



**Corporate Heritage Brand Identity, Customer
Experience and Satisfaction: The Case Study of John
Lewis Partnership**

A thesis submitted for the degree of Doctor of Philosophy

By

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Abstract

Purpose: This research studies the relationship between corporate heritage brand identity and customer satisfaction of John Lewis Partnership (JLP) which is one of the most successful British retail heritage brands internationally. It conceptualizes and addresses the key factors of corporate heritage brand identity including brand price, quality, design, and symbol. It examines the corporate heritage brand experience of JLP customers through which corporate heritage brand identity influences customer satisfaction. It also establishes the moderating role of brand innovation, word of mouth and multiple time dimensions on these relationships.

Design/methodology/approach: A conceptual framework of corporate heritage brand identity is developed from the literature review. To improve the validity of this study, semi-structured interviews were carried out with JLP managers, senior partners and their loyal customers recommended by JLP. These interviews have verified and advanced the hypotheses informed from the reviewed literature. This study mainly adopts the quantitative survey research method approach to test the conceptual framework. An online questionnaire was sent to JLP customers through social media channels such as Facebook, Twitter, and LinkedIn. Off-line paper-based survey questionnaires were collected from customers in JLP stores located in five cities in the UK (London, Manchester, Liverpool, Leicester and Southampton). In total, a sample of 596 clean questionnaire responses were collected and used for this study to test the developed hypotheses.

Findings: Data analysis results have confirmed the dynamic and essential role of heritage brand identity on attaining and sustaining customers' satisfaction of a corporate heritage brand from the retailing industry in the UK. The results revealed that corporate heritage brand identity dimensions (price, quality, design and symbol) are effective in representing the strength of corporate heritage brand identity. The confirmed that the dimensions of the corporate heritage brand identities of this study are indicating positive impacts on corporate heritage brand experience according to the data analysis results. The

findings also suggest that these brand experience dimensions (sensory, affective, behavioural and intellectual) have a positive influence on improving customer satisfaction. Additionally, brand innovation and the time stream in this study strengthens the relation between corporate heritage brand identity and corporate heritage brand experience. Furthermore, word of mouth and the prospect future of a corporate heritage brand are of significance to improve customers' satisfaction through positive heritage brand experience.

Originality/value: This is one of the few attempts to develop a conceptual framework of corporate heritage brand identity. The conceptual framework has confirmed the multiple dimensions of corporate heritage brand identity (including brand price, quality, design and symbol) and their impact on customers' experience and satisfaction. This study also identified the moderating role of brand innovation, word of mouth and multiple time dimensions on the relationships between corporate heritage brand identity and customers' experience and satisfaction. This is one of the first attempts to study corporate heritage branding management in the retailing industry sector.

Managerial implications: The corporate heritage brand identity dimensions identified from this study have the potential to help brand managers develop and augment their corporate heritage brand management strategy, especially for the retailing industry as revealed in this study. Marketers and brand managers need to be aware of their corporate heritage brand traits such as price, quality, design and symbol to satisfy and sustain their customers. The findings reflect the importance of sustaining the traits of corporate heritage brand and being responsive and innovative to the market on time. Additionally, the fundamental function of Word of Mouth (WOM) in extending the communication channels between a brand and customers. The findings confirmed that Time Streams have a central role in demonstrating the identity and sustainability of a corporate heritage brand.

Keywords: Corporate heritage brand identity, corporate heritage brand, brand strategy, heritage, identity, brand experience, Word of Mouth, Innovation, time, customers satisfaction, John Lewis.

This study is dedicated to my parents, who encouraged
in me the virtues of persistence and commitment, Also,
they're continuously encouraged me to aim for
excellence.

