, they were developed in the 1960s/1950s based on a model of fast-moving consumer goods, maybe like the stuff you find in the supermarkets still today. But these models are not applicable to all kinds of businesses today.

307 Respondent: And underpinned by some fairly ropey sociology but there we go.

308 Interviewer: And this is another thing that marketing, especially business schools, need to look into because the world, as you said, is changing so fast and the [1:24:00.8] pressures businesses are under have changed as well. And marketing, I suspect, needs to take stock and consider these changes and apply them to come up with new theories. Because my suspicion is you can't hide behind a brand any more as a business because, with the internet, with the communication that's going on, if something goes wrong news spreads so fast now.

309 Respondent: Absolutely.

310 Tom: Knock-knock.

311 Respondent: Ah, ████ the new boy. He's has to put up with the old boy now he's got the new boy.

312 Tom: The young blood.

313 Respondent: The young blood.

314 Interviewer: Thanks a lot for your time and I'll send you an email.

315 Respondent: Yeah, send me an email.

316 Interviewer: It was very interesting, the conversation. I'll copy that and send you a copy of the [unintelligible 1:24:57.1]

317 Respondent: Sure. You'll probably form an entirely different view of the company now.

318 ████   Don't think so.

319 Interviewer: That's what I'm after. Nice to meet you.

320 ████   I'm ████ You're ████

321 Interviewer: ████

322 [End of recorded material]

E.3.2 Example of handwritten notes re general information taken during fieldwork

SN 06|10|10 p.13

Charity wall ____ 1995

hop blessing ____ 2004 / 2003

hop festival hall ____ **2003**

hop festival ____ 1990

~~Shop stairs~~

The Bishop Finger Charter 2004 ─ 2003 / 2004

Master of beer qualification ─ 2002

Kent Journalist of the Year Award ─ 1988/1987

Staff & Tenant summer parties

Pub of the year awards

Ten years club (females) } Long Service Club (1998)
twenty years club (males) }

20 year loyalty award (watch.) → staff

pensioners christmas lunch ─→ 1988

Social & spat club ─→

micro-brewery 2007 ─→ speciality & limited ed. ales

PDX System 2007

new distribution centre ~~2005~~ 2004

visitor centre refurbishment 2005 / ~~2005~~ 2004

local food / local people 2004

current CI ─→ 1991 / 1992

company website ─→ 1998 (sep.)

E.3.3 Example of early interview transcript printout (of example interview) with handwritten annotations (first 6 pages only)

DM5500035

[Start of recorded material]

Interviewer: [0:00:00.0] Before we start, would you just shortly introduce yourself, what your responsibilities with the organisation are, how long you've worked for the organisation.

Respondent: Yeah, my name is ~~George Barnes~~ I'm currently the ~~Tenanted and Property~~ Director for Shepherd Neame. So ~~the core responsibilities on the property side relate to buying and selling property, negotiating leases where we lease properties in, carrying out rent reviews for tenanted properties, looking after the rates and general property management whether it's boundary issues,~~ that sort of thing, ~~together with the maintenance of the estate as a whole and development of individual houses. On the tenanted side~~ [0:01:00.4] ~~I'm responsible for roughly 318 pubs, I have an Operations Manager under me and then six business development managers and that is effectively running the 318 pubs. With a tenanted pub the tenant effectively purchases goods from us and pays us rent. He is free to run his business but obviously with our guidance. So~~ that's a rough outline of what I do. ~~And I've been here 32 years.~~

Interviewer: ~~That's impressive.~~ Let's just start with a general overview. How would you say, if you think about the organisation as it is today and the current situation, what would you say is the company [0:02:00.1] all about? What are its most striking features, if you like, when you would need to describe it to someone who is new to the company?

Respondent: There are a number of threads. At the higher level, clearly it remains a family company with a lot of the family involved at Board level and indeed at lower levels and control of the company vested within the family through a split share structure. We are clearly very aware of our heritage, the fact that the company was one of the first to be registered as a company, the fact that we've been brewing on this site actually not since 1698, it's 1570 – research has taken it further back. So, at that level, one is very aware of the family involvement [0:03:00.3], the history, the longevity of the business and the fact that we've owned properties for nearly 300 years which is very unusual. On a more operational level, the company really has two main strands. One is effectively a property business. We buy and we sell properties. We buy properties which we keep but they appreciate in value and obviously the value of our property underpins the whole business. The other side is clearly the brewery, brewing the beer and then selling the beer which is sold through a number of channels. The most traditional channel being the tied trade which is for tenanted estate and the managed estate. The managed estate is where we employ people to run the pubs for us and we take [0:04:00.0] all the retail profit as well as the wholesale

[Handwritten margin notes, left:] remaining a family company / being aware of heritage

[Handwritten margin notes, right:] age/phonly with/place / family / purely ownership

- 1 -

profit. Then moving outwards, one has the traditional what we call free on trade, which is selling our beer to pubs, clubs, sports clubs which are within our main trading heartland which is generally within 100 miles of the brewery. Then moving a bit further out, there is the national on trade which involves selling our beer to pub companies, managed house estates and so on throughout the country. And then moving on a bit more is the national off trade which is effectively selling bottled beer to supermarkets and other similar organisations. [0:05:00.2]. And then finally, on the perimeter, is export trade which is self-explanatory really.

Interviewer: So export is …

Respondent: Exporting the beer.

Interviewer: It's a kind of new area?

Respondent: We've been doing it for probably about, one way or another, 20 years.

Interviewer: What are your main markets for export?

Respondent: The main markets: We're very strong in Scandinavia and we do a bit in France, Spain. We've got quite a strong tie-up in Italy. We do sporadic trade with Eastern Europe, Russia. We've dipped our toes in the water twice in the States and both times withdrawn. [0:06:00.0] So that's the main export markets.

Interviewer: In terms of the business, you mentioned you've got a property business and the brewery business. Would you say that's managed in a different way or do you have the same philosophy for both strands of the business?

Respondent: That's a difficult question really. They are such different businesses. Obviously property is all about maintaining your property, developing your property, buying at the right time, selling at the right time and so on. Whereas the beer business is pretty straightforward. It's effectively trying to sell as much beer as possible at the best possible margin which is self-evident. [0:07:00.7]

Interviewer: Let me go into this direction a bit more. What would you describe as the current core values or major philosophy in terms of how you think you should or you are actually doing the business, whether in the brewing area or in the property area. What are the core values where you would say that is what the company ascribes to?

Respondent: I'm not very good at vision stuff. Core values: I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing. And that sort of responsibility extends very much to the workforce. We certainly care about the workforce. [0:08:00.3] We're very aware of our position as the largest

- 2 -

employer in Faversham. And so I think responsibility, honesty. I think we like to feel that we're relatively nimble so we can take advantage of opportunities when they arise, very quickly. And it's a pretty close-knit organisation.

[handwritten margin notes: honesty, nimble, close-knit organisation]

Interviewer: How would you describe this close-knit?

Respondent: I think generally everyone knows everyone else. I know all the guys who work in the brewery itself, I know the draymen, obviously the sales force and so on. And people do know each other and do relate to each other.

Interviewer: Would you say that's because it's a family business or it's more [0:09:00.2] because of the size of the organisation?

Respondent: I think the family business element does make one more aware of one's responsibilities – I shouldn't have left out the poor old shareholders – but I think it does make one more aware and less inclined to follow courses which might, in the short term, save money, boost profit but would be damaging to the wellbeing of quite a number of people.

[handwritten margin note: → long-term thinking?]

Interviewer: Can you remember in recent times a situation where you could say, because of our values, because we are a family business, we took a decision that, maybe in a different environment, we would have taken a different way.

Respondent: Oh, quite a lot. I don't want to talk specifics on that but there are a number of decisions [0:10:00.1] that have been made which reflect our concern for our workforce. Quite a few.

Interviewer: In terms of ..?

Respondent: In terms of either if people have to be let go, they're let go very generously. In terms of employing a lot of individuals who other companies wouldn't employ, we have a role there.

Interviewer: In terms of leniency ..?

Respondent: Yeah. There are one or two people who aren't necessarily a full – you know. So those sort of things. And I think fundamentally, whilst it certainly makes good business sense, there have been arguments at times to say do we carry on brewing? [0:11:00.5] Is that economic? Do we split the company up? But in all of those debates really the overriding thing has been to maintain the company.

[handwritten margin note: maintain the company]

Interviewer: And that's because it's part of a family?

Respondent: I think that's quite a strong part of it, yeah. The family and the locality.

[handwritten margin note: family & locality]

- 3 -

Interviewer: Locality as well, that plays a major role?

Respondent: I think so. We're very aware of where we sit in Faversham, how long we've been here and that certainly does influence decisions.

place!

Interviewer: Would you say that, to a certain extent, the brewery or Shepherd Neame as a company is part of the local identity?

Respondent: Oh, very much so. Yeah. People really identify with us and – this is purely anecdotal but it always amuses me [0:12:00.0] – the cricket team I play for, when we're playing away and we go to a pub that's a free house or whatever, they always drink Masterbrew because they drink Shepherd Neame. And I think throughout Kent people regard Shepherd Neame almost at their brewery. There's a very strong identification throughout Kent. And it's quite a culture shock when you go out of Kent and people say, "Who?"

identification

"emotional ownership"

→ document, social, (reputation in Kent)

Interviewer: So you would say this is basically the home base of the company?

Respondent: Very much so, yeah. Kent.

Interviewer: I see, from the information, that you've also moved out of Kent. How would you describe this culture shock that you just mentioned?

Respondent: Well, in terms of this [0:13:00.2]

Interviewer: In terms of the business.

Regional corporate?

Respondent: It means when we do spread our wings our brands are less strong and you have to take a slightly different approach.

Regional corporate? local

Interviewer: How different and in what way?

Respondent: For the sake of the argument, last year we bought ten really, really good pubs from Punch and they were all pretty much on the periphery of our trading area. And, whereas normally if we buy a pub in the main trading area it's all of our beers and anything that was in there before is thrown out, in these cases, particularly with the lagers, we retained supply of national lagers, really because our brands would not be strong enough in those areas to [0:14:00.2] maintain the business.

Interviewer: But with your own ales?

Respondent: Ales have done very well.

Interviewer: Because they were new to this area?

Respondent: Yeah, and I guess because, in the ale drinking fraternity, people know us pretty well, as I say, up to about 100 miles away. Then it becomes a bit more remote.

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Interviewer:	But even I knew about a certain branch of your organisation.
Respondent:	Well, you'll have heard of Bishop's Finger and Spitfire because they're part of the national off sales and so we've promoted those beers, not necessarily nationally, but certainly very strongly in London and they have gained quite a wide identity and quite a wide recognition.
Interviewer:	I have seen recently that you're even stocked at Lidl, for example, one of these [0:15:00.2] discounters.
Respondent:	At Lidl? Oh, yeah we do good trade with them.
Interviewer:	During the world cup, it was the world cup beer so I think they sold very well.
Respondent:	Oh yeah, the deal with Lidl is very good.
Interviewer:	So that's what I recognised. Oh, that's a Shepherd Neame beer. Let's have a look at what they do in this area. But it was surprising to me at first to see a premium bottled ale in a discount environment. But it was interesting to see that there was some kind of special offers they did with beer.
Respondent:	Yeah, I think it was £1 a bottle and that's gone very well, very well indeed.
Interviewer:	Would you say that this environment opens the beer for new customers who might not have always recognised ales …
Respondent:	We've always hoped that people who purchase our beer in supermarkets, out of the main trading area, will come to like it. [0:16:00.0] And that happens to a degree but nevertheless, once you get more than 100 miles from the brewery, the recognition of Shepherd Neame is pretty low. Although there may be recognition of particularly Spitfire and Bishop's Finger. And the other interesting thing is that if you meet people who don't know much about Shepherd Neame, you say to them, "Do you ever go to an Indian restaurant?" "Yeah, yeah, yeah." "Do you ever drink Kingfisher?" "Oh yeah, good beer." "We brew it."
Interviewer:	Big surprise for them.
Respondent:	Yeah, and more recently similar really with Asahi.
Interviewer:	The Japanese one. I think these are kind of very popular …
Respondent:	Yeah, Asahi's been very interesting because we didn't really know what we were taking on when we took it on. [0:17:00.3] We actually have fundamentally changed the trade because, when we took it on, it

was being dumped and really didn't have a very good profile. We stopped that trade. We developed the upmarket bar trade where Asahi is very much considered a premium, desirable beer.

→ follow up in interview with Christian Hacriche

Interviewer: That's what I heard.

Respondent: So we've actually transformed the image and indeed the value of the brand.

Interviewer: Are you responsible then for the marketing part of Asahi?

Respondent: It's joint. We work with Asahi in terms of the marketing of it.

Interviewer: It's a joint effort.

Respondent: Yeah.

Interviewer: Coming back to Shepherd Neame itself [0:18:00.1] what would you say, just as a general thing, who are the key stakeholders that are very close to the heart of the organisation, that are very important to you being successful as a business?

Respondent: Clearly the shareholders are pretty important. So the shareholders, the employees, the licensees.

Interviewer: In terms of these stakeholders, would you say that the traditions or the past of the organisation, as it has evolved from its beginnings until today, would you think it has any bearing on how they see the organisation?

heritage as an asset

Respondent: Oh, very much so. Particularly obviously the family shareholders because they are all aware of the history and their place in that history. And I think employees [0:19:00.3] are very aware of the history of the company and it's certainly something that licensees buy into.

Interviewer: How would you describe that?

Respondent: The fact that they know that we've been around a long time. I would hope that makes them think, "These are people we can trust so we're happy to take a pub with them. They're people who have been around a long time. They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs." And so on, so actually that sort of sense of longevity and continuity is really quite important in terms of recruiting licensees for our pubs.

longevity trust ? ↑ continuity

Interviewer: In terms of longevity and trust, would you say that it's reflected in the longevity of the average stay of a tenant or an employee of the organisation?

E.3.4 Example of a handwritten note derived from an early interview transcript (of example interview)
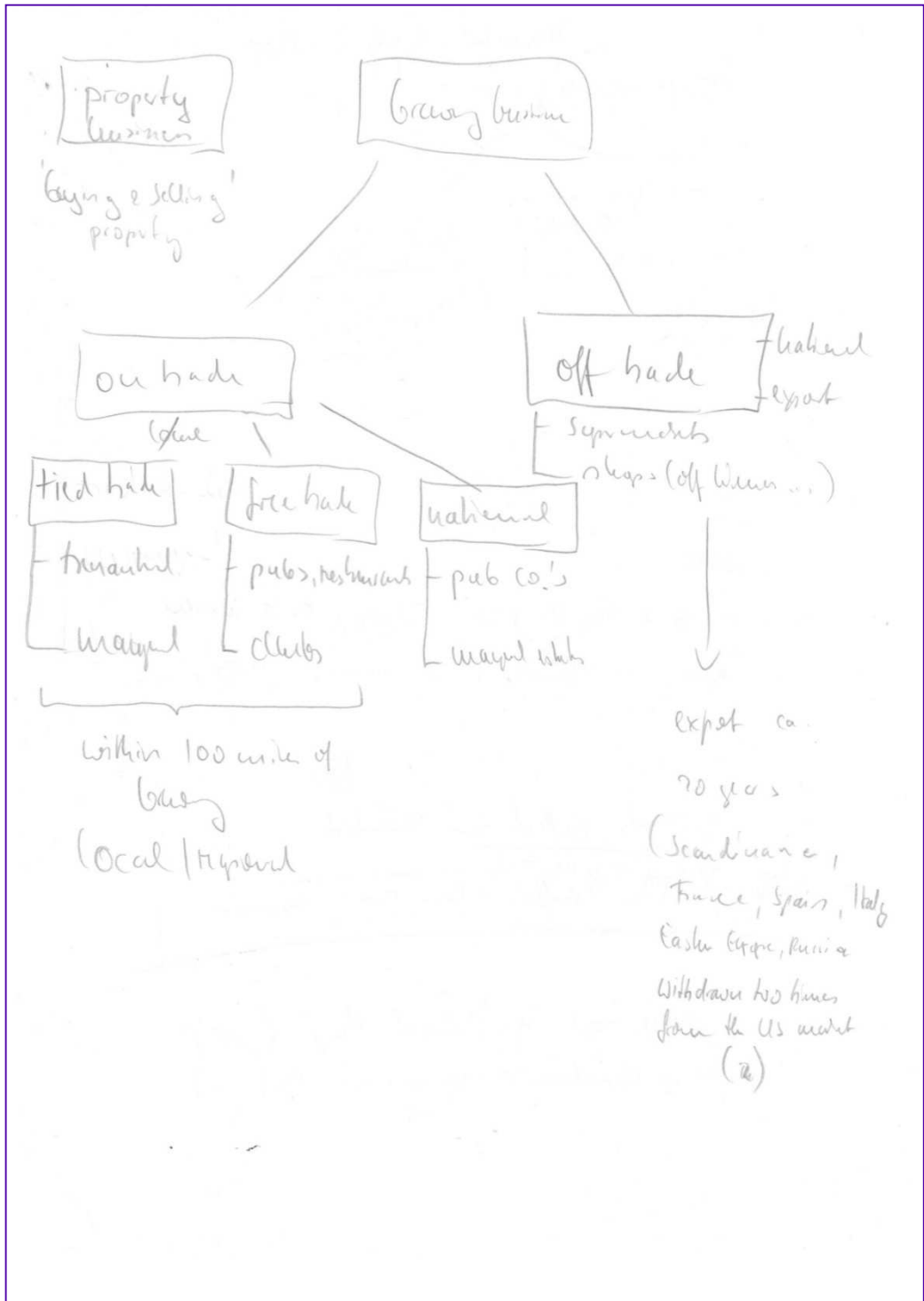
E.3.5 Example of an annotated sample p. from the company magazine

Welcome

This edition of *Master Brewer* heralds the completion of a major project to redesign and relaunch our website.

This exciting initiative, which has taken over a year to plan and implement, has given Shepherd Neame more opportunities to interact with customers and potential tenants and employees in progressive and innovative ways.

Combining illustrations of original linocuts with state-of-the-art technology, the website communicates our traditional values while giving browsers the benefits of easy-to-use online shopping, enhanced search facilities and online booking for accommodation and tours.

Each Shepherd Neame pub now has its own site, allowing tenants and managers to tell their customers about special events and offers. In addition, the licensees of the future will be able to find out all they need to know about running a Shepherd Neame pub in an enhanced recruitment section.

It has also been a very busy year for Spitfire. After launching its own new website in the spring, Spitfire has run the very successful Operation Landlord competition for licensees across the UK and is now seeking to raise a significant amount for service charities in a campaign to mark the 70th anniversary of the Battle of Britain.

While archivist John Owen revisits the history of wines and spirits trading in Faversham, we bring things up to date with the launch of a new distinctive wine from South Africa by Todd's the Wine Company.

The company's history will also be represented in a unique timeline at the Museum of London and our rich tradition has been recognised with a Coutts Prize for Family Business.

Further achievements across the business have been celebrated with industry awards for innovation in our working practices, pouring the perfect pint and the quality of service in our pubs and hotels.

Jonathan Neame
Chief Executive Shepherd Neame

Investments pay off through **results**

The company has enjoyed a year of sales and profit growth against a background of a weak British economy.

Turnover was up 5.4% to £115.4m while operating profit before exceptionals increased by 25% to £11.9m. Profit before tax went up 25.5% to £8.7m.

Key sales indicators have been strong across the business, with total beer volume up 4.8%, own beer volume up 3.8%, retail like-for-like sales up 0.7% and like-for-like food sales up 3.9%.

Following two difficult years, investments in new pubs, a bottling line and new IT systems are bearing fruit, with the 2009 pub purchases performing well, all bottling now undertaken in-house, improved use of capacity and lower unit costs in production.

The programme of brewery modernisation and improved business processes has delivered a number of benefits including the ability to meet demand without outsourcing bottling; improved volumes and stock turn; improved product availability, order fulfilment and customer satisfaction and reduced utility costs per unit. The company's beer is better and fresher, packaging quality is excellent and more efficient processes are making it possible to manage costs more effectively.

Chairman Miles Templeman commented: "The pubs and brewery are well invested and the brand portfolio is well regarded and in growth. The business is highly cash generative, has robust long-term financing in place and has ample facilities to take advantage of future market opportunities."

E.3.6 Example of handwritten reflective notes taken right after an interview (for example interview)

E.3.7 Example screenshot of software showing the timestamps in the example interview document (see explaining boxes and indicating arrows included)

E.3.8 Example screenshots of the software showing the coding of an annual report document at a later coding stage

E.3.9 Overview table of open codes generated from the example interview

No.	Code	No.	Code
	Open codes – Interview DM550035		
1	move with the times	38	distinctive signage
2	longevity	39	lean management structure
3	focus on continuity	40	informal culture
4	being authentic and real	41	social activities
5	professionalisation	42	impact of the physical environment
6	reliability	43	size of company
7	trust	44	property business
8	close-knit organisation	45	property ownership
9	trading heartland	46	being a custodian to pass the company on
10	brewery site	47	being different
11	customer is looking for choice	48	open culture
12	moving beyond family shareholders	49	length of service
13	responsibility as employer	50	Shepherd Who?
14	competition from chains and pub-co.	51	product brands more prevalent than company
15	brewery business	52	little corporate brand building
16	regionally differentiated perception of brand	53	reputation
17	socio-economic fit	54	cricket and sport
18	personal touch	55	ensure consistency
19	cultural fit	56	corporate brand is a pub brand
20	pubs with individual character	57	flight to quality
21	passion for quality	58	learning from the past
22	regional corporate brand	59	natural continuation
23	strong regional identification with company	60	technological change
24	family company	61	growing the business
25	sense of responsibility	62	being treated as an individual
26	family involvement	63	sense of ownership
27	proximity to company	64	family member's place in history
28	heritage awareness	65	key stakeholders
29	individual service	66	national product brands
30	age of property (pub)	67	agility
31	proliferation of beer brands (micro-breweries)	68	responsibility as corporate citizen
32	fallacy of the cafe culture	69	family control
33	decline in loyalty to a "local"	70	integrated business
34	decline in alcohol consumption	71	from generation to generation
35	importance of food in pubs	72	doing things differently
36	change in customer demands		
37	mature customer profile (pubs)		

E.3.10 List of open codes and associated coded instances from the example interview

Open codes and coded instances – Interview DM550035	
code	**Text segment**
change in customer demands	Clearly an increasing trend towards food. The fact that people drink less, whatever the government says.
customer is looking for choice	The challenge we had – it came out in some market research we did about ten years ago, which was a focus group and I attended it – time and time again there were people saying, "We really like Shepherd Neame pubs but it's always the [0:54:00.6] same two beers and we want to try something different." So we had to think and we had to say, "Yeah, we're not doing this right." So we've changed that and introduced seasonal beers, special beers, micro-brewery and some beers from other brewers so our pubs can compete on a level playing field with the others.
customer is looking for choice	Now they probably stock at least three and they will play the range. So they'll probably always have Masterbrew on but, instead of just always doing Spitfire, they might get Best bitter in, they might get Canterbury Jack, they might get something from the micro-brewery, they'll probably have a go at the seasonal beer. Three times a year we supply our pubs with beers from other brewers. They might have one of those. So the customer, I think, is looking for more choice than used to be the case.
customer is looking for choice	Well, it's cask conditioned beer. And certainly the fact that people like a choice we have reflected within our pubs because probably until ten years ago, if you went into one of our pubs, they would always stock two brands 52 weeks a year.
decline in loyalty to a "local"	And in fact it's interesting because 30 years ago you could stop virtually everyone, anyone in the street and say, "Where's your local?" and they'd say such and such. If you did it now, they wouldn't. Quite a few would, but much less.
importance of food in pubs	Clearly an increasing trend towards food.
decline in alcohol consumption	The fact that people drink less, whatever the government says. When I started, most pubs had half a dozen, a dozen characters who would be in every night and drink eight pints. They don't exist any more.
flight to quality	but you've got all the time a flight to quality. And if you can get a pub that is really well run, the beer is really excellent and so on, it will trade.
competition from chains and pub-co.	It was driven by people in the industry who spotted an opportunity and that has radically changed the whole structure of the pub business, which is why we've sold certainly the majority of our small, back street pubs. To give a specific example: In Faversham, when Wetherspoons opened, as a direct effect of that [0:42:00.3] I closed six pubs. The six pubs were probably going to go eventually anyway but they were small pubs, they were just ticking along. Wetherspoons took the equivalent of their turnover so there you go.
competition from chains and pub-co.	But then, in the '80s, the circuits were developed with bars, chain pubs and so on, and effectively you sort of lost a generation who didn't have any affinity to a particular pub.
proliferation of beer brands (micro-breweries)	I think the individual beer brand – of course, part of that is driven [0:48:00.3] by the proliferation of brands since the micro-brewers came in.
fallacy of the cafe culture	It was driven by planning. This whole fallacy of a café culture.
growing the business	n terms of the business, all we had was tied trade and free on so we didn't have a national on, we didn't have an export, we didn't have the national off sales, none of that existed. And it was a much smaller organisation.
technological change	Well, qualifications – for goodness sake – we did have a computer but we didn't really have a computer. It's changed the same as any other organisation. When I started there was no email, obviously, no mobile phones, obviously, no fax so all you had was post and telephone. Now, if you look at communication now.
being authentic and real	Yeah, they've got a very fancy Visitor Centre. Anyhow, I huffed and puffed and eventually I got a trip round the brewery. And it bore out [0:45:00.4] what I thought I knew anyway. Basically, because Guinness is black it doesn't matter if there's a haze in the beer. So they can use the cheapest malts available. The ones that have got a lot of nitrogen in. Because it doesn't matter. You don't see the haze. They don't put many hops in and it's brewed at a much higher temperature so it's quicker to run through. So, in fact, Guinness is incredibly cheap to make but the marketing does it all.
being authentic and real	I think it's quite funny – is Guinness. Because Guinness is, it's quite amusing, because if you go over to Ireland and visit Guinness, you go to their Visitor Centre, you're not allowed anywhere near the brewery.
being authentic and real	Oh, the marketing's brilliant. But the reality is it's very cheap to produce and they use the cheapest malts they can get hold of.
being authentic and real	Which says to me that customers know they can go to a Shepherd Neame pub and they will get good service, it'll be friendly. It may be slightly old fashioned. It certainly isn't a bar, it's a pub, but they know what they're going to get
close-knit organisation	And it's a pretty close-knit organisation.
close-knit organisation	Yeah, we play in the summer period. We still have good company social events and pretty much still everyone knows everyone else. So those things haven't changed.