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Her Excellency Randa Jardaneh Sammour

My dad who left me, I will never forget your words,
may his soul rest in peace

Dr Abdel-Latif Taha Sammour

*“Corporate heritage is super historic and their
omni-temporal traits means that is of value
since is it provides existential anchors.”*

Professor John M.T Balmer

*“If you want to understand today, you have
to search yesterday.”*

Pearl S. Buck

*“When the past no longer illuminates the
future, the spirit walks in darkness.”*

Alexis de Tocqueville

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Chapter 1

INTRODUCTION

The intent of this opening chapter is to demonstrate the research background and the research problem of this study. This research focuses on identifying one of the recent management topics in academia: corporate heritage brand identity (antecedences and consequences). Furthermore, it will provide a clear vision of its importance for the practitioner to the retail industry. This topic considers a case study on the John Lewis corporate heritage brand to show the importance of its identity which can reflect the sustainability of any corporate heritage brand.

The chapter is comprised of five sections. Section 1.1 explains the research background and the motivation for the study. Section 1.2 explains the research problem and gaps. Section 1.3 discusses the research aim and objectives. Moreover, section 1.4 explains the significance of the research. Finally, section 1.5 outlines the structure of this thesis.

1.1 Research background and the motivation for the study

1.1.1 Corporate heritage revelation – a general view

Heritage as a concept can be applied to different fields, it represents the past time that sustains to date. In business and management studies, heritage started to be under focus recently after the economic crises appeared which leads to sustain and reflect the heritage longevity (Balmer et al., 2006; Urde et al., 2007). From a brand perspective, Heritage brand reflects the brand story and roots (Balmer, 2013). Several scholars highlighted the importance of reflecting the heritage of the brand to any market. Customers respect the heritage brand more

than other brands due to its longevity, reputation, experience and development (Wiedmann et al., 2011 b). Urde and other scholars started to explore the characteristics of any heritage brand. They noticed that brand history, track records, core value, longevity, and use of symbols are the main effective characteristics on any heritage brand (Urde et al., 2007). Past time gives the shape of heritage for any brand. Moreover, to sustain brand heritage a focused strategy is requested to reflect brand history success and shows the power of the brand (Balmer, 2011a; 2013). Early scholars started to explore this concept and contribute to the literature through increasing the knowledge and the understanding about the importance of the heritage brand at this stage. Balmer's studies highlighted the importance of heritage in terms of brand, organisations, stakeholders and place. As well, several scholars follow his thought on some articles since 2006 (Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a; b; c; 2013; Blombačk and Brunninge, 2009; Hudson, 2011; Wiedmann et al., 2011; Hudson and Balmer, 2013; Schroeder et al, 2015; Santos et al., 2016; Balmer and Chen, 2015; 2016; 2017; Burghausen and Balmer , 2014; 2015). Finally, this research reflects the literature discussions for the corporate heritage concept in section **(2.1.3)**.

The foundational literature in a corporate heritage started in 2006, when Balmer, Greyser and Urde introduced this topic on their paper title "The Crown as a Corporate Brand". This paper highlighted some key aspects about corporate heritage traits, and how these traits reflect the heritage of any corporation. The following points presenting Balmer's traits findings (Balmer et al., 2006):

- 1- Corporate heritage must present multiple time dimensions: PAST, PRESENT AND FUTURE.
- 2- Corporate heritage traits are sustainable during the time, as well, adaptive in the changing world.
- 3- They are consistently related to place.

- 4- They are valuable through how they are connected to positive public emotions.

These findings gave corporate heritage a unique value to be considered in several businesses due to its importance. Urde et al., (2007) clarified that corporate heritage must have a unique characteristic to identify its represented corporation. The paper introduced five characteristics for any heritage corporation: which are core values, use symbols, track record, longevity, and History. These characteristics lead the corporate management to understand how to reflect them in sustaining, maintaining and protecting the heritage corporation. After these two papers scholars moved to explore this context and precise all factors that might affect it.

Wiedmann et al., (2011) clarified the consequence of any heritage corporation. Balmer (2013) added that there are several traits that can be helpful to understand the corporate heritage context and support managers and stakeholders when reflecting the value of their heritage corporation on their business. Urde and Greyser (2015) developed their understanding to the corporate heritage by introducing the identity of corporate heritage through studying this concept on Nobel Prize case. Recently, Balmer and Chen (2015; 2016; 2017) clarified the importance of corporate heritage on the Chinese Market. They identify how the Chinese pharmaceutical heritage company “Tong Ren Tang” represents the past, the present and the future of heritage corporation success. They highlight the Chinese market as a place in which this company originated and sustained to be a famous heritage corporation worldwide.