close-knit organisation	Yeah, I think, for instance, the way we deal with our licensees actually remains very similar. It is trust, it is communication, it is open doors and so on. And silly things like we still have a cricket team.
close-knit organisation	I think generally everyone knows everyone else. I know all the guys who work in the brewery itself, I know the draymen, obviously the sales force and so on. And people do know each other and do relate to each other.
being treated as an individual	We want to be with a smaller company. We want to be treated as an individual rather than a number."
informal culture	It is trust, it is communication, it is open doors and so on.
lean management structure	Yeah, and we're still pretty flat in terms of management. We haven't got layers of bureaucracy
open culture	It is trust, it is communication, it is open doors and so on.
personal touch	It gives the personal touch. Also it actually ensures consistency. And so that's the way we do it.
personal touch	They do all the work and then we have what's called a final interview and I think it's terribly important that, at the final interview, the applicant sees a Director, sees a member of the family, and I think that is an important part of our process.
social activities	We still have good company social events and pretty much still everyone knows everyone else. So those things haven't changed.
family company	Very important, yeah. When I interview, people always come back to the fact that we're a long-established family business. Particularly given the current economic backdrop where smaller pub companies [0:23:00.1] have gone bust. Even the big pub companies that haven't gone bust but there's been speculation about them. So I think people do feel that with Shepherd Neame – and other similar companies – it's a safer place to go.
family company	family business element
family control	control of the company vested within the family through a split share structure
family involvement	family involvement
family involvement	family involved
family member's place in history	Oh, very much so. Particularly obviously the family shareholders because they are all aware of the history and their place in that history.
focus on continuity	I think [0:33:00.1] going right back to what I said earlier, there have been one or two potential decisions that we didn't take which would have shaken the thing to the core. Now, whether in the future, similar decisions come up and we do take them I don't know. But I think that generally we've trod the path of trying to maintain the company with its core values.
focus on continuity	You've got to change but you keep your spine values which determine how you do business, how you behave in the wider sense. But in terms of the actual business operation, you fundamentally have to keep changing
focus on continuity	The fact that they know that we've been around a long time. I would hope that makes them think, "These are people we can trust so we're happy to take a pub with them. They're people who have been around a long time. They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs." And so on, so actually that sort of sense of longevity and continuity is really quite important in terms of recruiting licensees for our pubs.
focus on continuity	I think so. We're very aware of where we sit in Faversham, how long we've been here and that certainly does influence decisions.
focus on continuity	But in all of those debates really the overriding thing has been to maintain the company
brewery site	I think that's quite a strong part of it, yeah. The family and the locality.
brewery site	aware of where we sit in Faversham
brewery site	we've been brewing on this site
ensure consistency	It gives the personal touch. Also it actually ensures consistency. And so that's the way we do it.
being a custodian to pass the company on	I think that's quite a strong part of it, yeah. The family and the locality.
natural continuation	No, I think it's just a natural continuation. I don't think anyone's said, "Oh god, we must keep the cricket going otherwise we're going to look as if we've changed." We just still do it.
length of service	Probably more with employees because I'm by no means the longest serving and people do tend to stay.
longevity	how long we've been here

longevity	Very important, yeah. When I interview, people always come back to the fact that we're a long-established family business. Particularly given the current economic backdrop where smaller pub companies [0:23:00.1] have gone bust. Even the big pub companies that haven't gone bust but there's been speculation about them. So I think people do feel that with Shepherd Neame – and other similar companies – it's a safer place to go.
longevity	I don't think people do a particularly detailed sort of economic analysis. I think people think: Shepherd Neame – they've always been there, they've always been doing that style of business, they're family run, they're safe people, they will treat us okay. Something like that.
longevity	The fact that they know that we've been around a long time. I would hope that makes them think, "These are people we can trust so we're happy to take a pub with them. They're people who have been around a long time. They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs." And so on, so actually that sort of sense of longevity and continuity is really quite important in terms of recruiting licensees for our pubs.
longevity	the longevity of the business
reliability	Which says to me that customers know they can go to a Shepherd Neame pub and they will get good service, it'll be friendly. It may be slightly old fashioned. It certainly isn't a bar, it's a pub, but they know what they're going to get
reliability	Very important, yeah. When I interview, people always come back to the fact that we're a long-established family business. Particularly given the current economic backdrop where smaller pub companies [0:23:00.1] have gone bust. Even the big pub companies that haven't gone bust but there's been speculation about them. So I think people do feel that with Shepherd Neame – and other similar companies – it's a safer place to go.
reliability	I don't think people do a particularly detailed sort of economic analysis. I think people think: Shepherd Neame – they've always been there, they've always been doing that style of business, they're family run, they're safe people, they will treat us okay. Something like that.
reliability	They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs.
corporte brand is a pub brand	The Shepherd Neame brand, for me – other people would probably say differently – really is all about pubs.
little corporate brand building	Individual beer brands, I don't think it's particularly important whether Spitfire comes from Shepherd Neame or any other brewery.
national product brands	Although there may be recognition of particularly Spitfire and Bishop's Finger. And the other interesting thing is that if you meet people who don't know much about Shepherd Neame, you say to them, "Do you ever go to an Indian restaurant?" "Yeah, yeah, yeah." "Do you ever drink Kingfisher?" "Oh yeah, good beer." "We brew it."
product brands more prevalent than company	And my own belief is that that sort of customer buys on the name of the beer and doesn't have a clue who the brewer is. [0:49:00.0] But it's the name of the beer and whether they like it or not, they have a second pint. But they relate, I believe, to the name, not the brewery.
heritage awareness	Oh, very much so. Particularly obviously the family shareholders because they are all aware of the history and their place in that history. And I think employees [0:19:00.3] are very aware of the history of the company and it's certainly something that licensees buy into.
heritage awareness	We are clearly very aware of our heritage, the fact that the company was one of the first to be registered as a company, the fact that we've been brewing on this site actually not since 1698, it's 1570 – research has taken it further back. So, at that level, one is very aware of the family involvement [0:03:00.3], the history, the longevity of the business and the fact that we've owned properties for nearly 300 years which is very unusual.
learning from the past	I think it's helpful to know that certain approaches, certain ways of doing business, have worked and continue to work.
brewery business	One is effectively a property business. We buy and we sell properties.
brewery business	The other side is clearly the brewery, brewing the beer and then selling the beer which is sold through a number of channels.
property business	property business
property ownership	owned properties for nearly 300 years
key stakeholders	shareholders, the employees, the licensees

moving beyond family shareholders	It was more that the family, as it went down the generations, were sitting on A Shares that were worth quite a bit of money which they could realise. Obviously the B Shares still remain completely within the family and you'll have done your homework and you'll know that they're quite cleverly tied up.
moving beyond family shareholders	So, in terms of the shareholder base, it was a gradual evolution as essentially the movement's been on the A Shares, where the family have sold their A Shares – buy houses, go on holiday, whatever. [0:27:00.2] And that's been a gradual process.
moving beyond family shareholders	Currently at AGMs we get 300-400 people. Last year's AGM was held at the church down there. The first AGM I went to – I wasn't allowed to go to an AGM initially – but the first one I went to, which was probably after I'd been employed for two years, was in this room. That was it.
move with the times	You've got to change but you keep your spine values which determine how you do business, how you behave in the wider sense. But in terms of the actual business operation, you fundamentally have to keep changing
move with the times	They've always been changing.
move with the times	I'm conscious that I'm older than a lot of the other people and so I have to really think about the changing world and not get stuck in where I was
move with the times	Necessarily, everything changes. So that is bound to have a radical impact and it would have it on any company.
move with the times	Well, qualifications – for goodness sake – we did have a computer but we didn't really have a computer. It's changed the same as any other organisation. When I started there was no email, obviously, no mobile phones, obviously, no fax so all you had was post and telephone. Now, if you look at communication now.
move with the times	We've had to move with the market. We've had to become more professional. 32 years ago – we still have the core family concern, responsibility and so on – but it was completely and utterly different organisation. In terms of the business, all we had was tied trade and free on so we didn't have a national on, we didn't have an export, we didn't have the national off sales, none of that existed. And it was a much smaller organisation. More people employed actually in the brewery itself. But very much less in terms of staff. And, of course, that's exactly the same as the shareholder base. [0:26:00.3] Currently at AGMs we get 300-400 people. Last year's AGM was held at the church down there. The first AGM I went to – I wasn't allowed to go to an AGM initially – but the first one I went to, which was probably after I'd been employed for two years, was in this room. That was it.
agility	I think we like to feel that we're relatively nimble so we can take advantage of opportunities when they arise, very quickly.
professionalisation	Yeah, it's extraordinary. So that would be good. As you say, ultimately it should make us more professional.
professionalisation	Yeah, at the moment we're just looking at the economic profile of sub-sectors of populations, about 1800 I think it is. Partly because we've always said, "Oh well, that pub is in such and such an area" but we really ought to know whether that's true or not. And I do think we will need to adopt slightly different approaches depending on the customer base at the pub but it's [1:05:00.0] work in progress.
professionalisation	We've had to move with the market. We've had to become more professional.
professionalisation	To be fair, when I talk to new employees I normally joke about how much it's changed. And my standard joke is the fact that when I joined I was only the second person within the organisation to hold a university degree. And the only one to have two degrees.
proximity to company	I think I've already said that once you get beyond 100 miles, they don't. They don't have a clue.[0:47:00.3] It's only within the heartland that people know it's Shepherd Neame.
proximity to company	Then moving outwards, one has the traditional what we call free on trade, which is selling our beer to pubs, clubs, sports clubs which are within our main trading heartland which is generally within 100 miles of the brewery. Then moving a bit further out, there is the national on trade which involves selling our beer to pub companies, managed house estates and so on throughout the country. And then moving on a bit more is the national off trade which is effectively selling bottled beer to supermarkets and other similar organisations. [0:05:00.2]. And then finally, on the perimeter, is export trade which is self-explanatory really.
trading heartland	trading heartland which is generally within 100 miles of the brewery.
trading heartland	a pub in the main trading area
trading heartland	Very much so, yeah. Kent.

cultural fit	They don't necessarily have the marketing skills and we're actually at the moment doing a big piece of research, plotting all our pubs within the micro-economic market, to see whether the pub actually matches where it is. And then to devise – we're probably going to change [1:04:00.0] things quite a bit, so that, where price is important, we might start to look at giving discounts to tenants and so on and so forth. Different approaches for different types of pubs.
cultural fit	I'm looking for quite a lot of things actually. Probably more importantly now than ever before, I'm looking for a good business head and the ability to keep their head above water. Then I'm looking for someone who will do things slightly differently. So it may be someone who genuinely believes [0:58:00.5] in local provenance of food and will action that. It may be someone who is quite a character and it's got to be someone who will relate to the community they're working in, because pubs still tend to operate on the ten minute walk/ ten minute drive time. And there is nothing worse than putting someone in a pub who's come from London and fancies the country life because they don't understand. Villages are very different. So you really do need someone who actually understands the community the pub is in.
mature customer profile (pubs)	Because the other interesting thing that came out of last year's HIM research was that we got quite – not an elderly – but a mature customer profile. So we sort of really get into our stride with the 40+ sectors.
socio-economic fit	Yeah, at the moment we're just looking at the economic profile of sub-sectors of populations, about 1800 I think it is. Partly because we've always said, "Oh well, that pub is in such and such an area" but we really ought to know whether that's true or not. And I do think we will need to adopt slightly different approaches depending on the customer base at the pub but it's [1:05:00.0] work in progress.
socio-economic fit	They don't necessarily have the marketing skills and we're actually at the moment doing a big piece of research, plotting all our pubs within the micro-economic market, to see whether the pub actually matches where it is. And then to devise – we're probably going to change [1:04:00.0] things quite a bit, so that, where price is important, we might start to look at giving discounts to tenants and so on and so forth. Different approaches for different types of pubs.
pubs with individual character	We don't do enough market research but my gut instinct is that customers recognise our pubs – not least because of our distinctive signage – and they sort of know: Okay, if I go there it's going to be perhaps a little bit old fashioned but it'll be well run, it'll be friendly.
pubs with individual character	Because I think people like going to pubs with roses round the door. They like going to pubs with beams and so on. They like going to pubs that have got individual character. And it should be the case that if you've got a tenant rather than a manager or a shift manager running a pub [0:56:00.4] you'll get a more individual welcome. It's the old thing of you walk through the door and they're already pouring the pint, which people like. So it's individuality of the property allied with a personal welcome and treating the customer as an individual too.
age of property (pub)	One, the fact that the properties tend to be old and quite attractive is significant.
distinctive signage	We don't do enough market research but my gut instinct is that customers recognise our pubs – not least because of our distinctive signage – and they sort of know: Okay, if I go there it's going to be perhaps a little bit old fashioned but it'll be well run, it'll be friendly.
impact of the physical environment (architecture)	Because I think people like going to pubs with roses round the door. They like going to pubs with beams and so on.
individual service	And it should be the case that if you've got a tenant rather than a manager or a shift manager running a pub [0:56:00.4] you'll get a more individual welcome. It's the old thing of you walk through the door and they're already pouring the pint, which people like.
regional corporate brand	I think I've already said that once you get beyond 100 miles, they don't. They don't have a clue.[0:47:00.3] It's only within the heartland that people know it's Shepherd Neame.
regional corporate brand	once you get more than 100 miles from the brewery, the recognition of Shepherd Neame is pretty low.
regionally differentiated perception of brand	last year we bought ten really, really good pubs from Punch and they were all pretty much on the periphery of our trading area. And, whereas normally if we buy a pub in the main trading area it's all of our beers and anything that was in there before is thrown out, in these cases, particularly with the lagers, we retained supply of national lagers, really because our brands would not be strong enough in those areas to [0:14:00.2] maintain the business.
regionally differentiated perception of brand	It means when we do spread our wings our brands are less strong and you have to take a slightly different approach.

sense of ownership	And I think throughout Kent people regard Shepherd Neame almost at their brewery.
Shepherd Who?	And it's quite a culture shock when you go out of Kent and people say, "Who?"
strong regional identification with company	Within the region you have the regional attachment. And that is reflected by the fact that within our region our best selling cask beer is Masterbrew and, if you're a man of Kent like me, Masterbrew is what you drink.
strong regional identification with company	Yeah. People really identify with us and – this is purely anecdotal but it always amuses me [0:12:00.0] – the cricket team I play for, when we're playing away and we go to a pub that's a free house or whatever, they always drink Masterbrew because they drink Shepherd Neame. And I think throughout Kent people regard Shepherd Neame almost at their brewery. There's a very strong identification throughout Kent. And it's quite a culture shock when you go out of Kent and people say, "Who?"
reputation	But I think part of it would be that generally the Shepherd Neame brand, if you said to Joe Bloggs out there, "Shepherd Neame" they'd say, "Well, they're safe pubs, friendly, well run." That sort of thing.
being different	Everyone knows, clearly Shepherd Neame and similar companies are radically different to the pub companies – the Punch, the Enterprise, people like that – who were set up in the '90s and we do business differently, we are very different. I happen to think that we're going to outlast them. They'll be gone within ten years and we'll still be here.
sense of responsibility	aware of one's responsibilities
sense of responsibility	I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing. And that sort of responsibility extends very much to the workforce. We certainly care about the workforce. [0:08:00.3] We're very aware of our position as the largest employer in Faversham.
responsibility as corporate citizen	I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing.
responsibility as employer	In terms of either if people have to be let go, they're let go very generously. In terms of employing a lot of individuals who other companies wouldn't employ, we have a role there.
responsibility as employer	I don't want to talk specifics on that but there are a number of decisions [0:10:00.1] that have been made which reflect our concern for our workforce. Quite a few.
responsibility as employer	And that sort of responsibility extends very much to the workforce. We certainly care about the workforce.
cricket and sport	cricket
passion for quality	We've got fantastic beer [0:44:00.2] and a passion to make sure that that beer is sold in the best possible condition.
passion for quality	We wouldn't countenance saving on brewing materials by using inferior materials, which some people do. And, of course, the people who actually get away with it – I think it's quite funny – is Guinness. Because Guinness is, it's quite amusing, because if you go over to Ireland and visit Guinness, you go to their Visitor Centre, you're not allowed anywhere near the brewery.
size of company	"No, we don't want to be with these bigger companies. We want to be with a smaller company. We want to be treated as an individual rather than a number."
trust	Yeah, I think, for instance, the way we deal with our licensees actually remains very similar. It is trust, it is communication, it is open doors and so on. And silly things like we still have a cricket team.
trust	Very important, yeah. When I interview, people always come back to the fact that we're a long-established family business. Particularly given the current economic backdrop where smaller pub companies [0:23:00.1] have gone bust. Even the big pub companies that haven't gone bust but there's been speculation about them. So I think people do feel that with Shepherd Neame – and other similar companies – it's a safer place to go.
trust	I don't think people do a particularly detailed sort of economic analysis. I think people think: Shepherd Neame – they've always been there, they've always been doing that style of business, they're family run, they're safe people, they will treat us okay. Something like that.
trust	I would hope that makes them think, "These are people we can trust so we're happy to take a pub with them.

E.3.11 Example software screenshot from the open coding stage of example interview

E.3.12 Example software screenshot of an initial reflective memo written for the example interview

E.3.13 Example software screenshots of memos re the codes emerging from the example interview

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 8 | Memo 9 | Memo 10 | Memo 11 | Memo 22 | Memo 23

Document: interviews\DM550035 | Codes

Title	Memo 1	Open and Axial Coding\heritage\heritage awareness
Author	Mario	
Type		
Creation date	1/13/2011 10:49:51 AM	

Times New Roman 11

13/01/2011 10:50:17

Heritage awareness

We are clearly very aware of our heritage, the fact that the company was one of the first to be registered as a company, the fact that we've been brewing on this site actually not since 1698, it's 1570 – research has taken it further back. So, at that level, one is very aware of the family involvement [0:03:00.3], the history, the longevity of the business and the fact that we've owned properties for nearly 300 years which is very unusual.

The respondent introduces the concpept of being aware of the company's heritage and further defines what constitues the heritage of the company. According to the respondent, heritage is linked to the longevity of the company, the family involvement and onwnership, the territoriality and place of operations, its history (factual history, narrative history??) and certain historical incidents that show that the company was often one of the first to do certain things (owning property, being incorporated).

What is not yet clear is how and in what way that "heritage awareness" is visible or recognisable in the way the company does things today and how relevant it is from a business and marketing point of view.

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 8 | Memo 9 | Memo 10 | Memo 11 | Memo 22 | Memo 23

Document: interviews\DM550035 | Codes

Title	Memo 2	Open and Axial Coding\proximity to company
Author	Mario	
Type		
Creation date	1/13/2011 11:23:05 AM	

Times New Roman 12

13/01/2011 11:25:02

Proximity to company

Then moving outwards, one has the traditional what we call free on trade, which is selling our beer to pubs, clubs, sports clubs which are within our main trading heartland which is generally within 100 miles of the brewery. Then moving a bit further out, there is the national on trade which involves selling our beer to pub companies, managed house estates and so on throughout the country. And then moving on a bit more is the national off trade which is effectively selling bottled beer to supermarkets and other similar organisations. [0:05:00.2]. And then finally, on the perimeter, is export trade which is self-explanatory really.

By describing the sales channels of the business the respondent uses a concept what I call "proximity to company" in order to describe the various ways the company sells its products. This proximity is either described as a spatial distance in terms of how far away the beer is sold from the "*trading heartland...within 100 miles of the brewery*". At the same time the concept of proximity seems to have relevance from an non-saptial more intitutional perspective as the respondent moves outwards from tied trade (selling beer through the company's own properties) to other outlets that are not owned by the company. It would be intersting to see how that concept of what is close and what is further away from the company has had an impact on how the company operates and does business and whether it has any relation to the concept of heritage.

Another interesting aspect is the definition of the trading heartland as being within 100 miles of the brewery site. That seems to be a traditional concept within the brewing industry as breweries used to serve a very restricted local market within only a few miles of any brerwery due to technological restrictions in terms of storage, distribution and products capacity and product quality. It would be interesting to see whether that is part of the heritage of the brewery as a regional brewer, has inhibited growth beyond the "trading heartland".

Memo

Memo 1 | Memo 2 | Memo 3 | **Memo 4** | Memo 5 | Memo 6 | Memo 7 | Memo 8 | Memo 9 | Memo 10 | Memo 11 | Memo 22 | Memo 23

Document: interviews\DM550035		Codes
Title	Memo 4	Open and Axial Coding\family company\family involvement
Author	Mario	
Type		
Creation date	1/13/2011 11:52:56 AM	

Arial | 10 | B *I* U **A** ▾

13/01/2011 11:57:39

Family involvement

...it remains a family company with a lot of the family involved at Board level and indeed at lower levels...

Family involvement refers to the members of the family that are entitled to hold preference shares of the company that are activily involved in the management and operations of the company at all levels.

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | **Memo 7** | Memo 8 | Memo 9 | Memo 10 | Memo 11 | Memo 22 | Memo 23

Document: interviews\DM550035		Codes
Title	Memo 7	Open and Axial Coding\sense of responsibility
Author	Mario	
Type		
Creation date	1/19/2011 3:41:23 PM	

Arial | 10 | B *I* U **A** ▾

19/01/2011 15:41:33

Sense of Responsibility

I think we like to feel that we're responsible so our pubs don't do cheap beer deals, we don't have lap dancing and that sort of thing. And that sort of responsibility extends very much to the workforce. We certainly care about the workforce. [0:08:00.3] We're very aware of our position as the largest employer in Faversham.

The respondent describes a sense of responsibility as a core value of the organisation. This sense of responsibilty is a responsibility as a business operating in specific way not doing certain things that would encourage indecent or other kinds of behaviour within the vicinity of a pub (mainly by guests and customers). Hence, the company operates within a local community and has to take the interests and concerns of that community into account. Further, there is the responsibility as an employer for the individual employee as well as its impact as the largest employer in town on the welfare of the community. So that sense of responsibility comes from the way and where the company operates, for whom it cares and it is responsible for as an organisation as well as responsibility coming from the position as an organisation as such.

That could be described as reponsibility within (e.g. a community), responsibility for (e.g. workforce) and responsibility as (e.g. dominant company in the town).

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 8 | **Memo 9** | Memo 10 | Memo 11 | Memo 22 | Memo 23

Document: interviews\DM550035		Codes
Title	Memo 9	Open and Axial Coding\focus on continuity
Author	Mario	
Type		Open and Axial Coding\focus on continuity\from generation to …
Creation date	1/19/2011 4:29:11 PM	

Arial | 10 | **B** *I* U **A** ▾

19/01/2011 16:29:18

Focus on continuity

But in all of those debates really the overriding thing has been to maintain the company.

The respondent introduced the concept of "maintaining the company" in terms of institutional continuity (survival). However, the concept of continuity is later linked to (line 28 and 30) the the concept of place (locality) and time ("how long we've been here) giving it a spatial and historical dimension as well. Further the continutiy aspect is linked by the respondent to the family as well (line 28).

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 8 | Memo 9 | **Memo 10** | Memo 11 | Memo 20 | Memo 22

Document: interviews\DM550035		Codes
Title	Memo 10	Open and Axial Coding\regional corporate brand\strong regional …
Author	Mario	Open and Axial Coding\regional corporate brand
Type		Open and Axial Coding\regional corporate brand\sense of owner…
Creation date	1/20/2011 11:04:54 AM	

Arial | 10 | **B** *I* U **A** ▾

20/01/2011 11:05:00

Strong regional identification with company - co-ownership of regional corporate brand

Yeah. People really identify with us and – this is purely anecdotal but it always amuses me [0:12:00.0] – the cricket team I play for, when we're playing away and we go to a pub that's a free house or whatever, they always drink Masterbrew because they drink Shepherd Neame. And I think throughout Kent people regard Shepherd Neame almost as their brewery. There's a very strong identification throughout Kent. And it's quite a culture shock when you go out of Kent and people say, "Who?"

It means when we do spread our wings our brands are less strong and you have to take a slightly different approach.

The resondent mentions the concept of identification with the company within the local and regional proximity of the company. The corporate brand is strongly associated with the county of Kent, with its ales Masterbrew and Spitfire that are positioned as "Kentish Ales" with a distinctive taste especially appealing to the people of Kent. The corporate brand is in a way co-owned by the people of Kent who see the company as "almost their brewery". The opposite effect is that once the company moves away from its "trading heartland" brand recognition and affiliation diminishes. So the strong regional positioning of the company helps to anchor the corporate brand within the regional identity of Kent, but at the same time probably renders a national positioning (of the corporate brand) more difficult.

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 9 | Memo 8 | Memo 10 | **Memo 11** | Memo 20 | Memo 22

Document: interviews\DM550035		Codes
Title	Memo 11	Open and Axial Coding\trust
Author	Mario	Open and Axial Coding\focus on continuity
Type		Open and Axial Coding\focus on continuity\longevity
Creation date	1/20/2011 11:36:36 AM	Open and Axial Coding\focus on continuity\implies reliability

Arial | 10 | B | I | U | A

20/01/2011 11:36:49

Longevity and continuity lead to trustworthiness

The fact that they know that we've been around a long time. I would hope that makes them think, "These are people we can trust so we're happy to take a pub with them. They're people who have been around a long time. They're not going to suddenly change my terms, they're not going to suddenly go off in a different direction, they're not going to suddenly sell all their pubs." And so on, so actually that sort of sense of longevity and continuity is really quite important in terms of recruiting licensees for our pubs.

Here the respondent links the issue of longevity and continuity to the concepts of trust and reliability. He thinks that both aspects help to recruit pub tenants and that they convey reliability and trustworthiness. What he calls continuity here has not only a temporal dimension that is linked to longevity or "having been around a long time", but also continuity in relation to consistency of conduct and operation.

Memo

Memo 1 | Memo 2 | Memo 3 | Memo 4 | Memo 5 | Memo 6 | Memo 7 | Memo 8 | Memo 9 | Memo 10 | Memo 11 | **Memo 22** | Memo 23

Document: interviews\DM550035		Codes
Title	Memo 22	Open and Axial Coding\close-knit organisation
Author	Mario	
Type		
Creation date	2/10/2011 1:07:29 PM	

Arial | 10 | B | I | U | A

10/02/2011 13:07:35

Close-knit organisation

I think generally everyone knows everyone else. I know all the guys who work in the brewery itself, I know the draymen, obviously the sales force and so on. And people do know each other and do relate to each other.

The respondent refers here to the company as being a close-knit organisation. The theme has 2 dimensions. It is first related to the concept of familiarity or acquaintance in terms of the people within the organisation know each other. The second aspect has a relational dimension to it as it refers to the way people within the organisation relate to each other. I think the most interesting thing about the second aspect is that it could be associated with a general way of how people interact with each other, how they communicate, how they work together and how they get on with each other.

E.3.14 List of open codes generated during the early stages of data analysis (from all interviews)

MAXQDA

Code System [664]
    300th anniversary [1]
    a different era [3]
    age gives you reputation and credentials [5]
    agility [1]
    attracting investment and business partners [1]
    attracting the right people [1]
    authenticity [2]
    autocratic leadership style [1]
    balance between long term view and short term delivery [1]
    becoming customer focused [2]
    beer as craft product [1]
    behind the back communication [1]
    being a family member [2]
    being able to spot the need for change [1]
    being at a watershed [2]
    being authentic and real [1]
    being catapulted into a national arena [1]
    being different [1]
    being knowledgeable about a brand [1]
    being part of something larger [1]
    being treated as an individual [3]
    being treated better [1]
    big is not always beautiful [1]
    blame culture [2]
    breach of trust [1]
    brewery business [2]
    brewing lager under licence [1]
    building trust [1]
    business improvement [1]
    cannot compete on price [1]
    challenge to deliver against values and bottom line [4]
    close-knit family [1]
    close-knit organisation [10]
    collective memory [1]
    communicate and interact with customers [1]
    community based company [9]
    getting involved [7]
    company similar to other family businesses [1]
    confidence of employees [2]
    conflict over strategy [2]
    corporate brand is a pub brand [2]
    creating a heritage based retail environment [1]
    creating an emotional attachment with a brand [2]
    credence and credential [3]
    cricket and sport [6]
    cultural fit [4]
    culture shift [5]
    customer is looking for choice [3]
    deep rooted [1]
    demise of the national brewers [1]
    denotation of founding year [1]

depth of skill and experience [1]
dichotomy between old and new [2]
dichotomy of enabling and inhibiting heritage [7]
different brand, different market, different mindset [1]
different pace of change within company [1]
different visitors coming to the brewery [1]
distinctiveness of the product [1]
doing business in their right way [2]
doing things differently [8]
doing things together [2]
earning people's trust as a family member [1]
empowered employees [6]
engaging people with a story (call to action) [1]
ensure consistency [2]
evidence driven management [1]
fairness [1]
family company [6]
family member's place in history [2]
family scrutiny/pressure [2]
family competence [2]
family ethics [1]
family commitment [3]
family involvement [9]
family control [8]
family conflict triggered strategic change [1]
family conflicts [4]
family feeling [1]
flight to quality [2]
focus on business performance [2]
focus on continuity [8]
being a custodian to pass the company on [1]
long term relationships [4]
length of service [3]
management team [1]
basic business model [2]
focus on organic growth [1]
incremental improvements [8]
product [5]
ownership and succession [5]
long term view [12]
long term survival against all odds [3]
from generation to generation [8]
brewery site [11]
longevity [9]
Britain's Oldest Brewer [8]
natural continuation [1]
funny and cheeky [4]
future brand strategy [1]
gained a stronger regional presence [1]
getting ahead of the curve [1]
getting immersed into the company, loosing the cutting edge [1]
giving people access to a brand [2]
giving them something to talk about [1]
great products, not great brands [1]
growing the business [1]
has a story to tell [6]
having acquired expertise [3]
having an eye for the future [1]

heritage relevance [1]
heritage aligned with the nature of the product [1]
heritage [4]
heritage aligned with success [5]
heritage and family business converge [1]
heritage awareness [9]
being a custodian of the heritage [1]
heritage elaborates the present [1]
heritage ingrained in everything that goes on [1]
historical precedence [4]
history equals character [1]
I felt like an alien [1]
image change and created past [1]
impact of the physical environment (architecture) [1]
impact on staff behaviour [1]
importance of tradition [1]
improvement over expansion [1]
increased competition in a declining market [1]
integrated business [1]
interest in provenance [1]
introduction of SAP [2]
involvement of the children of employees [1]
joining the company as a family member [2]
just good business practice [1]
keeping the unions out [1]
key stakeholders [2]
lack of communication [1]
lack of marketing intelligence information [1]
lack of marketing skills [1]
lack of transparency [1]
lack of trust [1]
learning from the past [1]
learning on the job [1]
legislative change [3]
little corporate brand building [1]
location and product offer [1]
longevity breeds trust [2]
looking after its people [1]
looking for outsider perspective [1]
loosing relevance [2]
loyalty [1]
maintain the good reputation [3]
making heritage visible [1]
marketing by CEO [1]
marriage of the very traditional with the ultra-modern [14]
modern service with a personal touch [1]
more polarising locally. [1]
more than just a job [1]
more visitors coming to the brewery [1]
move with the times [19]
moving beyond family shareholders [1]
national product brands [5]
nature of the product [1]
nature of the product (ale) [2]
negative connotations being a family firm [1]
no sense of urgency [1]
not a happy workplace [1]
not letting the family down [1]

open culture [6]
open-minded can do spirit [1]
our little corner of England [1]
owning historic pubs [1]
passion for quality [11]
personal touch [3]
pioneering spirit [6]
points of difference [1]
pressure to change [1]
pride in product [1]
pride in the workplace. [2]
problem of product focus [2]
product brands more prevalent that company [1]
professionalisation [13]
property business [1]
property ownership [1]
proximity to company [7]
trading heartland [3]
prudence [1]
pub heritage and identity [3]
pub offering not relevant to families [1]
pubs operate in micro markets [1]
pubs with individual character [8]
punching above its weight [2]
quality of staff [1]
quality of the board [3]
reengaging the team [1]
regional corporate brand [9]
strong regional identification with company [15]
sense of ownership [6]
regional roots and national aspirations [1]
regionally differentiated perception of brand [1]
reliability [3]
reputation [4]
reputational advantage in dealing with public [2]
retaining the good staff [1]
rose-tinted spectacles [1]
sales and shareholder returns [1]
SAP perfect [1]
satisfying company management and family at the same time [1]
sense of belonging [1]
sense of independence [9]
sense of responsibility [5]
responsibility for environment [2]
responsibility as employer [10]
responsibility as corporate citizen [10]
shared values [1]
Shepherd Who? [3]
shop windows (touch points) [4]
showing its tradition [1]
size of company [1]
smoking ban facilitated change [1]
socio-economic fit [2]
sourcing locally, regionally [1]
stability and reliability [1]
staff contact with the customer due to visitor tours [1]
staying relevant [5]
strong product brand suggestive of much larger organization [2]