Corporate brand Scholars understand that corporate heritage literature is still under development and exploration. They have started to study the impact of corporate heritage over culture, places, brand, organisation, truism and other academic management subjects. This study has explored the importance of

corporate heritage to build a brand identity; the study will investigate the measure factors which affect corporate heritage brand identity as cited in section (2.3).

1.1.2 The British heritage retail industry

The British retail sector is a forward-thinking sector. Also, this sector can be described as a diverse sector because of its dynamic. The United Kingdom based on World Bank statistics (2017) is considered as the third largest country in Europe in terms of economy. This sector is motivated to change based on customer needs and requirements. With all economic crises, the Brexit referendum and high competition, the retail sector in the UK still showed growth in 2016 (World Bank group report, 2017). These reflect the strength and the potential of the retail sector in the world trading Market.

The UK government has published the updated statistics on their website: <https://www.gov.uk/government/statistics>. The latest records till the end of 2016 show that: the value of retail sales exceeded 358 billion pounds. The authorised registered retailers in the United Kingdom were 192,000 retailers till the end of 2016. Moreover, the total retailer outlets in 2016 approached 290,300.. Table (1-1) clarifies all the statistics number regarding the retail sector till the end of 2016.

Statistics about the retail industry in the United Kingdom	Records
Total value of UK retail sales in 2016	£358 billion
Total number of VAT-registered retailers in the UK (2016)	192,000
People employed in UK retail in 2015	2.8 million
Total number of retail outlets in the UK (2016)	290,315
Proportion of customer spending that goes through retail in 2016	1/3
Amount retail generates of total GDP (GVA) in 2016	5%
Proportion of retail sales made online in 2016	12%
Average annual growth of online retail sales in 2016	10%
Rise in UK retail sales in December 2016, year-on-year	3.40%

Table 1-1 Retail sector Statistics in the United Kingdom

Source: UK government statistics website www.gov.uk/government/statistics

Several reports have started to highlight the importance of becoming increasingly known for most of the heritage retailers to compete with the new retail stores in the high street. Retail business is growing and profit is starting to be competitive within this sector. Heritage retailers in the high street market must reflect their experience and history as well, modernise their gallery shops to attract customers. To sustain in this sector, a corporation must consider strong marketing tools to reflect their heritage brand reputation and success in this business.

Retail vision is essential through engaging all staff members within the organisation to help the retail management team sustain the corporation that was founded some time ago.

UK retail trades have been booming within the last five years according to a UK government report in 2017, so this sector is under challenge to be developed, the retail sector requested from all organisation to enhance their relationships with UK customers.

Customers have recently moved to use online trading using the internet and social media applications. Pavitt (1997) cite that from 8 to 30 percent of United Kingdom trade will be through online sales by 2005. Doherty et al. (1999) explain the important role which must be taken by retail management to invest and develop their online retail trading in order to sustain in this sector for the coming few years.

As a conclusion to what is mentioned above, the British retail sectors are growing and still accepting new retailers to invest in this sector due to population expansion. Corporate organisation management must work hard to build a strong identity for their products and services to sustain within a competitive retail trading. Internal stakeholders have an important responsibility to develop their trading strategy, vision and mission to attract customer to their retail stores.

1.1.3 John Lewis Partnership heritage identity

As one of the main corporate heritage retail high-street brands, the John Lewis case has represented longevity, authenticity and sustainability in the British retail sector. John Lewis partnership is a department store with locations all over the world. Locally, it is a British heritage high street retailer founded in 1864 in Oxford Street London. John Lewis operates through 48 stores across the United Kingdom. Furthermore, it is the first corporation to share its revenues with their employees through considering the employees as partners since 1929.