E.3.15 Example printout with handwritten annotations of a list of open codes – relational coding stage (from all interviews)

MAXQDA

Code System [667]
    300th anniversary [1]
      tacking stock [1]
      being at a watershed [2]
    a different era [3]   *(change)*   *cultural/social change*
      increased competition in a declining market [1]   *economic/change*
        cannot compete on price [1]   *market*
        demise of the national brewers [1]
        being catapulted into a national arena [1]
      technological change [4]
        technology as catalyst for change [4]   *efficacy/*
          evidence driven management [1]   *sustainability*
          introduction of SAP [3]
          SAP perfect [1]   *beer order (1989)*
      legislative change [4]   *smoking ban*
        smoking ban facilitated change [1]
      customer is looking for choice [3]
        flight to quality [2]
      pressure to change [1]
        lack of marketing skills [1]
          marketing by CEO [1]
        getting ahead of the curve [1]
        different pace of change within company [1]
        looking for outsider perspective [1]
        culture shift [5]
          building trust [1]
            reengaging the team [1]
          autocratic leadership style [1]
            lack of trust [1]
            not a happy workplace [1]
            breach of trust [1]
            blame culture [2]
          vertical silos [4]
            lack of transparency [1]
            lack of communication [1]
  attracting invstment and business partners [1]
  attracting the right people [1]
    retaining the good staff [1]
  authenticity [2]
    being authentic and real [1]
  becoming customer focused [2]
    communicate and interact with customers [1]
  close-knit organisation [10]   *culture*   *proximity/closeness*
    deep rooted [1]   *management*
    being treated as an individual [3]   *workforce*
    being part of something larger [1] *(identity awareness → custodianship)* *community*
    behind the back communication [1]   *(local identity)*
    getting immersed into the company, loosing the cutting edge [1]
      rose-tinted spectacles [1]   *place identity*
    doing things together [2] → *cooperation*
    personal touch [3] → *familial qualities*
    involvement of the children of employees [1]
    family feeling [1]   *expectations*
      more than just a job [1]
    close-knit family [1]
  community based company [9]   *proximity/closeness*
    getting involved [8]   *closeness*
  distincitiveness of the product [1]   *proximity*
  nature of the product (ale) [2]   *(advantage & disadv.)*
    nature of the product [1]

1

additional theme "burden of expectations" → *community* → *family* → *employees* → *market*

MAXQDA

beer as craft product [1] → *sense of independence* *(vs. shareholder)*
doing things differently [8] *not purely economic*
points of difference [1]
being different [1]
family company [6] *delive*
negative conotations being a family firm [1] *emotional (emotgers)*
family conflicts [4] *familial (family members)*
conflict over strategy [2]
family conflict triggered strategic change [1] *functional (CEO)*
family member's place in history [2]
family scrutiny/pressure [2] → *custodianship*
not letting the family down [1]
satisfying company amnagement and family at the same time [1]
doing business in their right way [2]
family competence [2] *practical engmnt.*
family ethics [1] *with company affairs*
family commitment [3] *emotional*
family involvement [9] → *beyond purely legal ownership* *commitment*
joing the company as a family member [2]
you can never shut out work [2]
earning people's trust as a family member [1]
being a family member [2]
family control [9] → *temporal (longevity, long-term)*
focus on continuity [8]
focus on organic growth [1] *spatial (place, site)*
growing the business [1]
reliability [3] *social (relationships)* *'intergener. advge'*
stability and reliability [1] *perceptd / emotional*
ensure consistency [2]
long term relationships [4]
management team [1]
length of service [3]
loyalty [1]
basic business model [2]
incremental improvements [8] → *adaptation / change*
improvement over expansion [1]
business improvement [1]
product [5]
long term view [13]
balance between long term view and short term delivery [1]
no sense of urgency [1]
from generation to generation [9] → *'intergenerat. advge'* *(custodianship)*
natural continuation [1]
being a custodian to pass the company on [1]
ownership and succession [5]
brewery site [11] ——————— *place (spatial continuity)*
water source and brewery site [1]
longevity [10]
longevity breeds trust [2]
having acquired expertise [3]
depth of skill and experience [1]
long term survivial against all odds [3]
Britain's Oldest Brewer [9]
future brand strategy [2]
different brand, different market, different mindset [1]
giving people access to a brand [2]
creating an emotional attachment with a brand [2]
being knowledgable about a brand [1]
little corporate brand building [1]
strong product brand suggestive of much larger organization [2]

2

MAXQDA

corporte brand is a pub brand [2]
national product brands [5]
product brands more prevalent than company [1]
great products, not great brands [1]
waking up to the power of brands [2]
has a story to tell [6]
engaging people with a story (call to action) [1]
giving them something to talk about [1]
heritage [4]
importance of tradition [2]
owning historic pubs [1]
pub heritage and identity [3]
unrealised potential [1]
image change and created past [1]
history equals character [1]
denotation of founding year [1]
historical precedence [4]
learning from the past [1]
dichotomy of enabaling and inhibiting heritage [7]
interest in provenance [1]
making heritage visible [1]
the use of photography to convey heritage [1]
showing its tradition [1]
creating a heritage based retail environment [1]
heritage awareness [9]
being a custodian of the heritage [1]
heritage ingrained in everything that goes on [1]
heritage elaborates the present [1]
heritage and family business converge [1]
heritage aligned with success [5]
heritage aligned with the nature of the product [1]
heritage relevance [2]
impact of the physical environment (architecture) [1]
just good business practice [1]
integrated business [2]
property business [1]
property ownership [1]
brewery business [2]
brewing lager under licence [1]
key stakeholders [2]
moving beyond family shareholders [1]
sales and shareholder returns [1]
challenge to deliver against values and bottom line [4]
keeping the unions out [1]
modern service with a personal touch [1]
move with the times [19]
staying relevant [6]
loosing relevance [2]
professionalisation [13]
pioneering spirit [6]
being able to spot the need for change [1]
having an eye for the future [1]
willingness to change [4]
agility [1]
open-minded can do spirit [1]
marriage of the very traditional with the ultra-modern [15]
dichotomy between old and new [2]
open culture [6]
pride in product [1]
problem of product focus [2]

3

MAXQDA

(handwritten: feasibility)

proximity to company [7]
    our little corner of England [1] *(handwritten: place identity — company identity)*
    trading heartland [3]
pubs operate in micro markets [1]
    lack of marketing intelligence information [1]
    quality of staff [1]
    location and product offer [1]
    pub offering not relevant to families [1]
    cultural fit [4]
    sense of belonging [1]
    socio-economic fit [2]
pubs with individual character [8] *(handwritten: — individual / individuality)*
punching above its weight [2]
voice of the industry [2]
regional corporate brand [9]
    Shepherd Who? [3]
    the re-emergence of local [1]
    sourcing locally, regionally [1]
    more polarising locally. [1] *(handwritten: community identity)*
    regionally differentiated perception of brand [1]
    regional roots and national aspirations [1] *(handwritten: regional / local)*
    gained a stronger regional presence [1] *(handwritten: corporate identity)*
    strong regional identification with company [15]
    sense of ownerhsip [6]
reputation [4]
    maintain the good reputation [3]
    credence and credential [3]
    reputational advantage in dealing with public [2] *(handwritten: family company)*
    age gives you reputation and credentials [5]
sense of independence [9] *(handwritten: ———)*
sense of responsibility [5] *(handwritten: → community company)*
    responsibility for environment [2]
    responsibility as employer [10]
        being treated better [1]
        looking after its people [1]
    responsibility as corporate citizen [11]
(handwritten: ?) shared values [1]
    passion for quality [12]
    cricket and sport [6] *(handwritten notes)*
    fairness [1]
    funny and cheeky [4]
size of company [1]
the way you do it is as important as what you do [1]
    big is not always beautiful [1]
    you won't survive as a business firefighting all the time [1]
trust [6]
    trust of tenants [2]
    trust in people [5] *(handwritten: trust of people)*
        confidence of employees [2]
        empowered employees [6]
visitor centre as tourist attraction in its own right [1]
    shop windows (touch points) [4] *(handwritten: → physical visitor centre)*
    different visitors coming to the brewery [1]
    visitor centre as showcase for the company [1]
    tour guides as ambassadors for company [2]
    staff contact with the customer due to visitor tours [1]
    more visitors coming to the brewery [1]
who are we? [1]
    we are not unique [1]
        company similar to other family businesses [1]

4

E.3.16 Example handwritten notes showing tentative manual clustering of axial codes
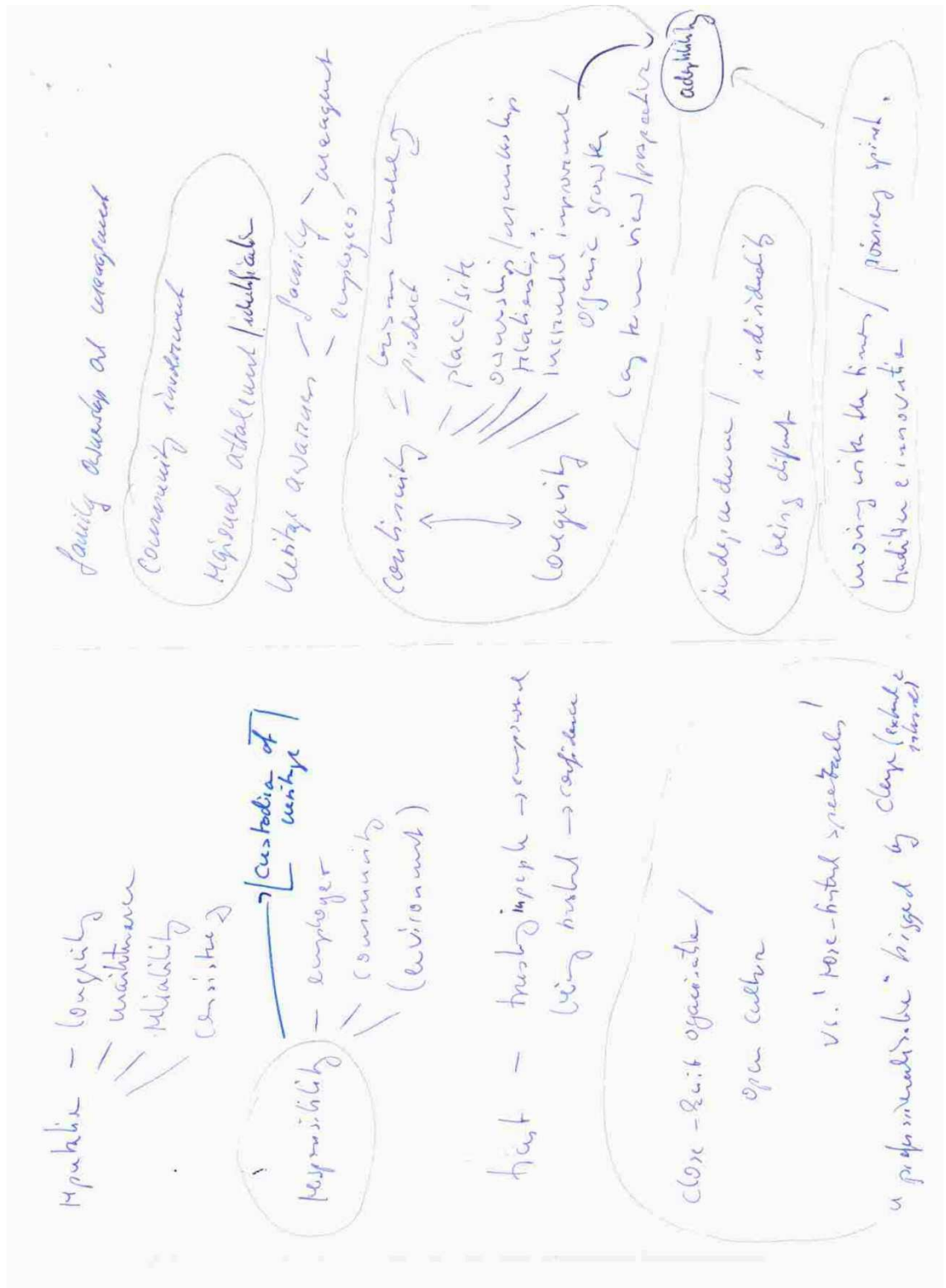
E.3.17 Example pictures showing the result of a manual code sorting exercise

E.3.18 Example software screenshot of interview coding during mid-stage relational coding (of example interview)

E.3.19 Example hardcopy printout with manual annotations of a conceptual map of the axial code "adaptation/change" at an earlier stage of relational coding

E.3.20 Example hardcopy printout with manual annotations of a conceptual map of the axial code "adaptation/change" in a more consolidated form at a later stage of relational coding
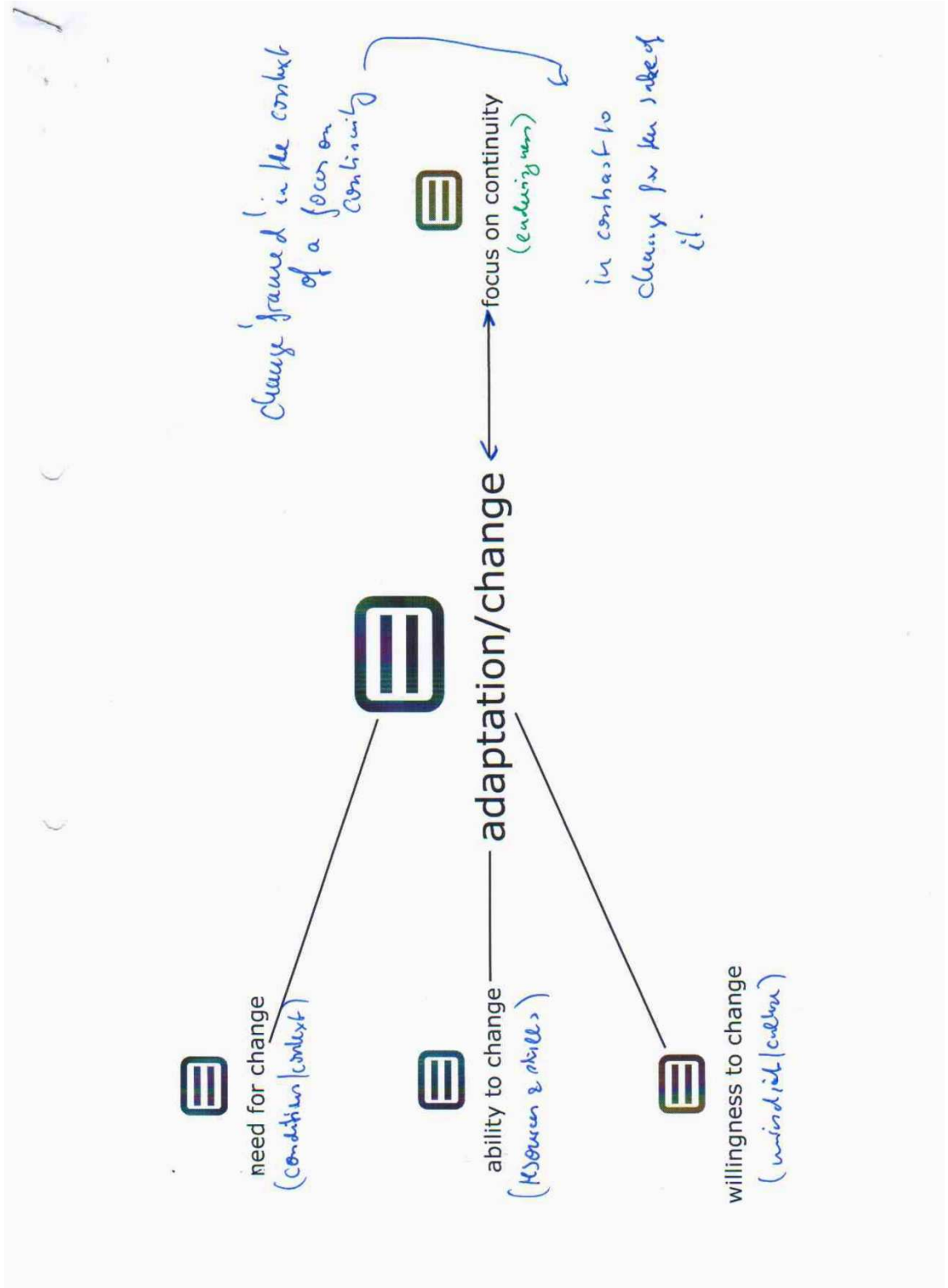
E.3.21 Example software screenshot of a conceptual mapping at an early stage of relational coding showing links between different codes
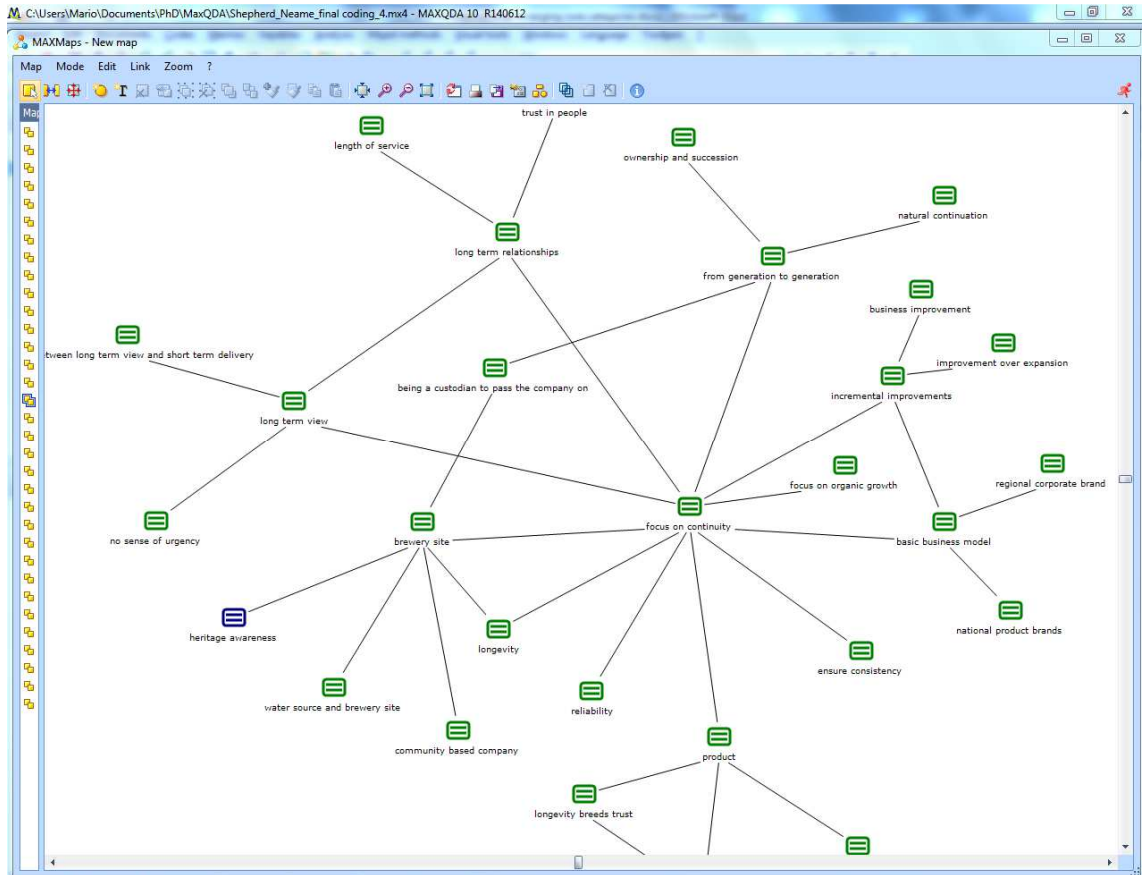
E.3.22 List of thematic codes developed from the analysis of annual reports

MAXQDA

Code export
annual report codes\individual and diverse pub estate
annual report codes\anti-tax and duty campaign has raised awareness of company
annual report codes\earlier pressure to improve efficiency due to position of brewery
annual report codes\destruction of brewing heritage by political interference
annual report codes\drawing on the company past for a special ale
annual report codes\controversial Spitfire ads helped to raise the profile of brand
annual report codes\attracting younger customers to the traditional country pub
annual report codes\using the opportunities that changes in the market provide
annual report codes\investing in our people
annual report codes\establishing a clear brand identity as owners of quality pubs
annual report codes\business model generates sustainable profits long term
annual report codes\sourcing from local suppliers
annual report codes\maximising shareholder value and operating ethically
annual report codes\attracting more visitors to the brewery
annual report codes\having a comparatively low level of tenant turnover
annual report codes\generating business with sport sponsorship
annual report codes\having close relationship with tenants
annual report codes\growing the accommodation business
annual report codes\being awarded for achievements
annual report codes\remaining one of the few independent brewers
annual report codes\strong growth in visitor numbers to brewery
annual report codes\growing interest in local, natural, traditional products
annual report codes\expanding the trading area beyond Kent
annual report codes\CSR rewarded
annual report codes\pubs as leaders within their micro-market
annual report codes\refinancing the business long-term debt obligations
annual report codes\process improvements awarded
annual report codes\expanding the sales force
annual report codes\growing exports
annual report codes\maintaining awareness for product brands
annual report codes\developing opportunities in new channels for product brands
annual report codes\Michelin star for one of the pubs
annual report codes\changing habits of pub visiting
annual report codes\developing pubs with individual character and high quality
annual report codes\being flexible and adaptable due to long-term business model
annual report codes\having a long-term strategy
annual report codes\being a responsible producer and retailer
annual report codes\taking advantage of changes in channel preferences
annual report codes\following a niche and premium strategy
annual report codes\pubs as centre of the community
annual report codes\owning many listed buildings in Kent
annual report codes\proud of long-term relationships with staff
annual report codes\proud of being Britain's oldest Brewer
annual report codes\maintaining good working relationships
annual report codes\playing an active role in the community
annual report codes\excellent quality of beer awarded
annual report codes\favourable feedback from tenants for advise and service
annual report codes\supporting tenants during economic downturn
annual report codes\reorganisation and redundancies
annual report codes\being proud of having high standards in environmental management

annual report codes\taking responsibility to customers and community seriously
annual report codes\investing in the quality of the pub estate
annual report codes\growing the food business
annual report codes\positive customer feedback on service quality
annual report codes\enhancing the marketing support for pubs
annual report codes\growing quality and reputation of pub estate
annual report codes\strengthening the marketing team
annual report codes\increasing interest in speciality beers
annual report codes\partnership with RAF
annual report codes\having a modern, efficient and flexible brewery
annual report codes\investing in infrastructure
annual report codes\becoming more efficient
annual report codes\responding to the changing nature of the beer market
annual report codes\customer service
annual report codes\operational excellence

E.3.23 Example software screenshot of interview coding during final stage selective coding (of example interview)

E.3.24 Example handwritten memo tentatively describing an emerging category ('belonging' derived from the earlier codes of 'closeness', 'provenance' and 'proximity to company', see red box in handwritten note)

Belonging → closeness / proximity & provenance
(mutual)   ↳ place-attachment (site, town, region ...)
                 ↳ community-attachment (people relations ..)

"we are part of the community"
"we are seen as part of the community"
"mutual identification" with what we what with us

Where we are from + where we do belong to

The concept of "belonging" refers to the importance of an
attachment to place and attachment to a community
for the nature of the corporate identity. This notion of attachment
is twofold or mutual as it refers to the self-mobility and
self-promotion of the company as being "community-based"
and a "family-like" company. At the same time the
notion of attachment refers to the associations with the identity
of the town, region etc. The company is very much seen as
presented as an inseparable / inextricable part of the town / community
and region. It draws on its position within the community
for its self-mobility as an organisation and is at the same time
responsible for the identity responsible for the identity of the
town, region, community.

                                                        'we are family'

closeness ⎤   clox. knit (within the company)
proximity ⎬ belonging   ⎰ place-attachment   ↳ family's
provenance ⎦   community-attachment

                                        transcending real /
                                        symbolic
                                        boundaries.

attachment / affinity / affiliation
      (within the company)
social, (familial, communal, institutional)
emotional, spatial
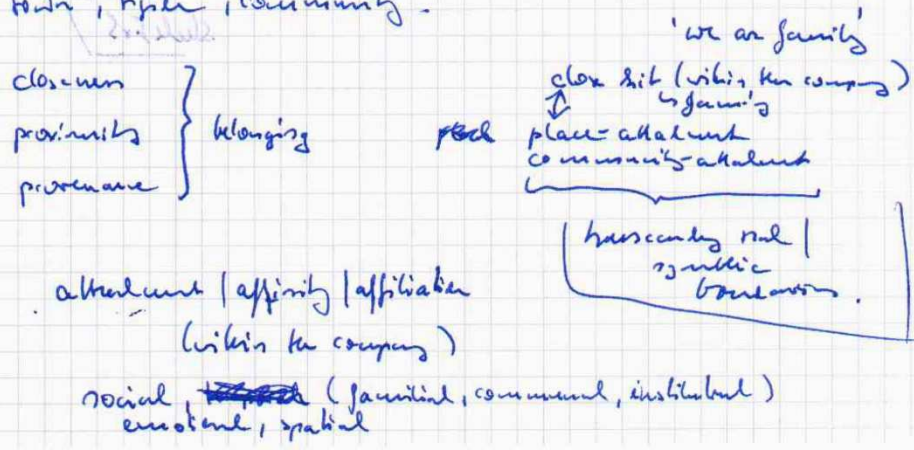
E.3.25 Example handwritten memo tentatively reflecting on general findings of study (articulating the link between heritage status and managerial mindset for the first time)

On a sidenote I have to mention an interesting aspect that
the organisation's identity has not always been a heritage-based
identity, but was only constituted in the early 1990s, a
time of major upheaval and restructuring in the heavy industry
that probably triggered the questions of 'Who are we' and
'how do we want to position ourselves' in the face of massive
change. Before the 1990s the organisation was already a company
with a lot of 'heritage', but it was not central to the corporate
identity (hence it was de-emphasised at the time). One has
to remember that corporate identity and organisations are not insulated
from general societal developments and change. Consequently, the
'rise' of heritage as a growing societal concern for the past and
its role in the present has enabled the core organisation to capitalise
on its 'heritage status' in a way that most likely would have not been
possible 30 or 40 years ago.

(partially overlapping)

Based on the core organisation I identified five interrelated categories
that are central to the characteristics of the organisation as a
heritage identity/brand. These five categories are derived from
major themes that emerged from the coding process.
These categories represent 'the nature' of a heritage organisation or
'what it is all about'. All these generic categories have
different properties and dimensions that represent various manifestations
of the categories identified.

Heritage identities / brands draw their justification for what / who
they are and what they do in the present from the past.
Without being nostalgic or purely retrospective, the past
(or selective aspects of it) is re-interpreted and re-contextualised
to provide meaning and relevance for the present identity.
Hence, 'heritage claims' provide justification for 'what we do now'
by looking at 'what we did in the past' and 'what we have
always done since that time'.

Further, heritage is *not only* those valued and useful aspects of the past
that are re-interpreted and re-contextualised in the
present, but those aspects that are seen as central
and important for the current corporate identity. Due to the
centrality of those aspects of the past they become valorised
as "those things we hold dear" that are worthy to be
husbanded, maintained, protected and subsequently handed-down
to the next generation.

Heritage identities are concurrently retrospective and prospective, about
what was bequeathed to the current generation from the past
as well as about those aspects of the present ideally that are
worthy to be handed down to the future.

The centrality of heritage for the present identity of an organisation of this
kind confers upon the organisation a certain 'heritage status'
that fosters a specific mindset (as well as it is reinforced
by that mindset) of custodianship for the heritage.

Hence heritage identities / brands are not only characterised by certain
manifestations of heritage (or aspects of the past) or the selective use
of historical references, but are characterised by a particular mindset
and self-understanding within the organisation (amongst all agents)

that is manifested in a particular institutional logic of
heritage organisations (identities/brands). (habitus)

Hence heritage identities not only 'require' a specific context
amongst management, they are 'characterised by' that
specific context as well.

"Custodianships" come 'naturally' to these identities, or is
"shaping" a usual as it is "heritage".

Corporate heritage identities at base are predicated on the centrality
of certain aspects of an organisation's past or/and the a
genetic/holistic 'heritage status' that are both important and
inseparable themes for the current identity of such an organisation.
The central theme of an heritage identity/brand is based on a focus
on continuity; continuity understood as endurance or perpetuation,
rather than stasis. Hence heritage identities are inherently dynamic
and malleable to changing circumstances. They are consequently about
a degree of stability and a degree of adaptability and change.

E.3.26 Example hardcopy printout with handwritten annotations of a conceptual map linking different selective codes with emerging dimensions
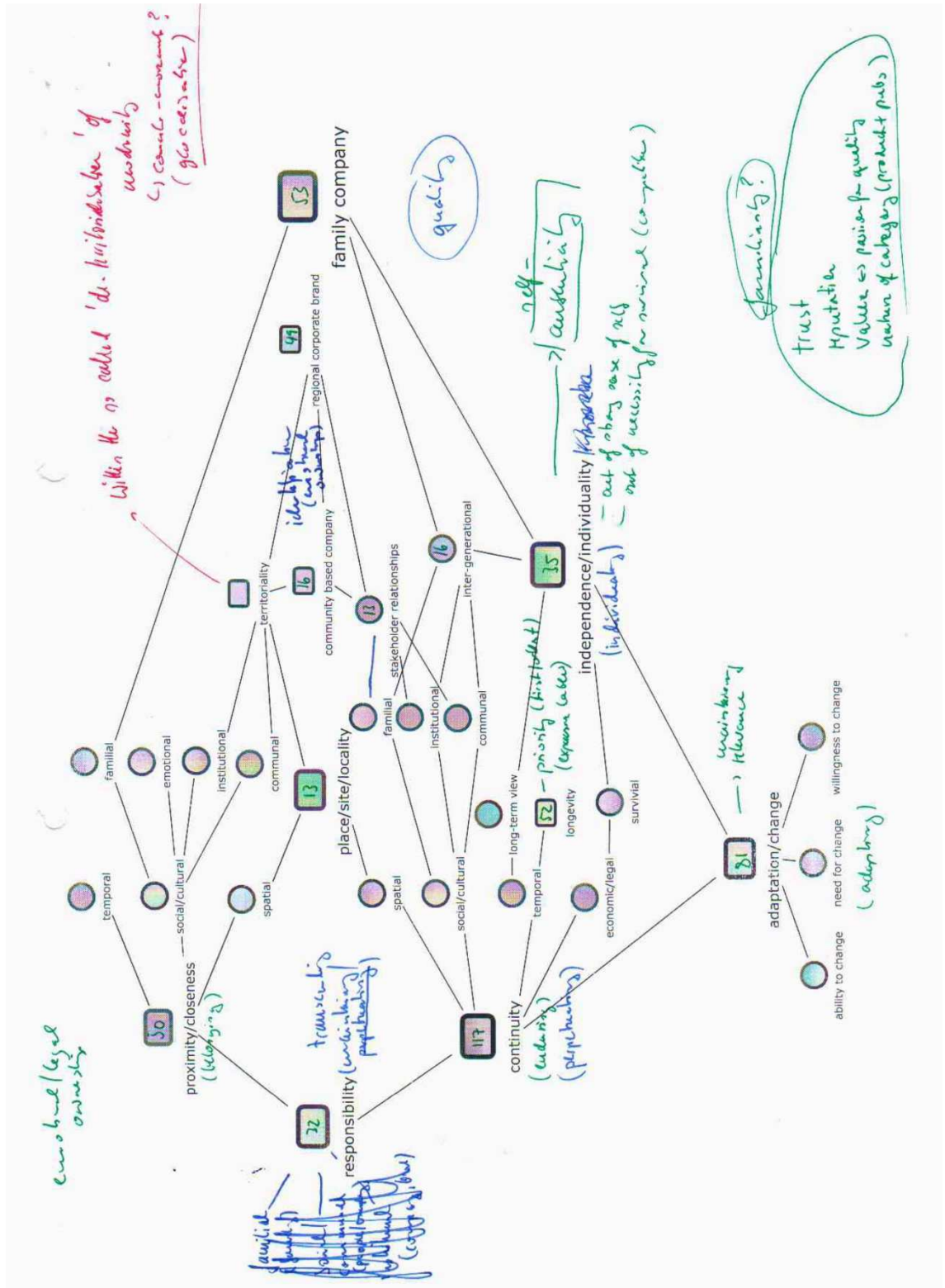
E.3.27 Example handwritten note sketching tentative diagrams of emerging selective codes (research perspective 1 and perspective 2 respectively)

E.3.28 Example software screenshot of a conceptual map showing the elaboration of the category 'sense of continuance' based on code relationships between underlying open and focused codes
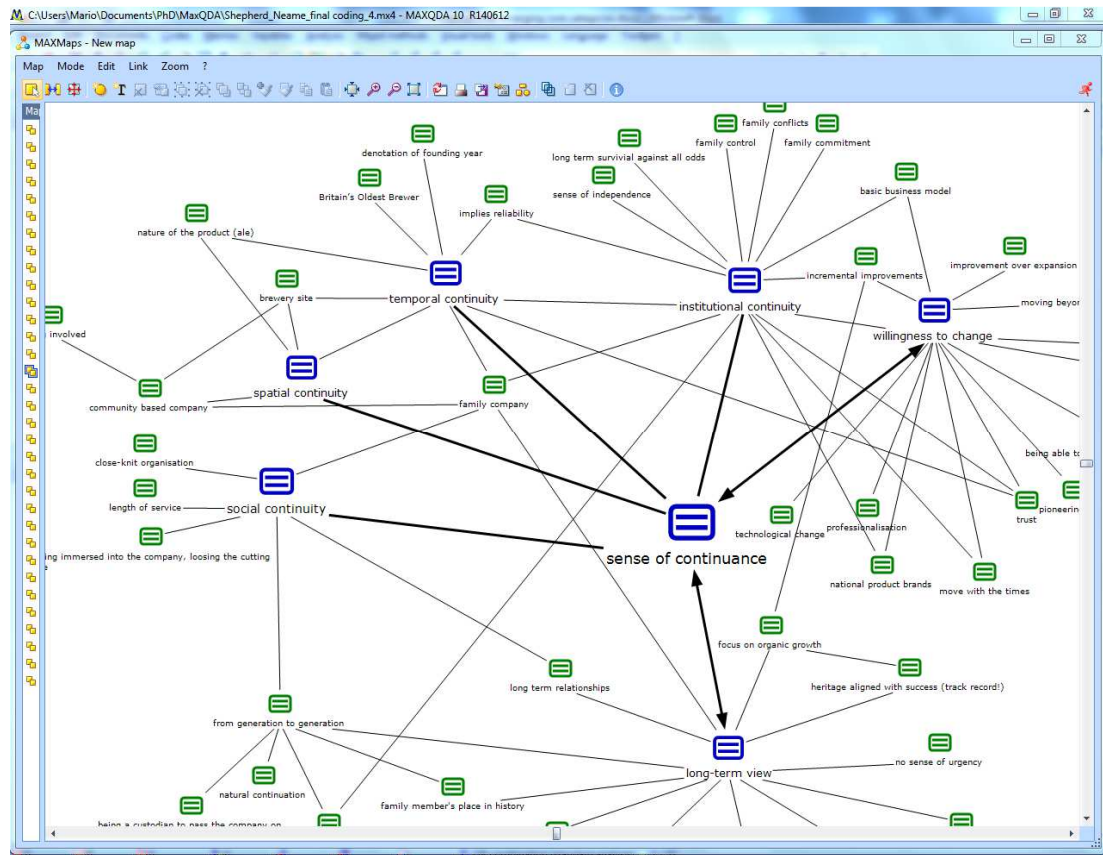
E.3.29 Example hardcopy printout with handwritten annotations of interim categories during selective coding

611
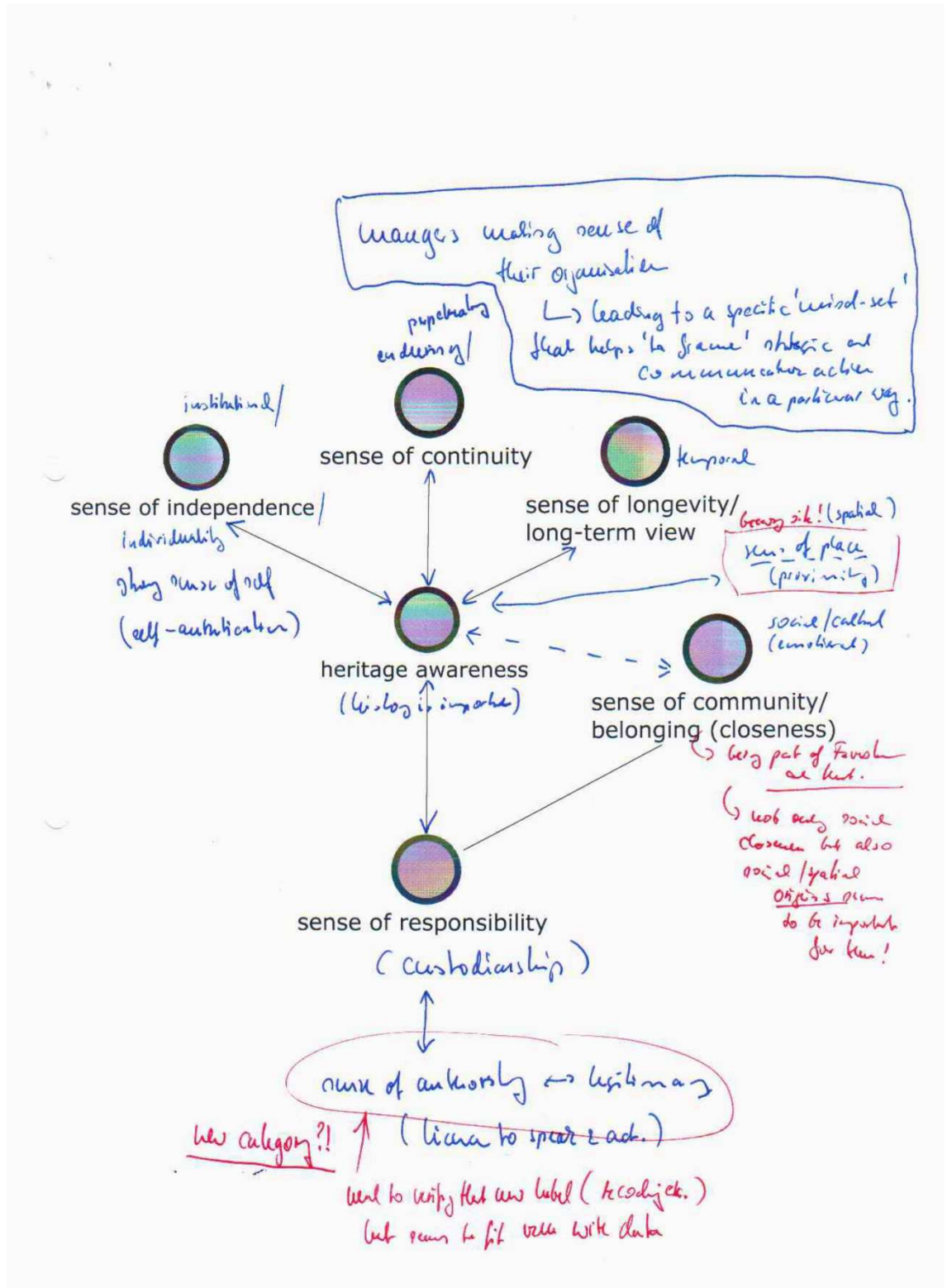
E.3.30 Example handwritten notes sketching interim models from which the final conceptual model was later evolved
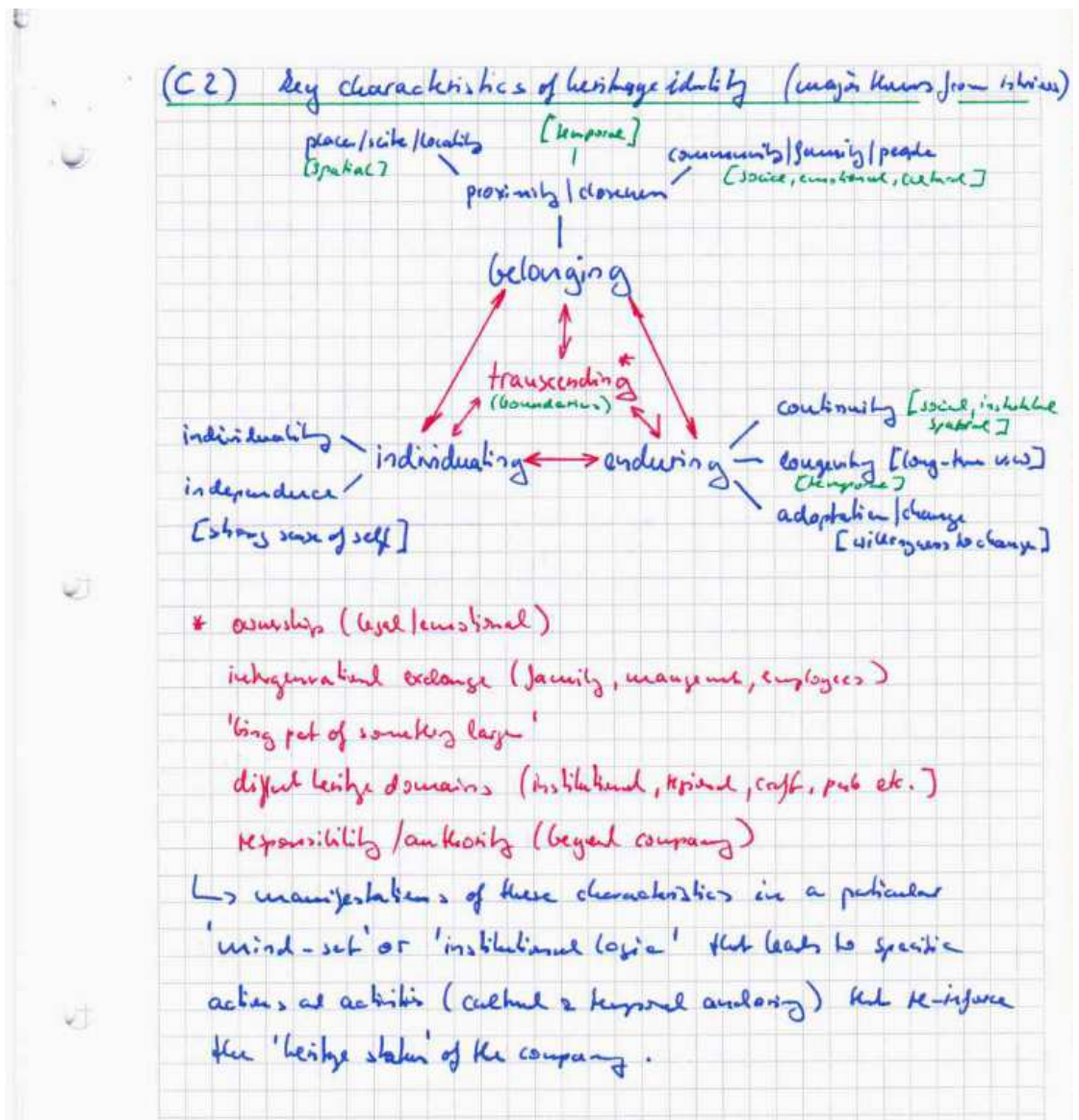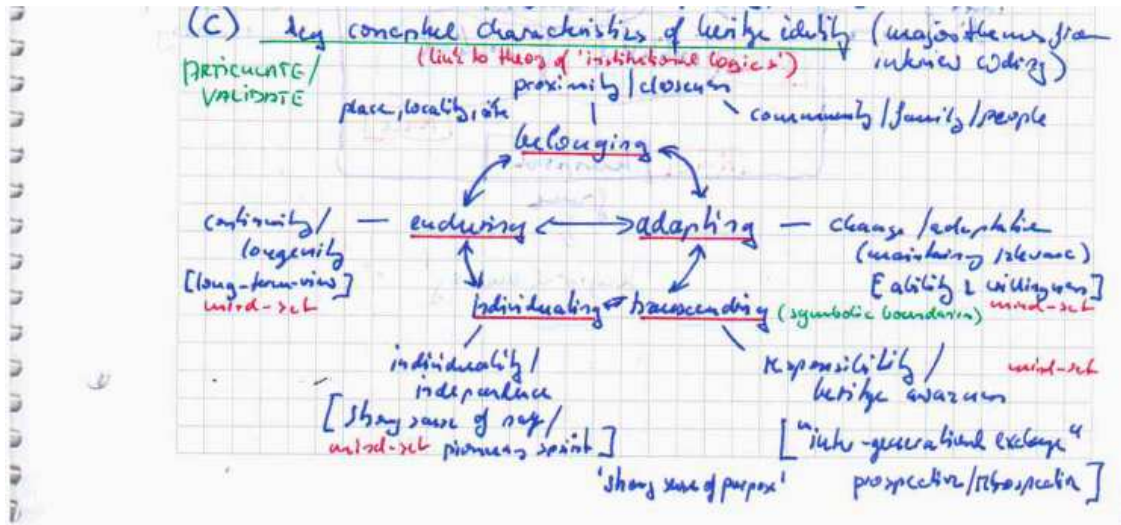
E.3.31 Example software screenshot of a theoretical memo articulating and integrating (preliminary) core categories at an interim stage of data synthesis

Memo

Memo 102

Title	Memo 102
Author	Mario
Type	
Creation date	6/16/2011 2:22:50 PM

16/06/2011 14:23:01

Key categories/themes emerging from the case study (management heritage mind-set)

Based on the careful analysis and scrutiny of the case several salient categories emerged from the data that are indicative of the nature of the organisation's identity as a corporate heritage identity as it is comprehended by managers (i.e. self-understanding). A triumvirate of categories - *belonging, individuating* and *enduring* - gives rise to the nature of the case organisation's identity that can be characterised as *transcending* multiple symbolic and substantive boundaries within and beyond the organisation. These four core categories are mutually reinforcing and interrelated giving shape to the overall "nature" of the case organisation as a corporate heritage identity, or in other words: "what it is all about" (the way it is understood and subsequently enacted). These core categories possess different properties and dimensions that represent various manifestations of those categories as particular characteristics of the organisation. Thus, the core categories comprise several sub-categories that help to substantiate the different accentuations of each core category.

Belonging

Belonging refers to the importance accorded to the degree of attachment, affiliation and affinity towards place (at different scales), social groups and institutions (e.g. family, community, industry) manifested in specific characteristics of the organisation's identity. The category of *belonging* comprises the two sub-categories of *closeness* and *provenance* that I found to be central to this aspect of the nature of the case organisation's identity.Closeness refers to the professed spatial, social or emotional proximity between the organisation and any of the aforementioned social categories (social groups and institutions) as well as manifestations of social and emotional closeness within the organisation (i.e. "close-knit", "family like"). Provenance is related to the notion of spatial, cultural or social origins and is closely coupled with the sub-category of closeness. Consequently, the concept of belonging helps to answers the questions of "where do we come from?", "where do we belong to?", or "who or what are we close to?" Hence, it reflects a "*strong sense of belonging*" manifested in the organisation's identity characteristics (values, activities, strategies etc.) as well as in a specific managerial "mind-set".

Enduring

Enduring refers to a general concern with the persistence and the perpetuality of the organisation coupled with a general appreciation for the company's longevity that lead to particular manifestations of these concerns in key characteristics of the organisation such as core values, strategies or activities. Hence, the importance accorded to the longevity, persistence and enduringness of the organisation as a central theme of the organisation's identity is actualised in terms of temporal continuity (i.e. longevity, age of company), spatial continuity (i.e. brewery site), social continuity (i.e. internal and external stakeholder relationships), and institutional continuity (i.e. the company's survival as an independent economic and legal entity).However, this professed concern with perpetuality and longevity does not imply a preoccupation with maintaining the status-quo, nor a one-sided retrospective orientation towards the past, but entails an appreciation for the concurrent necessity of continuity and change. Hence, although the necessity to change is appreciated and seen as an important antecedent for the very endurance and longevity of the organisation, change is not seen as an end in itself, nor is it one-sidedly valorised or even fetishised.Consequently, corporate heritage identities are characterised by a balanced concern for continuity and change founded on an appreciation for the organisation's longevity, which is reflected in a particular "*long-term view*" and a concurrent "*willingness to change*".

Memo

Memo 102

Codes

Title	Memo 102
Author	Mario
Type	
Creation date	6/16/2011 2:22:50 PM

Arial | 10 | B | I | U | A

Individuating

Individuating refers a professed notion of *independence* and *individuality* of and within the organisation that is reflected in the characteristics of the organisation's values, activities, policies and strategies.Independence articulates the importance accorded to institutional survival as well as of "doing things differently" or "not following every industry trend". At the same time, individuality in the sense of plurality of causes and people is a key aspect of the organisation's identity. Hence, independence and individuality are mutually constitutive for a professed "*strong sense of self*" within the organisation and towards other constituents.

Transcending

The category of transcending is conjoining the different core-categories mentioned above, and this category is also emerging from the interplay between those different categories. It refers to a particular quality of a corporate heritage identity to transcend or go beyond symbolic or substantive boundaries (temporal, spatial, social, emotional etc.). It is a quality that enables the organisation to relate to and connect with different identity domains (individual, collective, local, regional, national etc.) beyond the actual identity of the organisation as well as the notion of transcending the temporal dimension by being concurrently about the past, present and future (Urde et al., 2007; Balmer, 2011). For example, it refers to the importance accorded to the "emotional ownership" (cf. Balmer, 2006, 2009) of the company; an ownership that is shared amongst different stakeholder groups and that goes beyond the legal ownership of the organisation. The focus on this emotional affinity amongst different stakeholders for the company is closely associated with the core category of belonging. Hence, it refers to the emotional ownership by the family owners, the employees, as well as the wider community. In this sense, the organisation's identity goes beyond the boundaries between internal and external stakeholders as well as the boundaries between the legal owners of the company and other constituents. Further, the transcendental nature of the organisation's identity is also reflected in the notion of "inter-generational exchange" that is closely associated with the core-category of enduring. Hence, the corporate heritage identity is transcending the temporal boundary between generations of family members or employees working for the company, an aspect that is central to the nature of the organisation's identity. Finally, the corporate heritage status of the organisation's identity confers a degree of purpose and authority that goes beyond the responsibility for the institutional heritage and supports the company to "speak and act" on behalf of other concerns and issues. The notion of transcending symbolic and substantive boundaries is constitutive of and constituted by the aforementioned concurrent processes of temporal and cultural anchoring.

Management mind-set

The findings of the case study suggest a specific "*managerial mind-set*" indicative of a *strong sense of self, position and purpose* coupled with a dedicated focus on the "*long-term*" and an ability and *willingness to adapt to changing circumstances*. Hence, heritage identities/brands are not only characterised by certain manifestations of the (re-interpreted) past as heritage or a selective use of historical references, but are distinguished by a particular (managerial) mind-set or "self-understanding" (Brunninge, 2005) within the organisation manifested in what could be described as a particular "institutional logic" (ref) or "organisational habitus" (ref.) of a heritage organisation predicated on a particular "heritage disposition" to act. Thus, the managerial mind-set was found to be instrumental (heritage identities need to be managed in a particular way) as well as constitutive (essential) for such an identity.The interplay between the different core categories of belonging, enduring, individuating and transcending that characterise the corporate heritage identity give rise to different aspects of that managerial mindset. Hence, a strong sense of belonging, a strong sense of self, a focus on the long-term and the willingness to change and adapt concur and lead to a particular sense of position and positionality of the organisation's identity along several aforementioned properties (temporal, spatial, social, institutional etc.). This awareness of the company's specific socio-historical position is reflected in the concept of "custodianship" that arises from the interplay between a specific sense of heritage or, put another way, a particularly professed managerial awareness for the heritage status of the organisation and a profound sense of responsibility for that heritage and the organisation at large. Further, the "heritage status" of the organisation, not only fosters a strong sense of responsibility for the institutional heritage, but also enables or underpins a strong sense of purpose and claimed authority to speak and act in various ways that are justified and justifiable by the very nature of the organisation as a corporate heritage identity and the "unique position" the company has acquired over time.

E.3.32 Example hardcopy printout with handwritten annotations of a conceptual map (mid-stage) of the axial code 'focus on continuity'
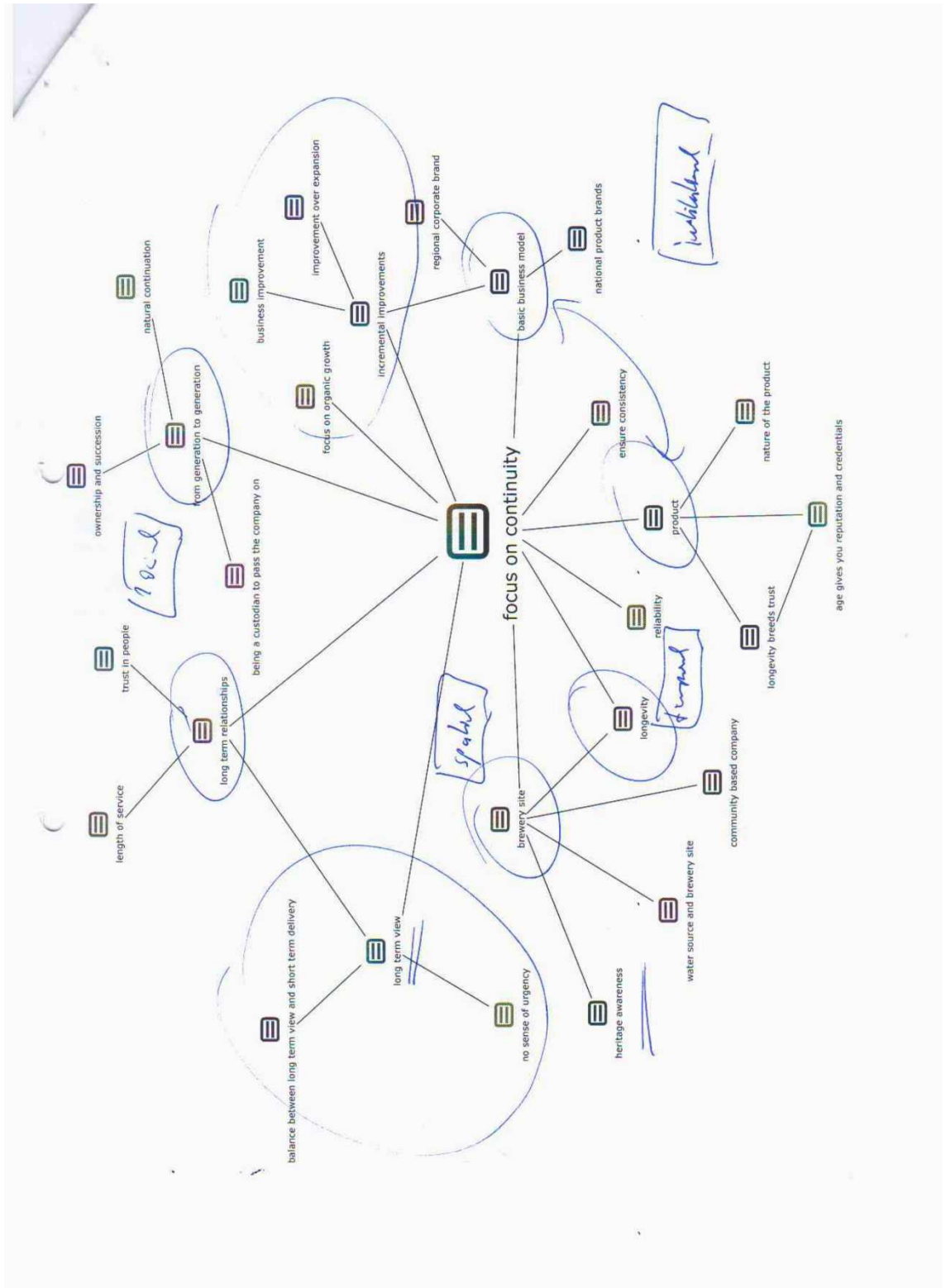
E.3.33 Example handwritten memo (mid-stage) first articulating the abstract dimensions of the code 'focus on continuity' (see red box)

→ creation of the product.

- social/cultural → [social/cultural continuity] refers to
the importance accorded to the continuance
of relationships with internal/external stakeholders
with a focus on long-term relations with staff,
suppliers, customers etc. As such, continuity
has not only a temporal and institutional
dimension but also relates to the social as well.

- spatial → spatial dimension relates to the
[continuity of place] (e.g. "brewery site")
which emerges as a central theme for the
identity of the company and the self-understanding
of managers. It is also associated with the
continuity in terms of the "brewing area" of
the company ("Kloster") as a central aspect
for the company's identity.

However, the code "continuity" represents a dimension
that should be understood as referring to endurance and
perpetuation rather than stasis. Thus, continuity implies
stability (in temporal, spatial, relational and social terms) but also
requires change/adaptation (link to another important code!)
→ it is a kind of "dynamic stability"

Ultimately, the notion of continuity is not only arising from the
in-vivo codes but also from the discursive evidence featuring as a central
theme in the corporate communication of the company. → Thus it
is always paired with a balanced notion of continuity and change,
old and new or tradition and modern as well.

E.3.34 Example software screenshot of a conceptual map(late-stage) of the axial code 'focus on continuity' with four abstract dimensions associated with earlier focused codes
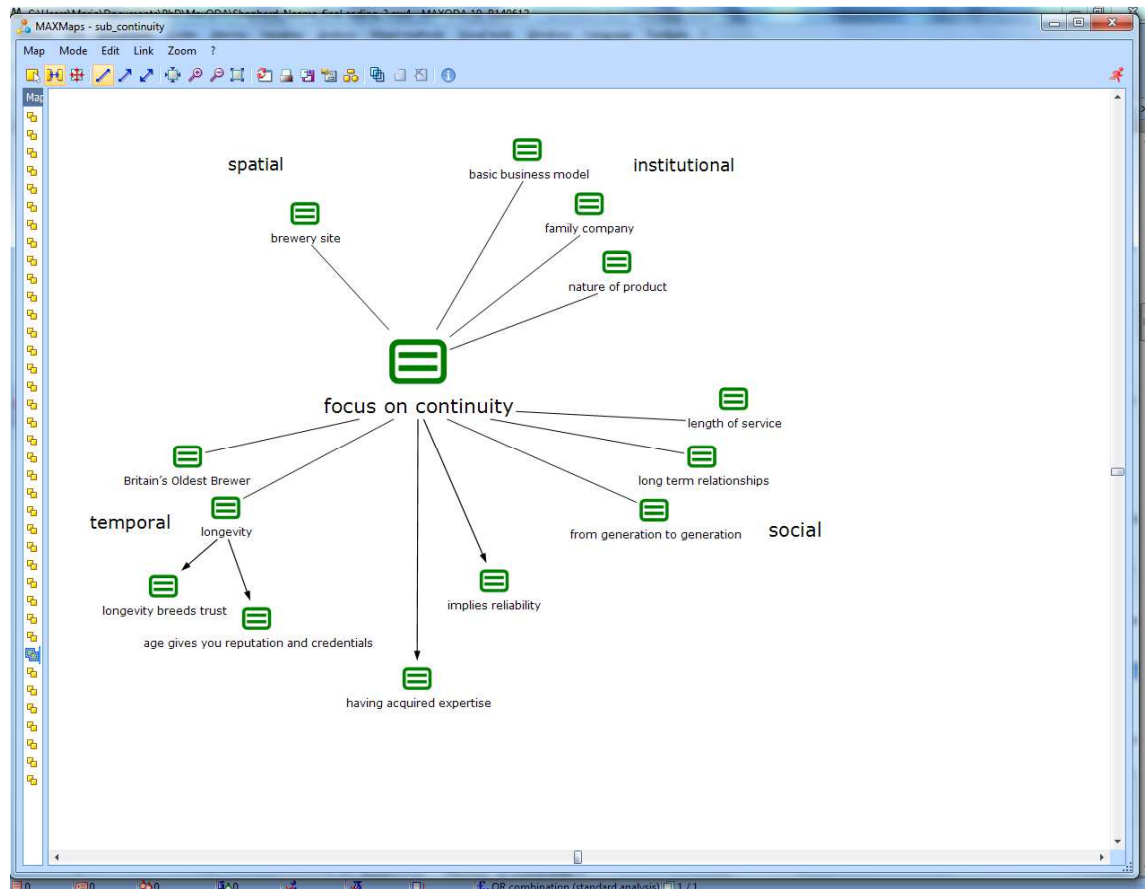
E.3.35 Example handwritten memo (mid-stage) reflecting on the code of 'adaptation/ change' tentatively articulating the later developed abstract dimensions (see red box)

E.3.36 Example software screenshot of a conceptual map (mid-stage) linking open and focused codes with the axial code 'long term view'
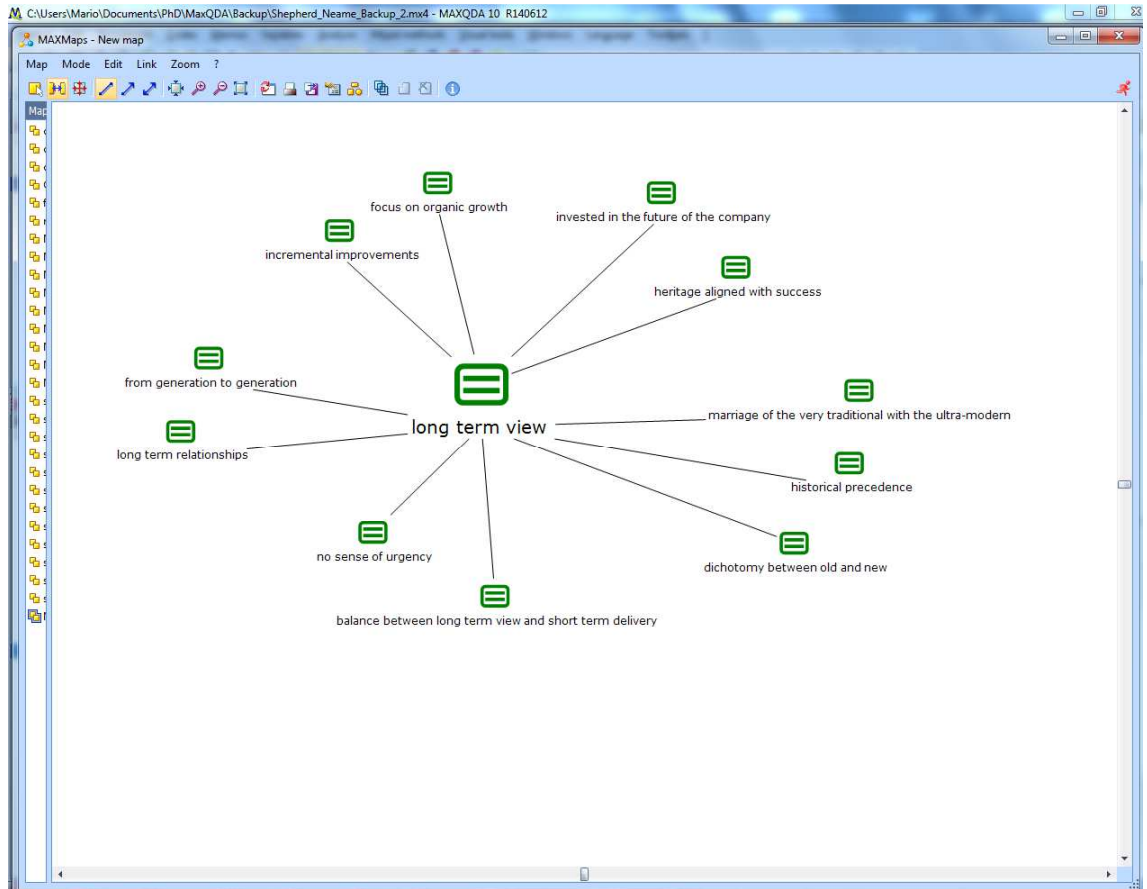
E.3.37 Example hardcopy printout with handwritten annotations of a conceptual map(final-stage) specifying the category 'sense of continuance'
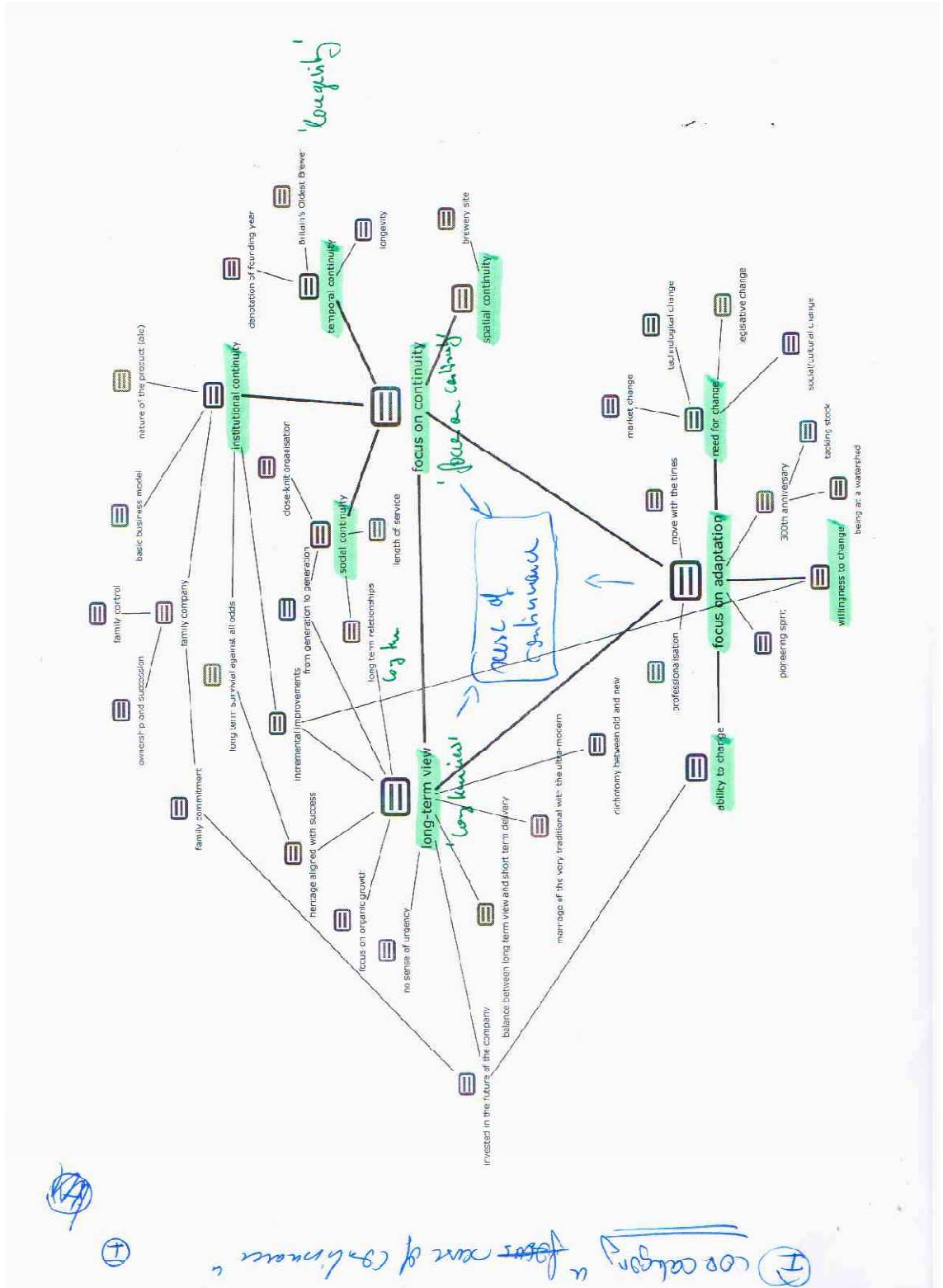
E.3.38 Example software screenshot of a conceptual map (mid-stage) of the axial code ‘family company’
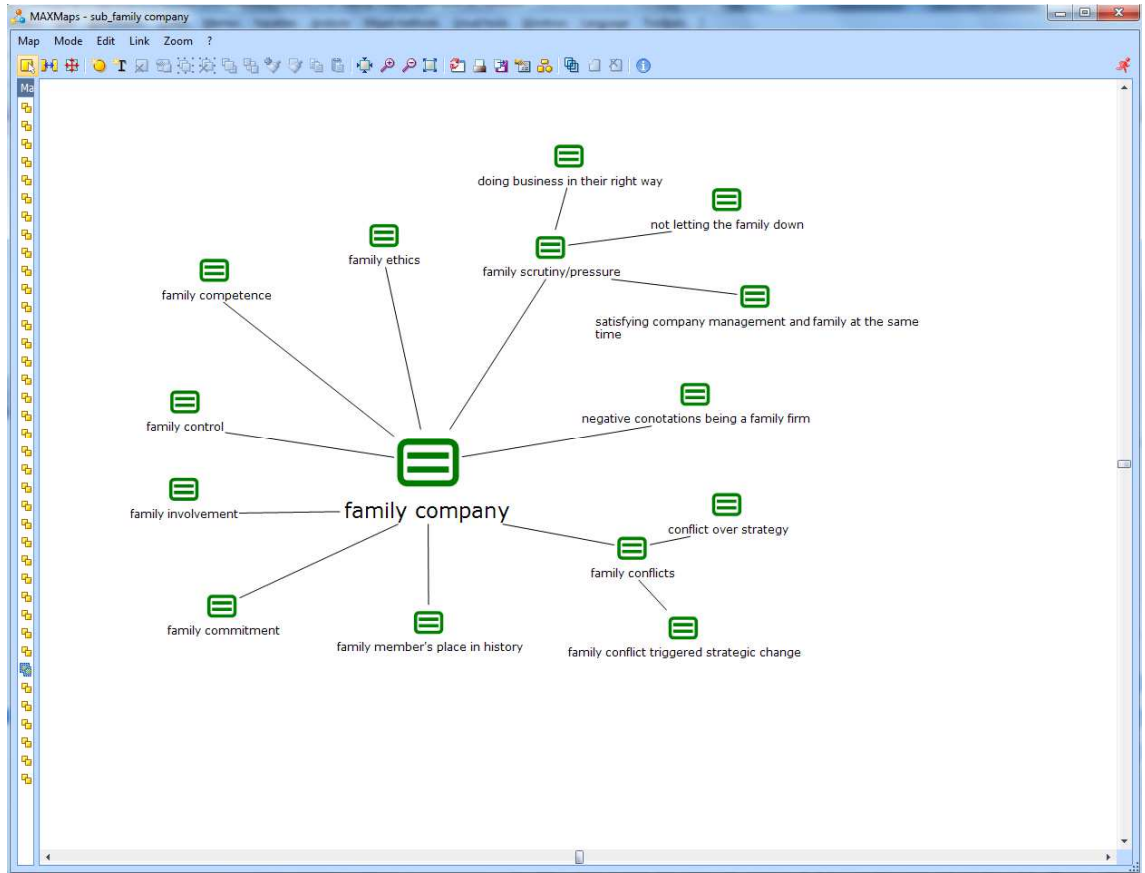
E.3.39 Example software screenshot of a conceptual map (mid-stage) of the axial code 'close-knit organisation'
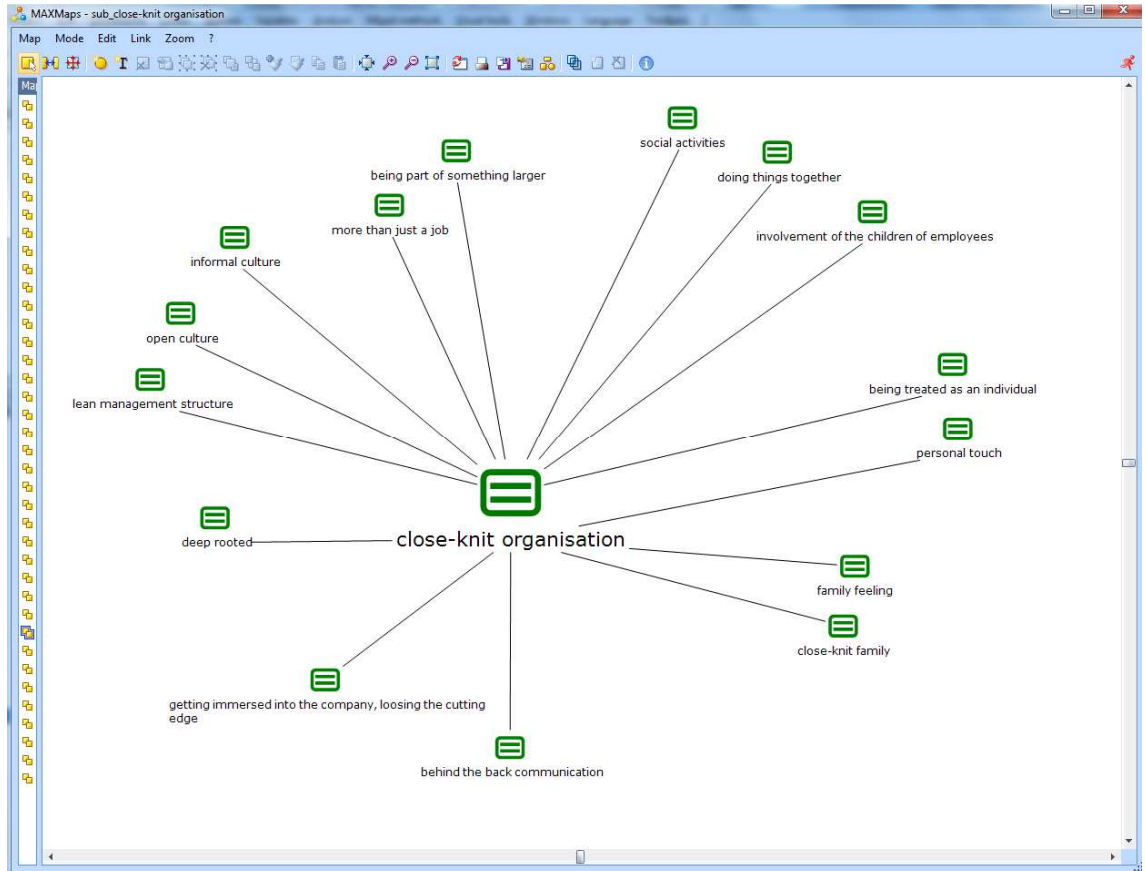
E.3.40 Example software screenshot of a conceptual map (mid-stage) of the axial code 'community-based company'
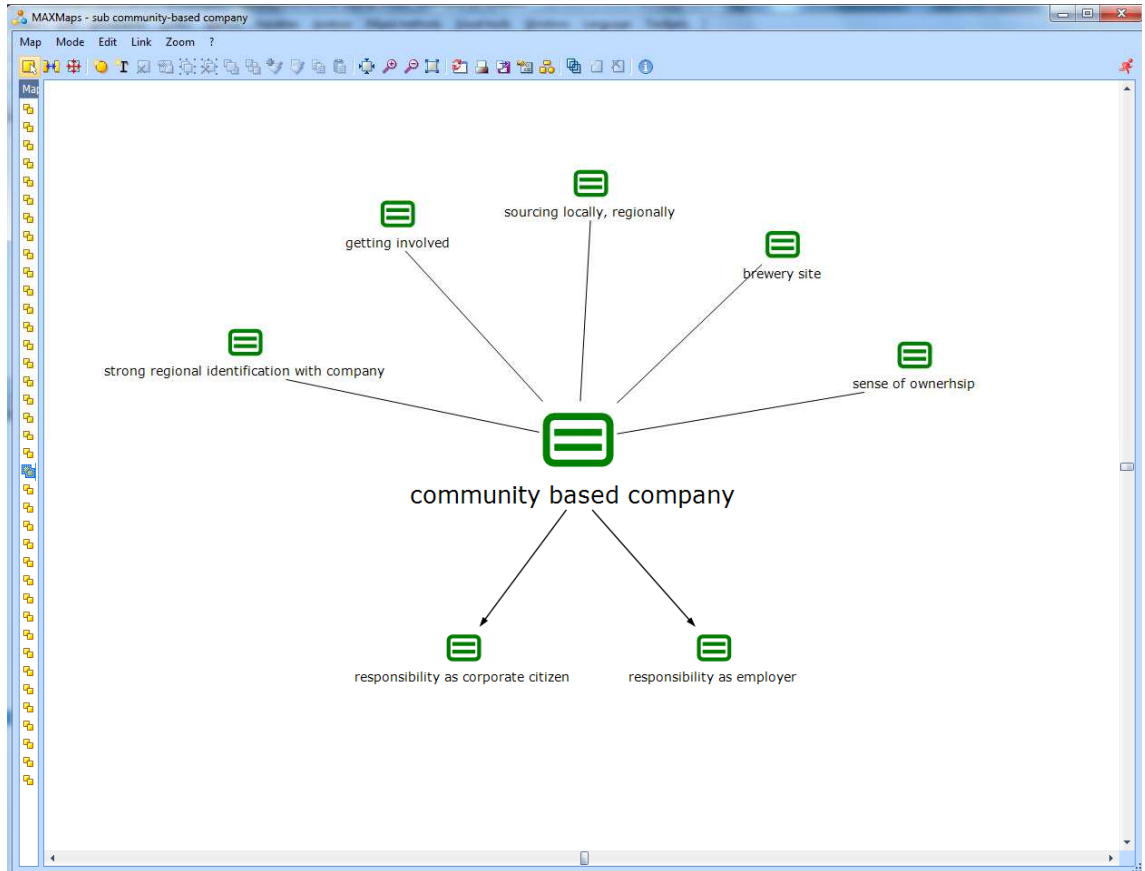
E.3.41 Example software screenshot of a conceptual map (mid-stage) of the axial code 'regional corporate brand'
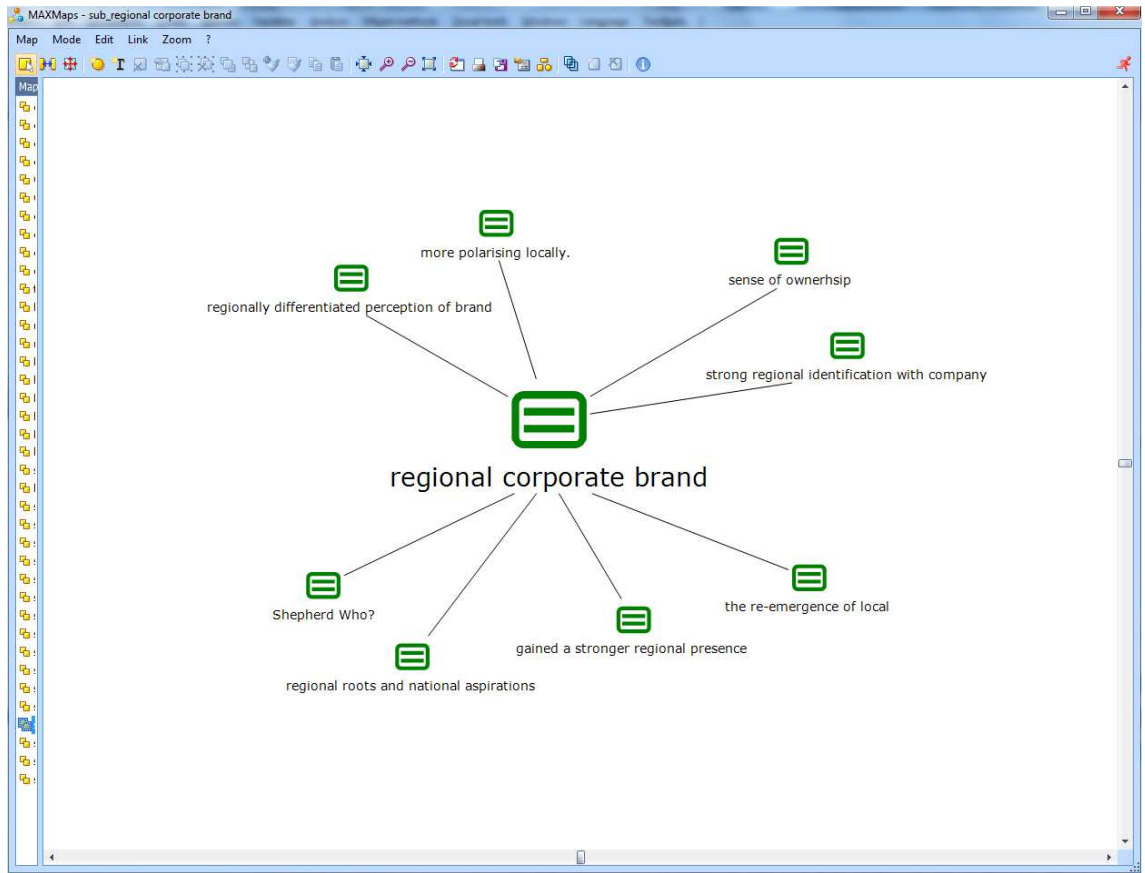
E.3.42 Example software screenshot of a conceptual map (mid-stage) of the axial code 'proximity to company'
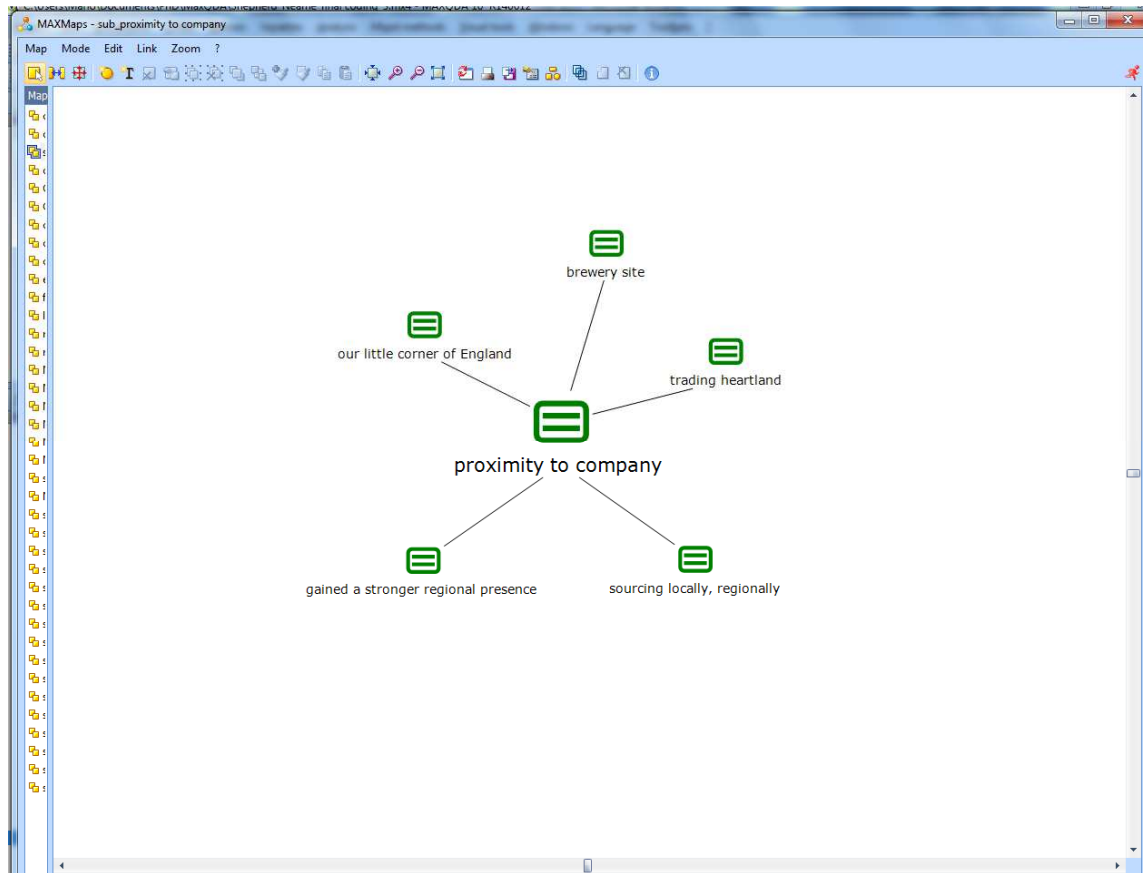
E.3.43 Example hardcopy printout with handwritten annotations of a conceptual map (final-stage) specifying the category 'sense of belongingness' overlaid with earlier codes
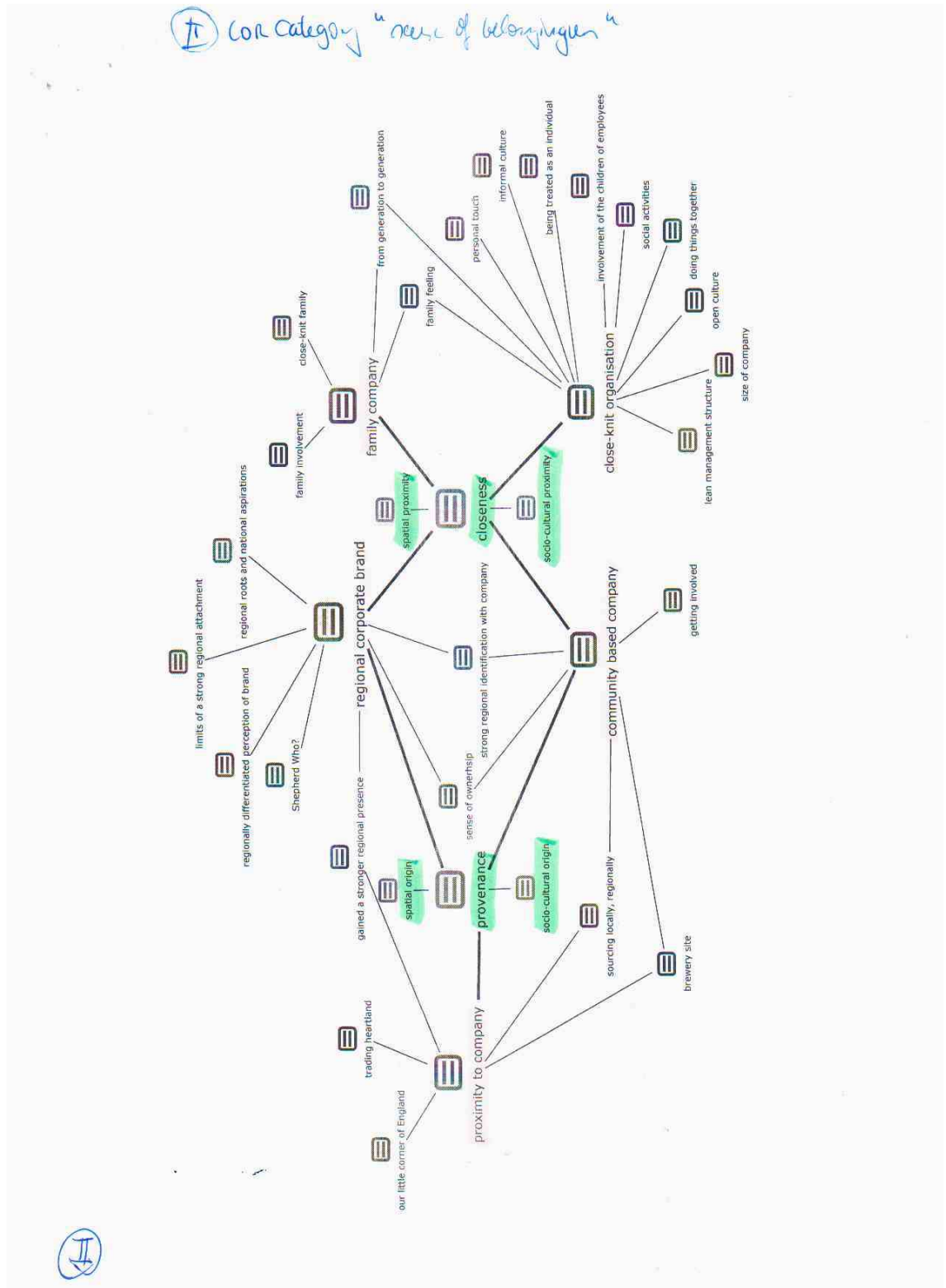
E.3.44 Example software screenshot of a conceptual map (final stage) showing the two aspects of the category 'sense of self' and the associated earlier open codes
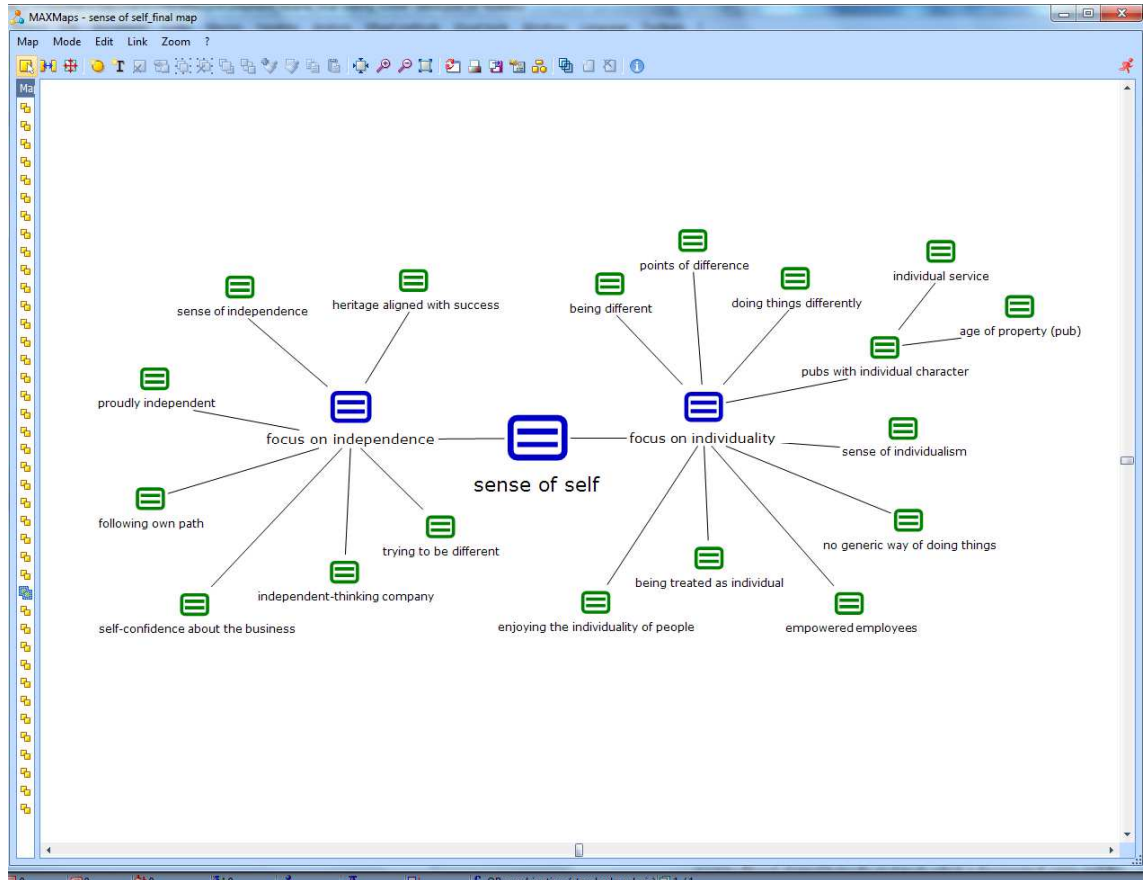
E.3.45 Example hardcopy printout of a conceptual map (early stage) depicting the focused code 'heritage'
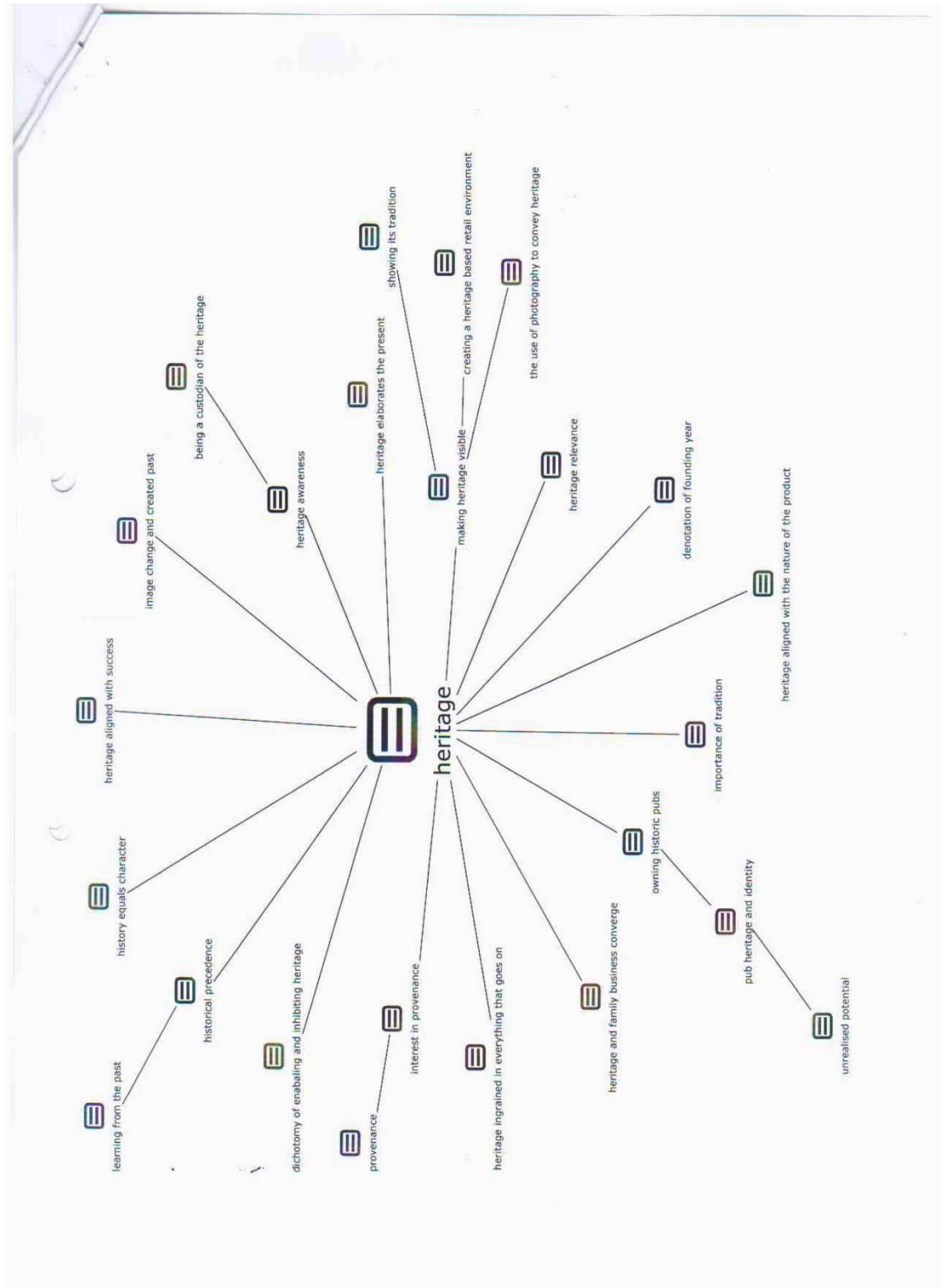
E.3.46 Example software screenshot of a conceptual map (final stage) for category 'sense of heritage'
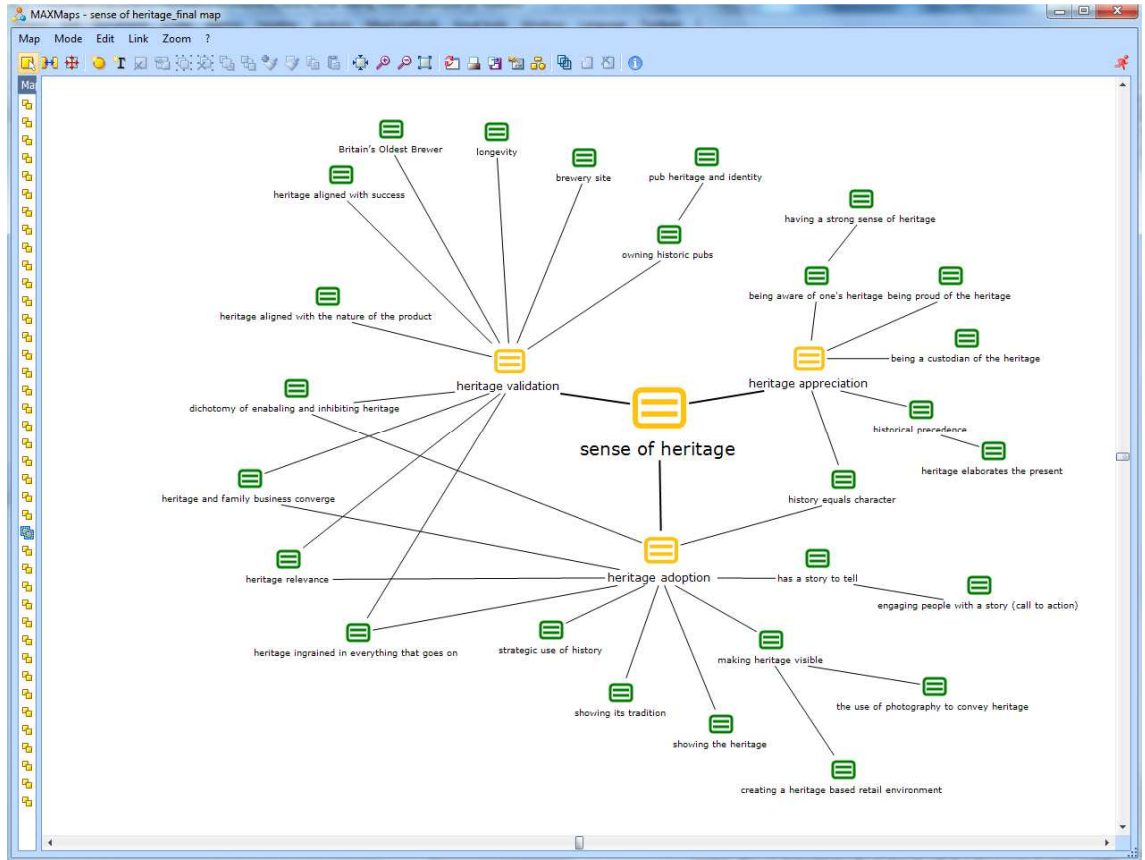
E.3.47 Example software screenshot of a conceptual map(mid-stage) for the axial code 'sense of responsibility'
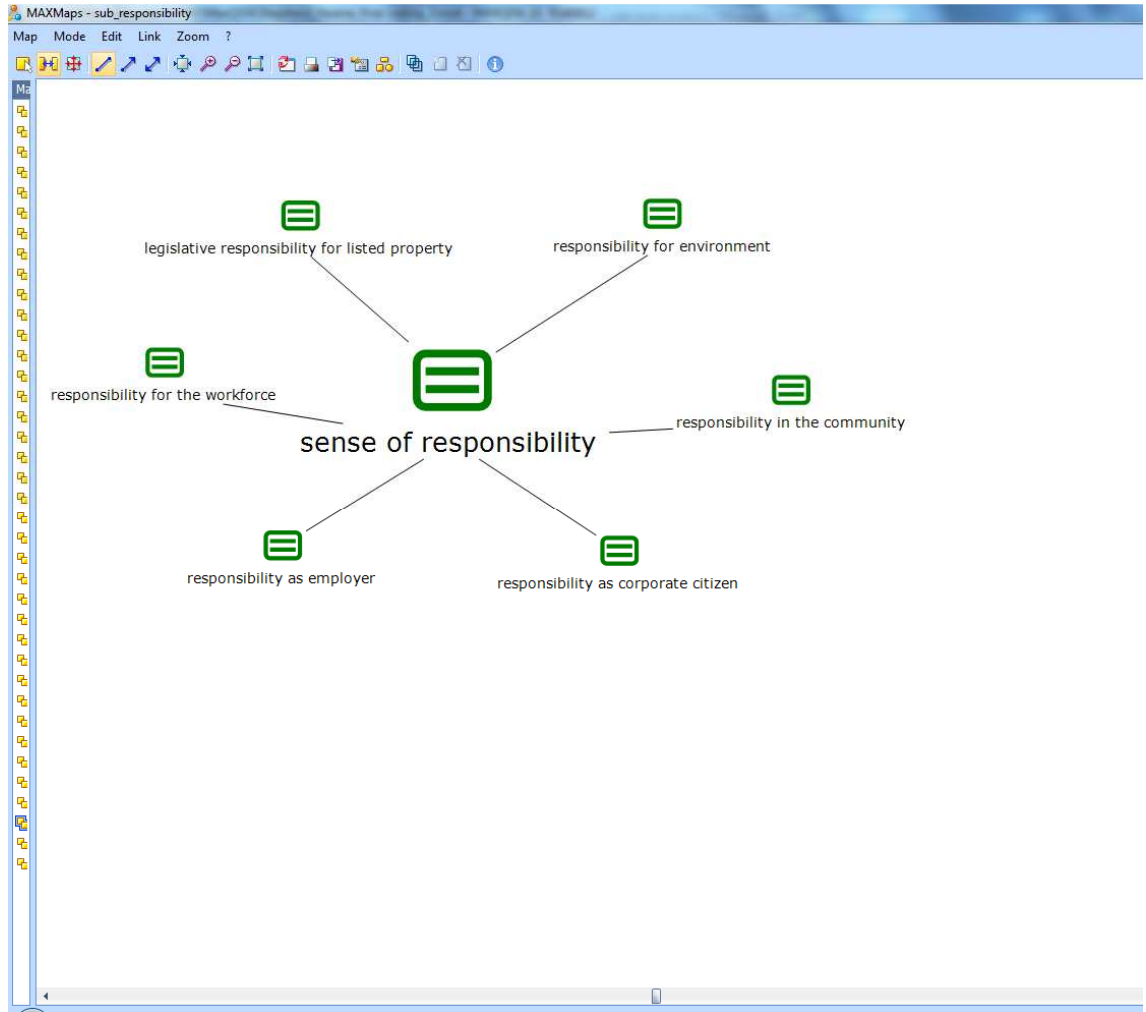
E.3.48 Example software screenshot of a conceptual map (final stage) showing the salient axial codes with underlying open codes for the category 'sense of responsibility'
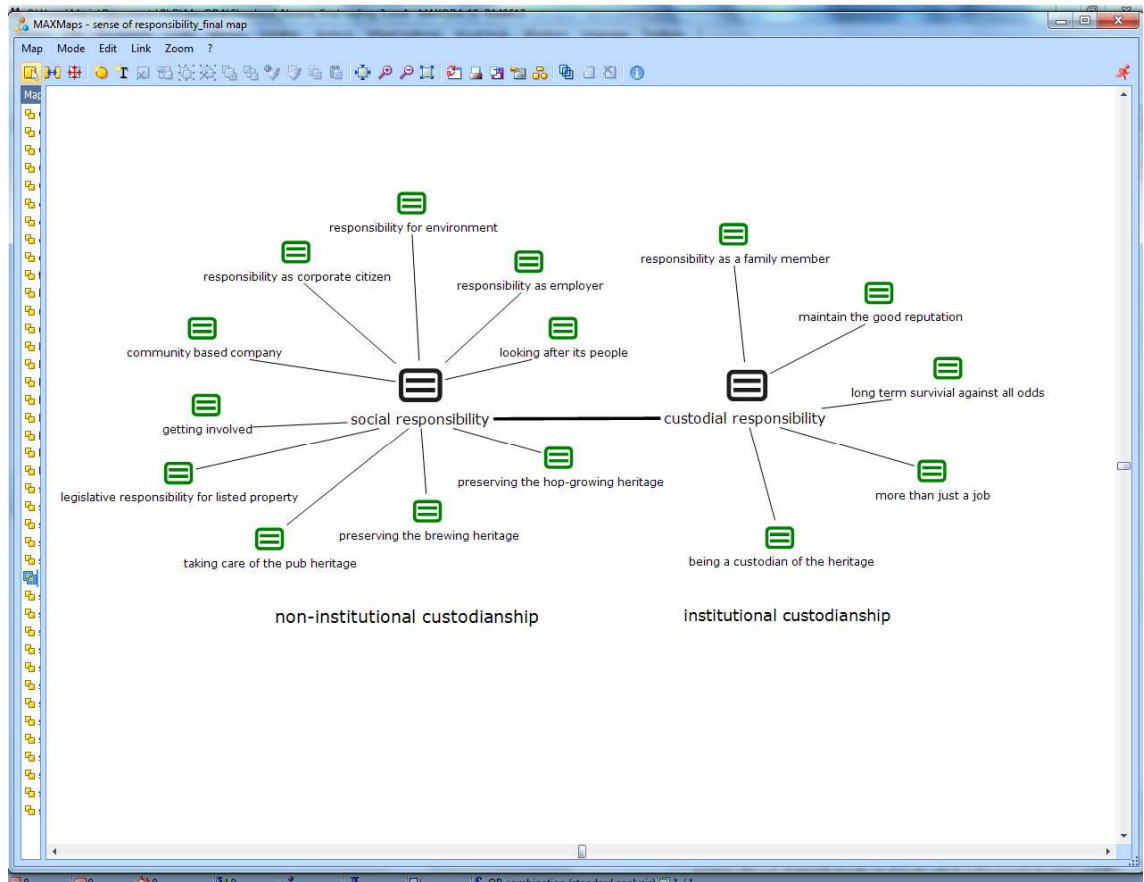
E.3.49 Example handwritten memo (mid-stage) reflecting on the emerging code 'sense of responsibility'

E.3.50 Example software screenshot of a conceptual map (final stage) of the category 'sense of potency'
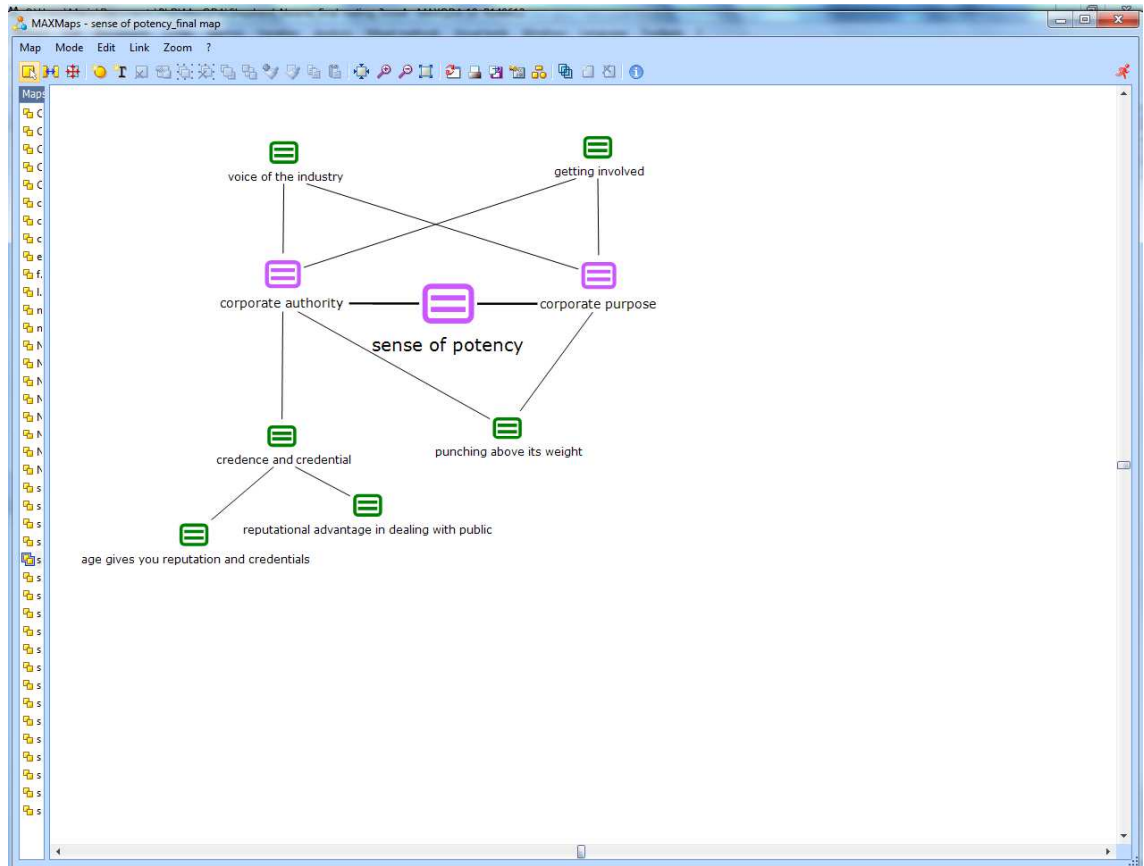
E.3.51 Example hardcopy printout of a conceptual map(final stage) integrating the 6 main categories into 3 primary core categories
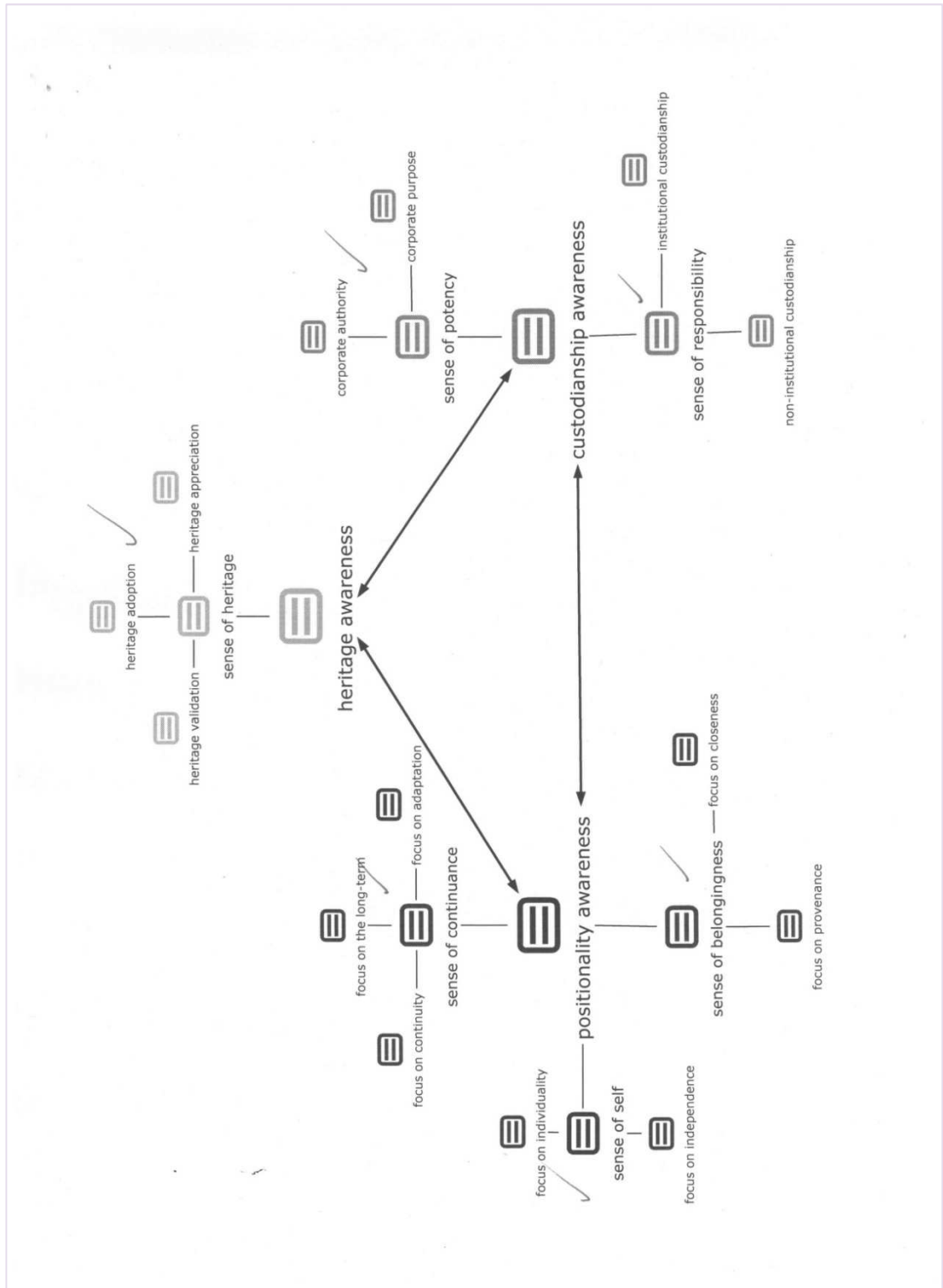
Appendix F (to chapter 6: empirical examples)

F.1.1 Example evidence: Use of historical references company magazine

Master Brewer, Spring 2009 (CEO Introduction to Issue)

This issue of Master Brewer focuses on the necessity to adapt to the evolving and challenging marketplace. You will see how our rich heritage, premium brands and diverse portfolio are enabling us to maintain a strong position despite the recession and recent hikes in alcohol duty.

Master Brewer, Autumn 2009 (CEO Introduction to Issue)

We have uncovered the origins of the pub estate and list the first pubs owned by the brewery, purchased in the early 1700s.

And moving from past to present, we welcome the licensees of the most recent pubs to join us, following a landmark deal with pub company Punch Taverns. We hope our new licensees find their partnership with Shepherd Neame a happy and fruitful one. We also unveil a series of measures to extend the support offered to all our tenants.

As well as adding some of the finest pubs in the South East to our portfolio we have also invested in major refurbishments at the Royal Albion, the Jamaica Wine House, The Westminster Arms and the George at Cranbrook and continued our programme of improvements across the tenanted estate.

We've come a long way since Samuel Shepherd first bought a handful of pubs around Faversham. Today, our aim is simple: to make each Shepherd Neame pub the best in its local market.

Master Brewer, Spring 2008 (special section on pub heritage)

Pubs have been at the heart of communities for centuries and they have endured thanks to their ability to change with the times. In this issue, Master Brewer investigates how, despite enjoying a unique heritage, pubs are very much part of society's future.

F.1.2 Example evidence: Use of historical references annual report

Key milestones in the Brewery's history

1147
Faversham Abbey
Faversham Abbey founded by King Stephen. The monks' brew-house was established just yards from the present brewery site.

1570
Faversham Brewery
John Castlocke transferred brewing from the Abbey to the present brewery site.

1732
Samuel Shepherd
Samuel Shepherd married the widow of Richard Marsh and took over the brewery. He acquired two tied pubs.
Public houses: 2

1844
Shepherd's Brilliant
Henry Shepherd ran the brewery in partnership with his brother-in-law, John Henry Mares.
Production: 12,000 barrels a year
Public houses: 37

1327
Faversham Tallage
Brewing in Faversham was carried on by at least 86 women, known as 'ale wives'. They are named in a town tax list.

1698
Richard Marsh
Richard Marsh leased the brewery from the Castlocke family and then bought it outright in 1698.

1789
Steam Power
Julius Shepherd modernised the brewery with the first 'Sun and Planet' steam engine to be fitted to a brewery outside London.
Production: 5,000 barrels a year
Public houses: 29

1876
Henry Shepherd Jnr
Henry Shepherd Jnr died and his family sold their share in the brewery to Percy Beale Neame, who became the sole proprietor.
Production: 42,000 barrels a year
Public houses: 98

1936
Mechanisation
Shepherd Neame gave up hand bottling and invested considerable sums in extending, updating and mechanising the bottled beer department.
Production: 67,000 barrels a year
Public houses: 120

1990
Spitfire
Spitfire ale was first produced to commemorate the 50th anniversary of the Battle of Britain.

1864
Percy Beale Neame
Percy Beale Neame joined the firm as a partner, forming Shepherd Neame & Co. The brew-house was rebuilt.
Production: 27,000 barrels a year
Public houses: 129

1899
Bottling
Shepherd Neame established its own bottling plant in the brewery in response to growing demand for bottled beers.
Production: 40,000 barrels a year
Public houses: 110

1958
Bishops Finger
Bishops Finger was first produced. The beer was named after a Kentish signpost pointing the way to the tomb of Thomas à Becket.

2004
Production Upgrade
Installation of new keg plant and opening of new distribution centre.

F.1.3 Example evidence: Use of historical references company website

Company Website (1998), The company welcome p. (screen shot)

Company Website (2004), The company welcome p. (screen shot)

THE COMPANY

WELCOME TO THE COMPANY

Welcome to the Shepherd Neame website, where you can trace our history stretching back over three centuries, discover the ales and lagers that we brew, visit some of the superb pubs we take such pride in, or join a virtual tour around the brewery.

Side-by-side with our unique brewing heritage, we have established ourselves today as a market leader, thanks to an innovative product range that's among the most exciting in Britain, and an equally imaginative marketing strategy.

Since my father took over as chairman in 1971, the company has enjoyed a period of steady expansion, and nothing could underline our faith in the future more than the recent opening of two flagship £1million-plus pubs in Kent - The Spitfire on the Kings Hill business park at West Malling, and Manor Farm Barn near Gravesend - as well as our increasing acquisition of prestige pubs in London and elsewhere in the southeast. More exciting developments are on the way.

We are mindful of our environmental responsibilities, which is why we have achieved the standards which gives our Faversham brewery uniquely 'green' status.

We are also a significant engine for prosperity and employment, and you'll find exciting job opportunities on our website, particularly in our pubs, where we are always on the lookout for bright talent.

And I hope you'll enjoy downloading our award-winning 'Bottle of Britain' Spitfire advertising posters, which have achieved cult status among collectors.

It's not only our advertising that's won awards. In 2002, we were voted Britain's Regional Brewer of the Year, and our Oranjeboom Pilsener was judged the Best Draught Lager in the World at the International Brewing Awards.

Shepherd Neame can therefore claim to be one of Britain's longest-running success stories.

We are confident about our future, because our way of doing business is based on values like individuality, differentiation, stability, environment and welcome.

We are different. We have a different product range, our pubs are different and the way we invest in our pubs is different, as is the way we look after our licensees, our employees and our customers.

We've been in business for more than 300 years. We intend to be around for generations yet to come.

Welcome to our website.

Company Website (2009), The company welcome p. (screen shot)

SPECIAL OFFERS

THE COMPANY

SHEPHERD NEAME
1698

WELCOME TO OUR COMPANY

HOME
THE COMPANY

VALUES &
STANDARDS

RESPONSIBLE
RETAILING

AWARDS

MAPS

HISTORY

SHEPHERD
NEAME & THE
COMMUNITY

INVESTOR
RELATIONS

LINKS

CONTACT

EMAIL

At Shepherd Neame, heritage and traditional values go hand-in-hand with state-of-the-art technology and contemporary standards of customer service and care.

Our traditions can be traced back to the foundation of our brewery in 1698 - with strong links to the town of Faversham and the local community many years before - and our commercial expertise is enhanced by 21st century production and distribution facilities.

This website introduces you to the company's values and standards on such vital contemporary issues as the environment, local food sourcing, and licensing control, and highlights our estate of pubs and unique portfolio of products.

Shepherd Neame now has some 369 pubs across the South East. The award-winning estate is characterised by rural village pubs and suburban community pubs, ranging from food-focused destination houses and historic coaching inns to traditional community 'locals'. Many offer accommodation and the company now has more than 400 letting bedrooms in superb coastal and village locations. Accommodation special offers are a great way to experience a stay at one of our inns / hotels.

Eighty-five per cent of the beer sold in our pubs is brewed at our Faversham brewery, where our team of experts is passionate about our unique range of ales and lagers. The brewery's portfolio includes traditional Kentish ales like Spitfire and Bishops Finger and internationally renowned lagers brewed under licence, such as Asahi (Japan), Holsten Export (Germany), Kingfisher (India), Oranjeboom Pilsener (Holland), Sun Lik (Hong Kong) and Hurlimann Sternbrau (Switzerland) for sale in our pubs as well as in supermarkets and off-licences.

Our brewery tours page invites you to take a virtual tour of our brewing process and invites beer-lovers to come along and do it for real, combining a trip through Faversham's picturesque medieval streets with a guide to brewing and a chance to take part in a tutored tasting session. Our shop has a wide range of Shepherd Neame merchandise and our Visitor Centre is available for weddings and other functions.

We're seldom out of the news, whether it's for winning awards, sponsoring sport, for launching exciting new products or for our tongue-in-cheek Spitfire advertising campaign.

Two more pints please.

It's that kind of imagination that has brought us this far and we are confident that, by sticking to our core values of individualism, tradition and innovation, we can continue to enjoy success for generations to come.

Above all Shepherd Neame relies for its success on the people that work for us, whether in the Brewery or in our pubs. We take great pride in our employees and licencees and put great value on length of service. If you would like to join us we would welcome your application.

We hope you find our website an enjoyable introduction to our products and services and invite you to sample the welcome, hospitality and fine food and drink at one of our pubs or hotels soon.

Jonathan Neame

Company Website (after 2010), The Brewery p. (screen shot)
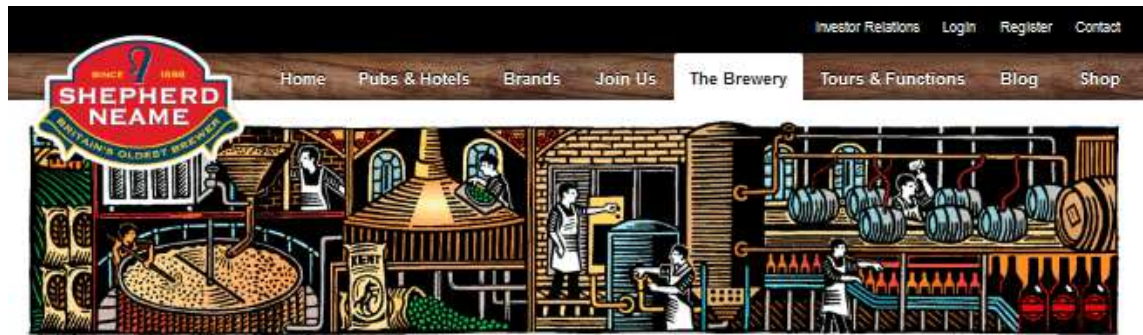
The Brewery

At Shepherd Neame brewing is both an ancient and a modern art. Our beer's main ingredient is still the same water that we used in 1698. But some of the systems we employ could only be products of the 21st century. To find out more about our brewing process click on the video above.

Traditional Ingredients

Beer is the world's third most popular drink after water and tea. It is brewed the world over but the basic ingredients are always the same. Water, a starch source- usually barley- brewer's yeast and a flavouring ingredient such as hops.

Read More

21st Century Techniques

Humans have been making beer for at least 5,000 years. We have been brewing continuously here in Faversham for over 300. Brewing is an ancient art yet many of the processes that we employ today are very much products of the 21st century.

Read More

Beer Information

Beer is one of the world's most popular drinks, consumed by millions for pleasure and refreshment. It has been cherished as a safe, staple beverage for generations, and our beer is made from natural ingredients

Read More

Brewery Heritage

Shepherd Neame is Britain's oldest brewer - and while 1698 is the Brewery's official founding date, there is clear evidence that its heritage pre-dates even this period. This timeline details the significant events in the Company's history, from the first brewers in Faversham to the arrival of the Shepherd family and the Neames, right up to its current status as a successful, award-winning business.

Find out more

Main navigation

Home

Find Pubs and Hotels

Buy beer and gifts

Online Shop Terms

Accessibilty Statement

Terms & Conditions

Privacy policy

Search this site

Find pubs

Kent

London

Essex

Surrey

Our ales

Spitfire

Bishops Finger

Master Brew

1698

Kent's Best

more ales

Shop for

Ales & Lagers

Wines & Spirits

Merchandise

Gift Hampers

Our lagers

Asahi

Hurlimann

Kingfisher

Oranjeboom

Samuel Adams

Sun Lik

Contact us by email

Contact us by phone

Shepherd Neame Limited
The Faversham Brewery
17 Court Street
Faversham
Kent. ME13 7AX
United Kingdom

drinkaware.co.uk for the facts

F.1.4 Example evidence: Use of pictures and visuals corporate communication

Old design pattern as background for the Annual report 2003, for a bar mirror in a pub and the original letter head from the company archive
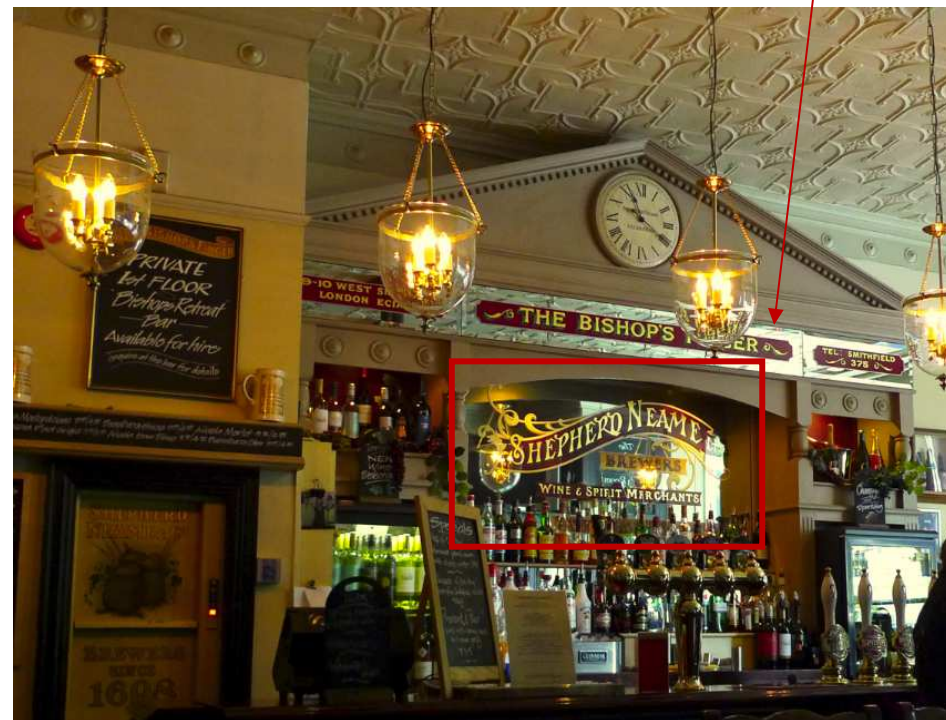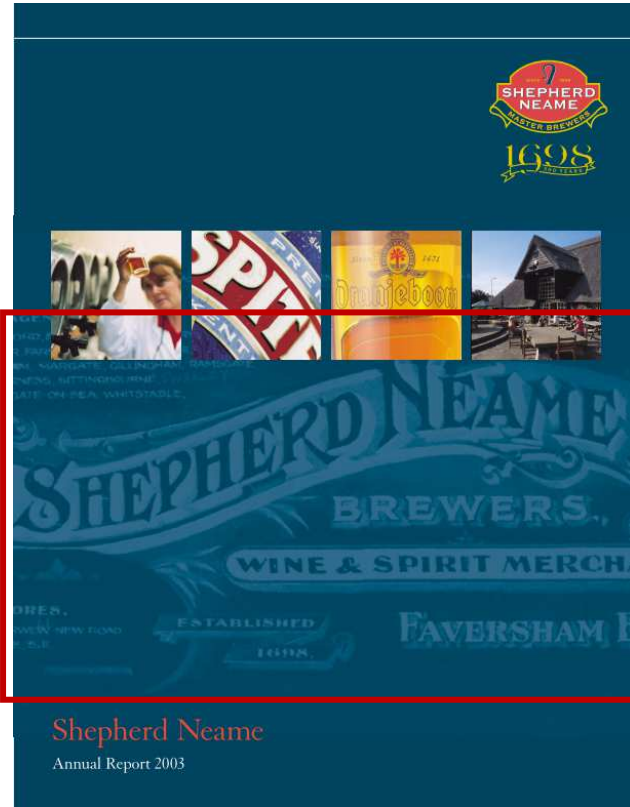
Old company trademark registered in 1885 used for one of the stained glass windows in the brew house (installed 2000), used for the inside p. of the annual report 2011 and an original print from the company archive
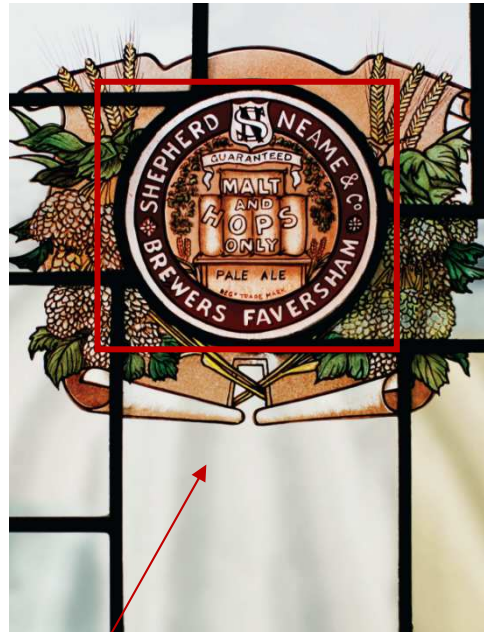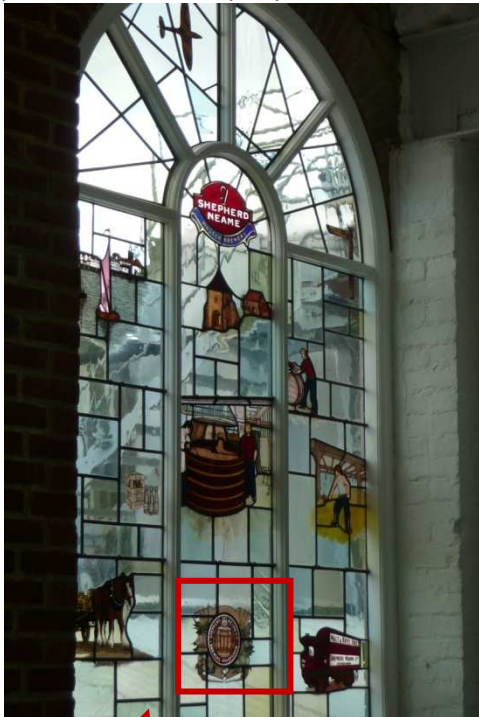
Inside p. from annual report 2006 with photo showing brewery gate and historic vehicle in the background referring to the company's age and its heritage

Inside p. from annual report 2007 with photo showing glass etched window and referring to the ownership of historic pubs
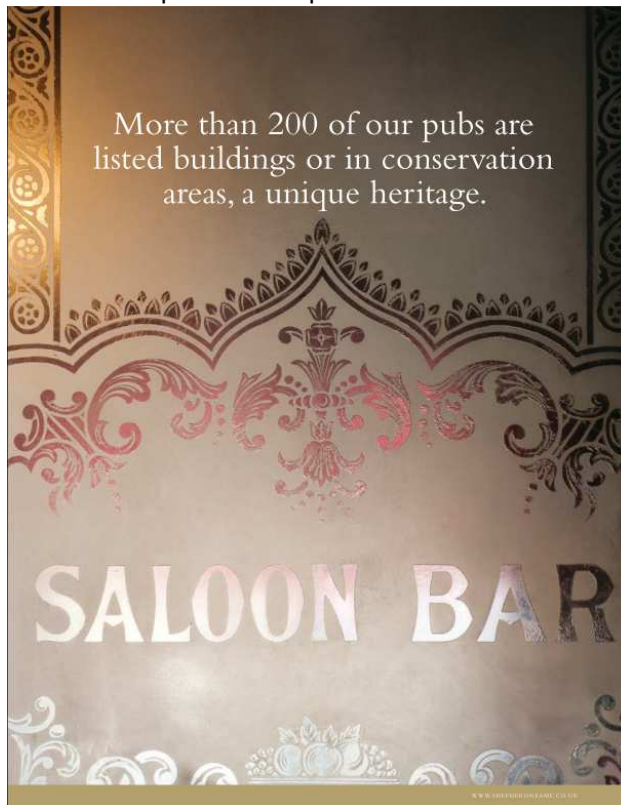
Inside p. from annual Report 2008 with a photo showing an old company balance book
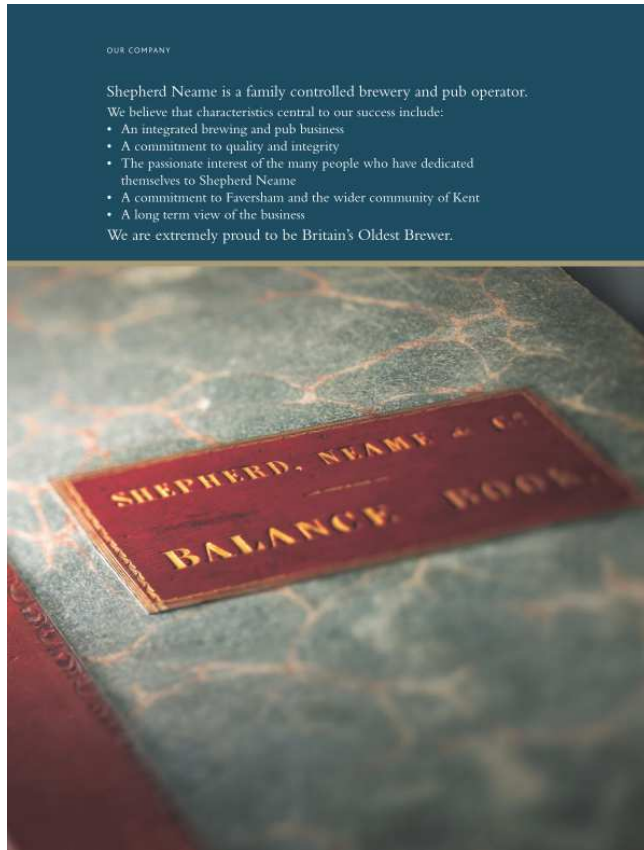
P. from annual report 2009 contrasting old and new photos of bottling technology

Inside p. from annual report 2010 with old photo showing drinking pub patrons
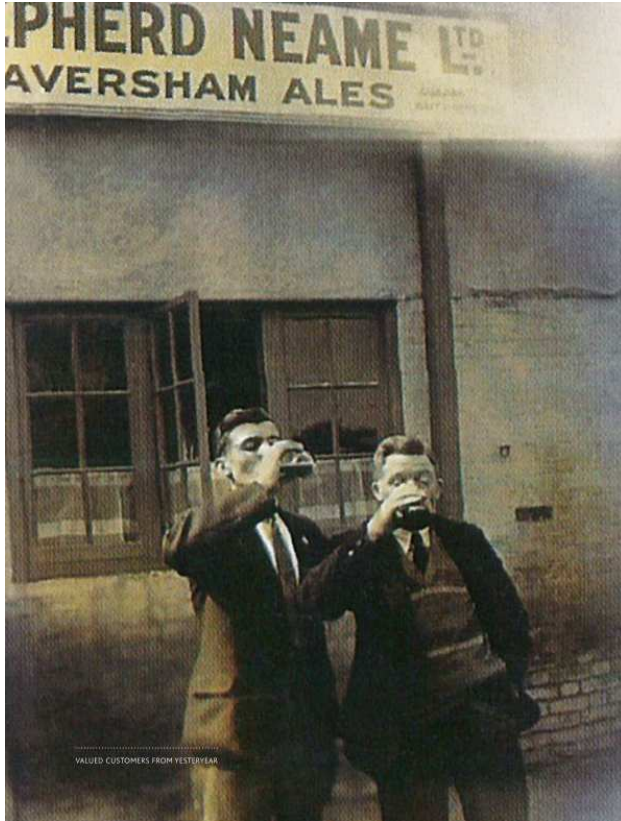
Inside p. from the annual report 2012 with a photo showing traditional craft of sign writing used for pub refurbishments
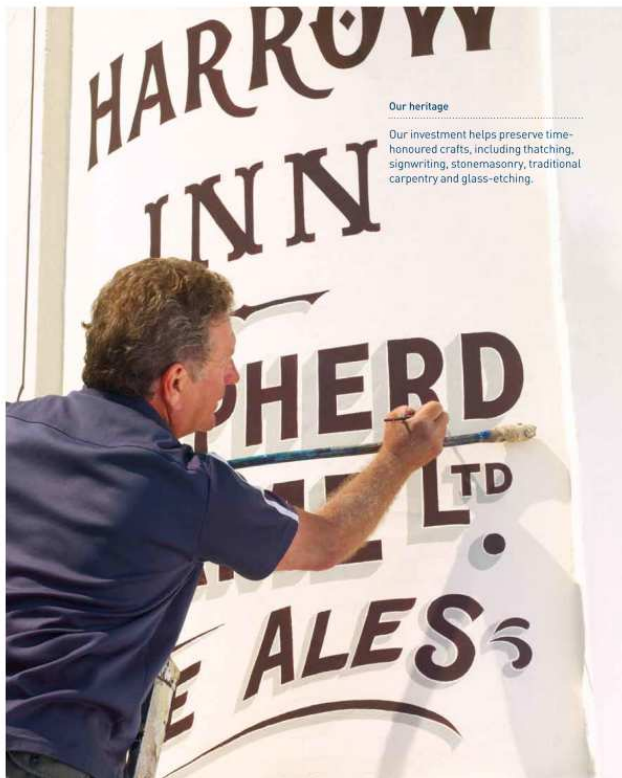
F.1.5 Example evidence: Use of pictures and visuals marketing communication

Advertisement to promote the new Ale "Canterbury Jack" (2008) – using historic photographs in a modern humorous way

Snoop Sid and the Faversham Massive enjoy a refreshing pint of Canterbury Jack.

Advertisement to promote Bishops Finger (2006) – using historic references in a modern humorous way

Advertisement to promote Bishops Finger (2008) – using stained glass pattern in a modern way

F.1.6 Example evidence: Use of rituals and 'invented traditions'

'The Bishops Finger Charter' introduced in 2003 with the beer only to be brewed by the Head Brewer on a Friday and quality controlled by the Board of Directors

Annual 'Hop blessing' ritual introduced in 2003 to celebrate the hop growing heritage of Kent (Master Brewer Winter 2003/2004)

THE BISHOPS FINGER CHARTER

Bishops Finger is the name given to the premium speciality beer brewed by the Shepherd Neame Brewery at Faversham, Kent.

It derives its unusual name from an old Kentish signpost and has been brewed continuously since 1958.

It is a strong and distinctive 5.4% abv Kentish Ale that is described by eminent beer writer Andrew Jefford in the following way:

This ember-warm and autumnal coloured Kentish Ale takes the complex and dense, rich fruit notes of gently roasted malt and mixes them with a profusion of locally grown Kentish hops to give a satisfying, clean, dry, lingering Seville-orange finish.

The beer is produced using water drawn from Kentish Greensand. The man-made well was dug prior to 1889 and is 200 feet deep. It penetrates the upper brick earth layer then through the greensand into the basal chalk stratum. Water is extracted 48ft below the well-head. Although the well is only 100 yards from the sea the pressure from this artesian well keeps salt water at bay. The water is taint-free, chalky and of medium hardness.

The Winter Barley grown locally in East Kent on the Downs near Canterbury is converted to malt in Essex. The wort is infused only in traditional Mash Tuns of Russian teak built in 1914, spiced with choicest East Kent Goldings Hops grown within 30 miles of Faversham and fermented to a full 5.4% alcohol by volume. It holds the rare distinction of a Protective Geographic Indicator confirming its distinct identity.

It was decreed at a meeting of the Board of Directors in January 2003 that the beer must always be brewed in this time honoured way to ensure the highest standards of perfection; to be brewed only on Fridays and only by the Head Brewer; always to contain Kentish Malted Barley; to be presented to a member of the Board for personal approval on a weekly basis and to be celebrated at an annual Hop Blessing Church Service in September.

We hope that Bishops Finger will be considered to be the ultimate and finest bottled ale in the world.

BY ORDER OF THE BOARD

A celebration of the hop harvest

The Rev Will Mowll, vicar of St Peter's and St Paul's, Boughton under Blean, performed what is hoped will be the first of many when he conducted a Hop Blessing service in his church in September.

Lessons were read by Jonathan Neame, major hop grower Tony Redsell (above right) and production director Ian Dixon.

Soloist Mandy Reynolds (right with Alison Shelley) from the brewery's production team sang the Green Leaves of Summer, and Stuart Neame was the organist.

Two-year-old Violette Rose Neame presented a basket of hops to Rev Mowll for the blessing.

The congregation comprised Shepherd Neame directors and employees, local dignitaries and brewing industry representatives.

The Shepherd Neame horse-drawn dray, appropriately festooned with Kentish hops for the occasion, was in attendance.

After the hour-long service, refreshments were provided at the White Horse in Boughton village – accompanied by the Rev Mowll on banjo.

The blessing, which echoed traditional harvest festival services, was conceived by Jonathan Neame.

Following the service, the congregation retired to the White Horse, Boughton where Will Mowll entertained on his banjo.

F.1.7 Example evidence: Use of festivals and events

First "Spitfire" steam train event in 2003 (Master Brewer Autumn 2003)

Steam train stars at Faversham festival

THE days of steam trains carrying hordes of hop pickers to the Kentish countryside were recalled in August when Shepherd Neame ran a steam special from London to Faversham as part of the festivities for the town's annual Hop Festival, which broke all records this year.

Renamed 'The Spitfire' after Shep's best-selling premium ale, the train steamed out of Victoria Station on the morning of Sunday 31st August. The locomotive hauled 11 carriages of the recreated hop pickers' special - the first steam train to call at Faversham for more than 44 years.

The 400 passengers had nearly five hours in the mediaeval market town to enjoy the distinctive sights, sounds and tastes of the Faversham Hop Festival. Every passenger received a free tour of the Shepherd Neame Brewery and was also entertained by street performers, musical acts, mummers and Morris dancers as well as vintage Shepherd Neame drays – including the 1930s steam dray.

Pearly Kings & Queens alight at Faversham after steaming down from London for the Hop Festival

F.1.8 Example evidence: Use of architecture and spaces

Shepherd Neame Brewery – brewery shop and visitor centre

Shepherd Neame Brewery – historic office building

Shepherd Neame Brewery – reception area

Shepherd Neame – historic country pubs (copyright Shepherd Neame)

Shepherd Neame – historic London pubs (copyright Shepherd Neame)

F.1.9 Example evidence: Acquisition f historic pubs and hotels (Master Brewer Autumn 2009)

master brewer page 13

Great Pubs

Great Expectations fulfilled

The brewery is entering the final stage of a £1 million project to refurbish and modernise the Royal Albion, Broadstairs.

Customers now enter through a brighter, more inviting reception, redecorated to a stylish, boutique hotel finish. The quality feel continues into the bar, dining room and Ballard's coffee lounge, decorated with historic photographs and crystal chandeliers. At high quality restaurant has been created by extending the conservatory.

A state-of-the-art kitchen has been installed in the basement, and three food hosts deliver meals quickly and efficiently to the dining area above. A new cold cellar maintains beers in pristine condition.

The accommodation has been revitalised with six of the 19 en suite rooms refurbished to a very high standard, complete with luxury bathroom suites and opulent soft furnishings. Another six will be refurbished by Christmas and all 19 completed by Easter 2010.

Built in 1760, and a favourite of Charles Dickens, the Royal Albion boasts a multi-levelled terrace that overlooks the beach, where up to 150 guests can dine al fresco.

George at Cranbrook

The George Hotel, one of Cranbrook's oldest buildings, has a new manager and has been given a £75,000 refurbishment.

Experienced hotelier Martin Lyall says the work will restore a more traditional feel to the boutique hotel and brasserie.

He said: "The George – formerly the hotel St George – dates back to the 14th Century and one of the bars was not in keeping with the rest of the hotel. The hotel's battleship grey exterior is being repainted in traditional colours, which will sit better with the surrounding buildings."

The Red Bar has been renamed The Cranbrook Bar. Cask ale will be sold from the more traditional surroundings that include a feature table made from an old hop press.

Shepherd Neame purchased The George last year. Martin takes up the reins following a successful spell in charge of The Vine at Tenterden.

The hotel's brasserie holds an AA rosette and is listed in both the Good Food Guide and Alistair Sawday's Special Places to Stay: Pubs and Inns of England and Wales.

Martin said: "Our commitment to sourcing the best local produce from trusted providers means our menu changes daily and features fish from that day's catch, fruit and vegetables that have just been picked and meat at its best."

Set in the heart of the Weald of Kent, The George has 12 bedrooms blending period and contemporary features, including eight period rooms in the older part of the building and four contemporary rooms housed in the newer part of the hotel.

A landmark building in Cranbrook, the first reference to The George can be found as far back as 1300 and Queen Elizabeth I once visited the inn in 1573.

THE GEORGE HOTEL

THE GEORGE HOTEL

Westminster Arms receives £150k refurbishment

The Westminster Arms has received an extensive £150,000 refurbishment to reinvigorate this iconic pub located in the heart of political London, a mere stone's throw from the House of Commons.

This busy central London house has received a complete external redecoration and a newly modernised kitchen which will service the 40-cover Queen Anne dining room below and the main bar.

The dining room itself now has a much brighter, warmer and inviting ambience following a complete redecoration including many period fixtures and fittings. Some fun additions are caricature portraits of past prime ministers that adorn the walls in reverence to the pub's location.

The main bar on the ground floor has also been redecorated and redressed but the ornate original oak bar, that is in keeping with the era of the pub, remains. In the basement, the Stoney's Gate Wine Bar features new lighting and a refaced bar and food service area that has enhanced the aesthetics of the bar.

Refurbishment for Jamaica Wine House

The brewery has spent £50,000 breathing new life into the Jamaica Wine House, one of the City's most atmospheric pubs.

The Jamaica Wine House, acquired in March, has been repainted and redecorated throughout, enhancing its Victorian architecture, including an oak-panelled bar, high partitions and ornate ceilings.

Downstairs, there is a restaurant and function room with its own bar, suitable for hosting events for up to 70 people, while upstairs, a sandwich bar caters for those with less time to spare.

Open from Monday to Friday, the Jamaica Wine House, known locally as "the Jampot", is the perfect venue for City workers to meet, or to relax and for tourists to soak up the atmosphere and history of the Square Mile.

F.1.10 Example evidence: Visitor centre and brewery site as multi-purpose venue

Group visits

The Shepherd Neame Visitor Centre is a wonderful venue for a group outing. There's a discount for pre-booked parties and groups can combine their visit with a traditional lunch or afternoon tea freshly-prepared and served in the Visitor Centre bar. We have also teamed up with other local attractions to provide a series of full-day itineraries for groups looking for a whole day out.

Groups are also welcome to visit in the evening - enjoy an 80-minute tour, an enlightening tutored tasting and a traditional, home-cooked supper or a superb four-course "Beer Dinner". Of course, there's also time for a pint or two with your meal!

For full details of our special packages for groups, please telephone for a copy of our Group Visits Guide.

GROUP ORGANISERS GO FREE

VISIT OUR WEBSITE to BOOK YOUR TOUR
and
- Get details of our special events
- Buy beer and Shepherd Neame merchandise
- Order Gift Certificates
- Find your local Shepherd Neame pub
- Book accommodation
- Discover more about the company and its beers

www.shepherdneame.co.uk

Brewery Shop

The Brewery Shop, 10 Court Street, Faversham is open 10.30am to 4.30pm Mondays to Saturdays and from 10.30 – 1.00pm on Sundays from May to September.

The shop is full of fantastic gifts and souvenirs, including jewellery, food, games and prints – many of them locally-produced and many with a beer or brewing link. There's also a selection of beer-related books and the Shepherd Neame clothing collection.

Of course, our range of award-winning ales and speciality lagers is available too and you can also book a Brewery Tour.

School visits

Educational visits are suitable for students aged over 14 and provide an opportunity for students to see how traditional skills are combined with modern equipment and technology to produce Shepherd Neame's renowned beers.

The tours can provide valuable information for those studying science (particularly micro-biology or fermentation), business studies, tourism, marketing, history and geography. It is usually possible to arrange a question and answer session to enable students to find out more about those subject areas most relevant to their course.

Personalised Gift Certificates

An ideal birthday, anniversary or Christmas present. Available for:

Brewery Tours
Ale Samplers' Suppers
Beer & Food Evenings
Short Breaks

Order online at
www.shepherdneame.co.uk
or telephone **01795 542016**
to book.

Special events

MOTHERING SUNDAY LUNCH *Sun 3rd April*
Treat your Mum to a delicious Sunday roast – freshly prepared, using the finest local ingredients and served in the beautiful surroundings of the 15th Century function room.

MURDER MYSTERY EVENING *Fri 13th May*
Friday 13th is unlucky for some! Savour a superb four-course dinner and become one of Inspector Jager's rookies as she pieces together the evidence to crack the crime.

FAVERSHAM HISTORIC VEHICLE PAGEANT
Sat 21st & Sun 22nd May
2011 sees the Classic Car Show expand into a whole weekend – a real treat for transport enthusiasts. On Saturday, a colourful collection of buses, coaches and charabancs will descend on Faversham to mark the centenary of the Maidstone & District Bus Company. On Sunday, the historic town centre will play host to the colourful spectacle of hundreds of classic and vintage cars and motorcycles. Combine a brewery tour with a stroll around the town centre to see the historic vehicles. Lunches will be served in the Visitor Centre function room on both days – advance booking advised.

"THE SPITFIRE" STEAM TRAINS *Sun 22nd May*
A truly nostalgic day out: travel in style from London aboard an express steam train and enjoy the vibrant Car & Motorcycle Show. A local afternoon trip from Faversham is also available.

BARN DANCE IN THE VAULTS *Fri 3rd June*
A different type of hop than those usually found at the Brewery! Come and raise the curtain on our new functions and entertainment facility – "The Vaults" – a wonderfully atmospheric venue.

ROCK IN THE VAULTS
Sat 4th June
One of the South East's leading covers bands, Jam Sandwich, has taken Faversham by storm at recent Hop Festivals. By popular demand, the contemporary funky-rocksters return to the town for one night only to party at the Brewery!

FATHERS' DAY TOURS WITH LUNCH OR TEA
Sun 19th June
An unbeatable present for Dad! Enjoy a tour of Britain's Oldest Brewer followed by a tutored tasting and a pint or two over a traditional Sunday lunch or a sumptuous, homemade Brewers' Tea.

A BEER FESTIVAL FROM BRITAIN'S OLDEST BREWER
Sat 2nd & Sun 3rd July
The atmospheric surroundings of The Vaults, once the company's wine & spirits store, will play host to hundreds of revellers and traditional music. Come and sample a range of Shepherd Neame's famous ales alongside some specially created for this event by our team of Master Brewers and a hand-picked selection from other independent brewers.

FAVERSHAM HOP FESTIVAL
Sat 3rd & Sun 4th September
This lively and popular event recalls the traditional celebrations associated with the Hop Harvest. With plenty to do and see, including live music, arts & crafts and Morris Dancers – enjoy the merriment with a pint in hand. The Brewery and Shepherd Neame pubs host a variety of activities over the weekend. Advance booking is recommended for Hoppers Lunches and Brewery Tours.

"THE SPITFIRE" HOP PICKERS STEAM TRAINS
Sun 4th September
Make tracks to Faversham aboard the legendary 'Spitfire' steam train as Britain's Oldest Brewer conjures up the atmosphere of the Hop Pickers Specials aboard which Londoners once travelled to Kent for the September harvest.

GHOST TOURS
Sat 29th & Sun 30th October
As Britain's Oldest Brewery – Shepherd Neame has a few 'old' friends. Find out about unexplained happenings and sightings as actors bring some of the ghostly tales to life on our special Hallowe'en tours.

A GHOSTLY EVENING WITH BRITAIN'S OLDEST BREWER
Sat 29th October
Take a guided evening ghost tour of the brewery, then savour a superb two-course Hallowe'en-themed dinner.

MURDER MYSTERY EVENING *Sat 19th November*
Savour a superb four-course dinner in the brewery's 15th Century function room and examine the scene of the crime with Inspector Jager. Will you successfully apprehend the culprit?

In addition to being the starting point for brewery tours, the Visitor Centre also boasts a traditional bar with a contemporary feel and a magnificent 15th Century function room making it an ideal location for weddings, family dinners, parties and business meetings, seminars and product launches.

Your Wedding
at Shepherd Neame
Your Ceremony | Your Reception | Your Evening Party

The Shepherd Neame Brewery at Faversham makes a unique venue for your wedding.

Our planning is meticulous and we will help make your special day truly memorable for you and your guests.

Our Visitor Centre features a 15th Century function room which, with its wealth of exposed beams and superb octagonal crownpost, provides a cosy, comfortable and friendly atmosphere for ceremonies and receptions. The brewhouse at the heart of this working brewery is also licensed for ceremonies.

We pride ourselves on superb food and service and, as yours will be the only wedding on the day, you and your guests will have exclusive use of the function rooms, Visitor Centre bar and Brewers' Garden.

For larger evening parties "The Vaults" provides a spacious and characterful venue – complete with it's own private bar.

As Britain's Oldest Brewer, we are widely renowned for our attention to detail and our Wedding Co-ordinator will guide you through the planning for the big day. We will tailor the arrangements to meet your individual wishes and add special touches to make the occasion unforgettable.

For further details please call our Wedding Co-ordinator, Samantha Jeal on 01795 542285 or e-mail weddings@shepherdneame.co.uk

Business Meetings, Conferences & Team-Building

The Brewery, in the centre of Faversham, is the perfect location for a corporate event – just over an hour from London by train and within easy access of the M2 motorway and the ancient city of Canterbury.

Here, organisers of conferences, seminars and office away-days can create original and cost-effective events in charming surroundings using the latest technology. Our wonderful function room seats up to 70 delegates with ample space for breakout groups, if required.

The centre offers a full range of public address and presentation equipment including a lectern, a projector and large screen, flipcharts, a laptop computer and a DVD player. There is also the option to incorporate activities and team-building games; enjoy a tour of the brewery and a tutored tasting; or test your palette with our fun beer tasting challenge.

For exhibitions or product launches requiring more space, please ask about our new facilities in "The Vaults".

The brewery can provide a range of meals from a finger buffet to a beer and food matching dinner – all freshly prepared on site using the finest local ingredients. Please telephone for details.

Party in a Brewery? Sounds Good!
Yes you can organise a party in brewery! And our function co-ordinators are here to help! An evening tour makes a great start to a celebration – birthday, retirement, stag or even a hen night! In addition to great beer and food, our bar stocks a carefully selected range of wines and spirits and there's space for a disco or live band. Please telephone for details.

Short Breaks
Combine your visit to the Brewery with a stay in Faversham and explore this wonderful medieval market town. Stay in an historic pub with rooms – please ask for details of our inclusive packages.
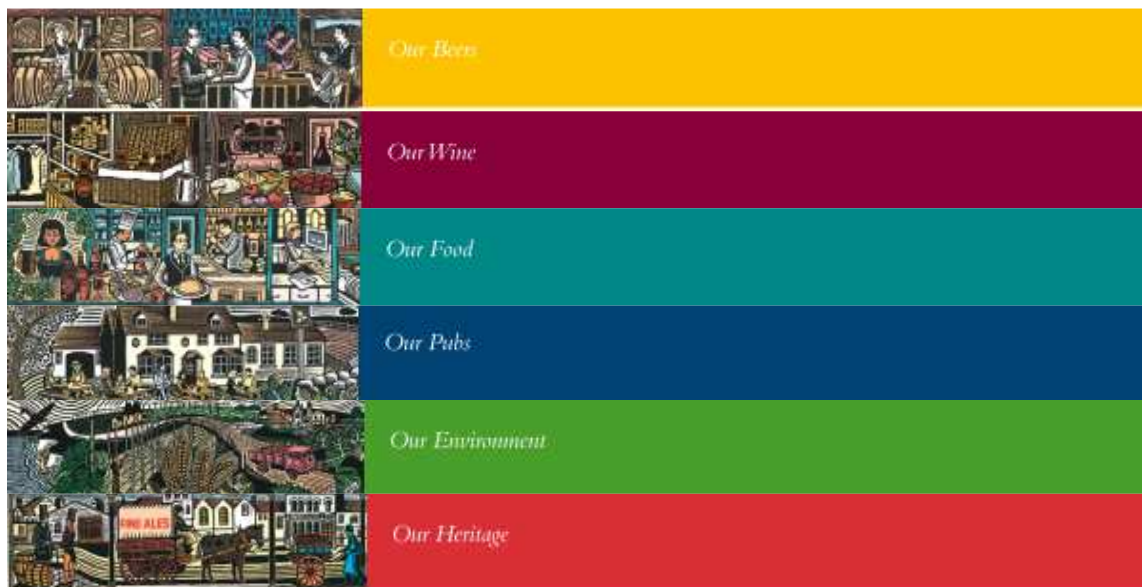*Gift Certificates Available*

Bookings & information 01795 542016 or www.shepherdneame.co.uk

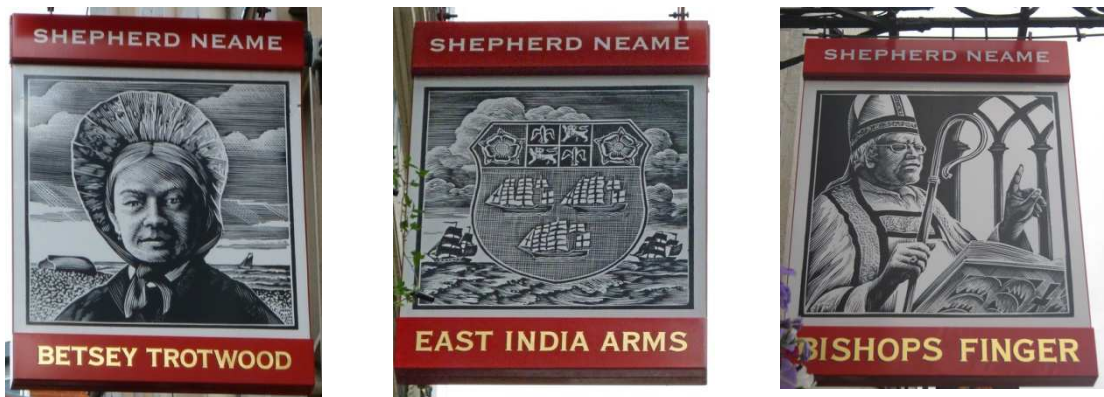## *F.1.11 Example evidence: Use of traditional crafts and historic design patterns*

Digitised traditional linocuts used as design pattern for company website (screen shot)...
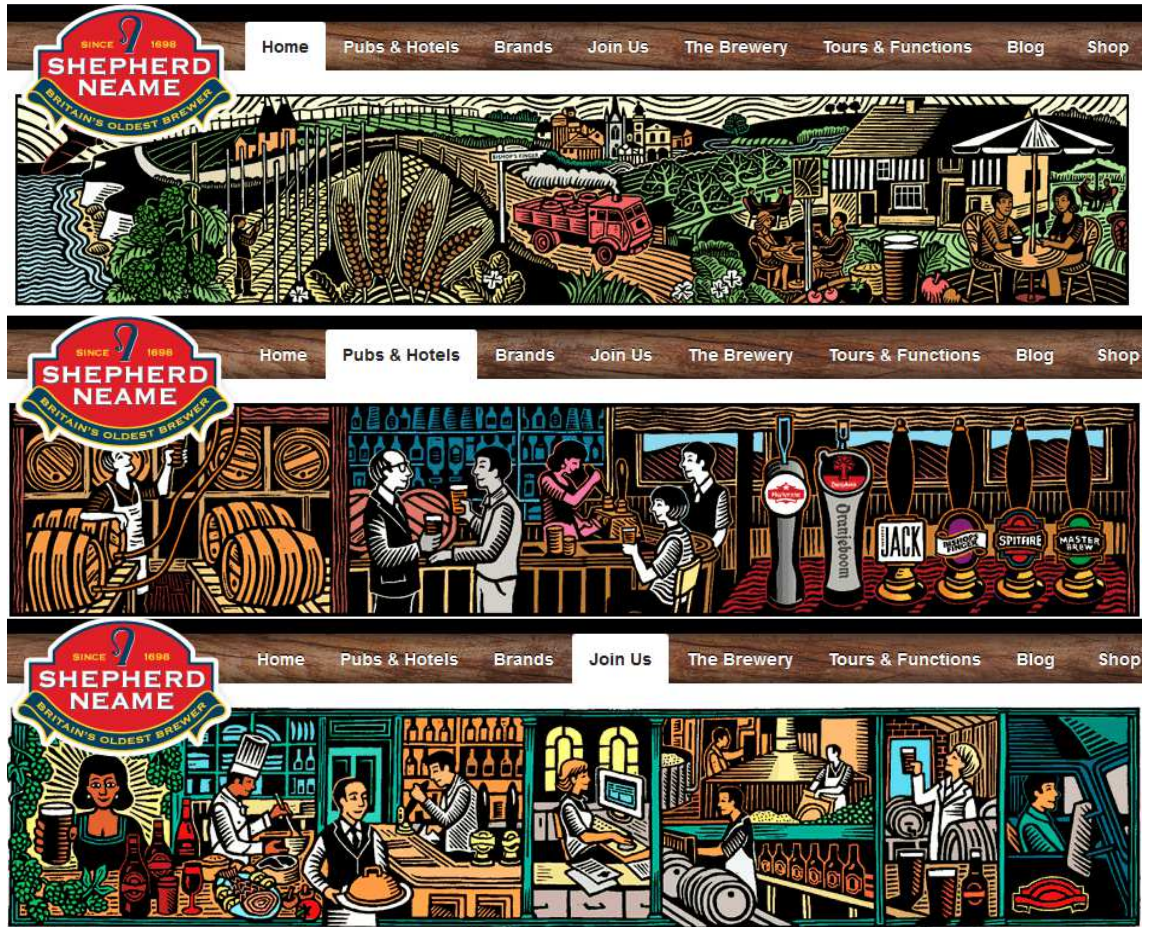
... and for annual reports (Annual report 2011, section headings)

Individualised traditional wood carving prints used for stylised pub signs

Use of traditional pub sign writing and painting

Use of etched and coloured windows and mirrors

Use of traditional stained glass windows (Company brew house, installed in 2000)

F.1.12 Example evidence: Use of material artifacts – bottles and labels

Sun & Planet ale using historical reference to the company's first steam engine installed in 1789 produced for Tesco in the early 2000s (Master Brewer Winter 2002/2003)

Bottle-conditioned ale 1698 referring to the town of Faversham and the official founding year of Shepherd Neame (Master Brewer Spring 2005 and current label)

Classic Collection of ales brewed according to historic recipes and interpreting past design patterns introduced in 2012

In comparison: historic bottle labels from the company archive

F.1.13 Example evidence: Use of material artifacts – vehicles and ships

Master Brewer Winter 2003/2004 (Thames barge "Greta" with Shepherd Neame sail)

Greta drops ale at Anchor

To highlight Shepherd Neame's acquisition of The Anchor at Rowhedge on the bank of the River Colne near Colchester, the 80ft Thames sailing barge 'Greta' delivered a cargo of Kentish cask ale to the riverside pub.

Co-incidentally, the 111-year-old Greta, a veteran of the Dunkirk evacuation, which these days is based in Shepherd Neame's home town of Faversham, is Colchester-registered. She is skippered by owner Steve Norris.

Her new 1,500 sq ft, red ochre mainsail was sponsored by Shepherd Neame.

The casks were loaded aboard the barge the previous afternoon at the brewery, which stands on Faversham Creek.

One of Greta's earlier roles was delivering beer and malt along the Thames.

Master Brewer Summer 2000 (Restoration of a vintage transport vehicle)

Chance to hop down and see what's brewing

THIS delightful Austin 7, resplendent in its 1920s Shepherd Neame livery, will be one of the stars of this year's Faversham Hop Festival on 2-3 September, when the brewery will again fling open its doors between 10am and 4pm to welcome visitors, who'll be able to discover what goes into brewing some of Britain's best beers — and sample the finished products.

The delivery van was discovered in a parlous state "underneath tiles and timber" and restored to pristine condition by Austin-enthusiast Jon Milne.

The seven-horse-power Roaring Twenties van will join Shepherd Neame's 'two-real-horse-power' dray and the 1930s steam-powered dray as nostalgic reminders of the good old days when the pickers left London to come 'opping darn in Kent.

Master Brewer Autumn 2006 (opening of expanded Visitor Centre)

Master Brewer Autumn 2003 (participation in historic vehicle rally)

Shep's dray steams to the coast

A bystander admires the brewery's 1930s steam dray after it had completed the 42nd London to Brighton Commercial Vehicle Road Run in May. Nearly 200 vehicles took part in the rally, which ended in Brighton's Madeira Drive.

F.1.14 Example evidence: corporate heritage identity linked to London and Britain (Master Brewer Autumn 2010)

MUSEUM OF LONDON

1698 and all that

Shepherd Neame is commemorating its part in Britain's heritage on a unique historical timeline displayed at the Museum of London, as part of an imaginative scheme set up by the museum to raise funds for its new £20 million Galleries of Modern London.

The Galleries of Modern London cover more than 300 years of the capital's history, from 1666, the year of the Great Fire, to 2012, the year of the Olympic Games.

Families, companies and trusts that have supported the project have been invited to choose a year that is important to them and to have their own special historical event recorded on a timeline running throughout the galleries.

Shepherd Neame has chosen 1698, the year the brewery was founded by Captain Richard Marsh, and that year's entry will include the legend: "Britain's Oldest Brewer is established in Faversham and has supplied fine ale in Kent and London ever since".

Visitors to the Museum of London, which is near St Paul's Cathedral at London Wall, will be able to view the Shepherd Neame entry from November 5. Admission is free.

F.1.15 Example evidence: Co-branding/partnership at corporate level

Shepherd Neame

Based in Kent, Shepherd Neame is Britain's oldest brewer. This award winning, family-controlled brewery is committed to sustainability, adhering to a stringent local sourcing policy as well as ensuring that it operates in an environmentally responsible manner. Shepherd Neame ales and lagers are brewed using ingredients of the highest quality, from chalk-filtered mineral water from their artesian well to the finest home-grown malting barley and Kentish hops.

For more information visit the Shepherd Neame official website:
http://www.shepherdneame.co.uk

Asahi

Asahi Super Dry, Japan's number one beer, is brewed locally by Shepherd Neame and is the preferred lager of the Royal Albert Hall, having agreed an exclusive partnership which saw the creation of the Asahi Bar on the Grand Tier.

Christian Hamilton, General Manager of Asahi, said: "*Asahi has always been available at the most prestigious and stylish venues across the UK. When the opportunity arose to create the Asahi Bar within the Royal Albert Hall we were delighted to develop a partnership that enhances the entire visitor experience.*"

Michelle Aland, Head of Sponsorship and Partnerships at the Royal Albert Hall, said: "*With our rich histories and contemporary approaches, Asahi is the perfect brand for the Royal Albert Hall. I am pleased that Asahi has proven extremely popular with our customers, providing benefit to our customers, Asahi and also the Hall.*"

View the press release here:
http://www.royalalberthall.com/press/pressreleases/release.aspx?id=16034

SPITFIRE

Following the success of the Asahi Bar, the Hall embarked upon a second venture with the Shepherd Neame group, creating another bespoke bar space, this time located on the ground floor and devoted to Spitfire Premium Kentish Ale.

Spitfire brand manager Kate Maclean said: "*Spitfire's wide-ranging appeal complements the many audiences who enjoy the Royal Albert Hall's diverse range of entertainments. We are delighted at this unique partnership between Spitfire and the Royal Albert Hall and look forward to a long and successful association.*"

Michelle Aland, Head of Sponsorship and Partnerships at the Royal Albert Hall said: "*The Royal Albert Hall prides itself with associating itself with exclusive partners to complement its own world class brand. This new partnership with Spitfire further highlights the Hall's commitment in providing the best possible customer experience which is accessible to everyone.*"

View the press release here:
http://www.royalalberthall.com/press/pressreleases/release.aspx?id=18832

View the Asahi Bar and Spitfire Bar here: http://www.royalalberthall.com/visit/food-drink/default.aspx

F.1.16 Example evidence: Co-branding/partnership at product brand level

Co-branding between Bishops Finger and Morgan Motor Cars (Master Brewer Spring 2004)

news

Bishops Finger Challenge

Shepherd Neame is embarking on an ambitious round-England tour this summer to discover whether beer drinkers agree that Bishops Finger Strong Kentish Ale is the finest bottled ale money can buy.

The brewery has joined the Morgan Motor Company to mount the Bishops Finger Taste Challenge – an expedition touring round 40 towns and villages targeting the beer-tasting opinions of the great English public.

Sales and marketing director Mark McJennett says: "We believe that once people are given the opportunity to sample Bishops Finger, they'll appreciate its uniquely Kentish qualities.

"To reinforce this, we've developed our own version of *appelation controlée* – The Bishops Finger Charter (see page 18).

"It already has Protected Geographical Indicator status, which means Bishops Finger is the only beer in the world that can be called a Kentish strong ale.

"In fact, we're so confident about the quality of Bishops Finger, we're prepared to put our brand on the line in a 'taste off' against its competitors.

"With this in mind, we teamed up with the Morgan Motor Company because we believe that Morgan is to cars as Bishops Finger is to beers – among the finest in the world.

"By summer next year, we aim to have motored all round the country and challenged at least 100,000 people to compare Bishops Finger with its rivals."

Driven by Tony Wallbridge, the stunning 1.8 litre 4/4 Morgan, resplendent in its crimson Bishops Finger livery, will set off from the award-winning Bishops Finger pub in London's Smithfield Market bound for the 40-odd towns and villages in England with a "*Bishops*" in their name – such as Bishops Frome in Morgan's home county of Worcestershire.

When Tony hits town, he'll visit local Sainsbury's, Tesco,

Safeway, Morrison and Asda supermarkets, set up the eye-catching mini-marquee and invite shoppers to join the Taste Challenge tasting sessions – pitting Bishops Finger against the UK's other five best-selling premium ales.

Along the way, the Challenge will also be raising money for local charities.

Local newspapers and radio stations will carry details of the Challenge and let listeners know when and where they can decide whether Bishops Finger really is the world's ultimate premium bottled ale.

CAST IN THE SAME MOULD

Morgan cars and Bishops Finger are both fine English creations sharing many distinguishing characteristics

	Morgan	Bishops Finger
Award Winning	Yes	Yes
Hand crafted by local people	Yes	Yes
Thoroughbred	Yes	Yes
Traditional Skills	Yes	Yes
Family Company	Yes	Yes
Labour of love	Yes	Yes
Pedigree	Yes	Yes
Independent	Yes	Yes
Peerless	Yes	Yes

7

Co-branding between Tesco (Finest Range) and Bishops Finger

BRITISH STEAK & BISHOPS FINGER™ ALE PIE

Co-branding between Kent Crisps and Spitfire Ale

F.1.17 Example evidence: Socio-cultural anchoring and non-institutional custodianship