A smart business man started to build a brand carrying his name 'John Lewis'. During his business progress John Lewis (Senior) involved his sons to help him in managing Oxford street store. In 1905, he bought Peter Jones' store and he gave it to his son, John Spedan Lewis (Junior). Spedan continued his father business in a modern way at that time; he believed that employees are a part of his father organisation's success. He created a bonus scheme for all employees as they owned the business to engage them with his family success. 1925 was a historical turning point for this organisation. John Spedan Lewis observed that the owners and management stakeholders earned double the salary compared to other employees working at their stores. He believed that this was not fair in terms of the effort made by all employees. Equality between owners and employees is essential to protect and sustain such types of businesses. In 1929 John Spedan Lewis has taken the decision to transfer all the corporation shares to the employees.

John Lewis employees started to be treated as partners and the corporation moved to a partnership level which leads all the employees to feel responsible for improving the business profit and value.

As well, corporation success and the vision to sustain lead Spedan Lewis to increase the business and introduce grocery shops inside the department stores. He bought one of the main heritage grocery store brands (Waitrose) in Britain to be a part of this partnership.

Hard time during the Second World War left a historical impact on the John Lewis Partnership sustainability. The corporation expanded the mission and the vision to sustain the business profit through corporation relationships between all stakeholders as well business partners and suppliers in the British retail market during that period. The business strategy was to build a social relationship with the community and customer all over the UK to grow up the well-known brand.

The continuity attracts different generation to involve in developing this business till this moment. After over 150 years of success, John Lewis Partnership is considered as heritage high street retailer in Britain. Internal and external stakeholders consider John Lewis Partnership as a heritage innovated corporation. The partnership is preserving their past as a successful business story in serving the community. Moreover, engaging the present to their business through meeting all their customer requirements through being innovative and modern. As well they are hoping to inspire the future by sustaining what was built in the past and develop it at the present time to keep John at Lewis the highest level.

John Lewis Partnership has an iconic identity through their success achievement towards its customers. During the last year, the partnership won several awards from different associations for their creativity in developing the retail sector in the United Kingdom. They were considered to be the 'Best In-Store Experience 2016', 'Best Clothing Retailer 2016', 'Best Electricals Retailer 2016', 'Best Furniture Retailer 2016' and 'Best Homewares Retailer 2016', 'Best Click &

Collect Retailer 2016'. They' were also nominated as the best Customer Satisfaction retailer in 2016.

Today, John Lewis Partnership (JLP) operates 49 John Lewis stores across the United Kingdom, as well as 352 Waitrose grocery supermarkets in Britain and abroad. John Lewis Partnership's annual financial reports in 2017 show that their annual gross sales exceeded £11 billion. During 2016, John Lewis partnership operated through 86,700 Partners to sustain their heritage business and serving customers all over the United Kingdom (John Lewis Partnership annual report, 2017).

1.2 Research Problem and Gaps

In light of the above sections, a review of the extant literature in corporate heritage brand identity acknowledges several gaps which will be discussed in this section. Moreover, this section outlines the research problem and the lessons learned in the area of corporate heritage brand which this study addresses in chapter two.

Corporate heritage brand identity literature is still in progress to define this term; Balmer et al. (2006) first paper introduced this topic through the empirical case on the British Monarchy. The paper introduced an introduction about the key characteristics of corporate heritage brand. Following this paper, Urde, Greyser and Balmer (2007) defined corporate heritage brand identity through five elements: core values, use of symbols, track record, longevity, and History. This qualitative case study started to be considered as the basis for all incoming recent studies (Balmer, 2011a, 2011b; Hudson and Balmer, 2013; Balmer and Chen, 2015; 2016; 2017; Cooper et al., 2015; Bargenda, 2015; Balmer and Burghausen, 2015). For instance, Balmer (2013) explains the traits which

identify any corporate heritage brand. Balmer's findings confirmed the 6th trait which gives more popularization about the corporate heritage brand identity concept. Based on that, this research provides general guidelines for both academics and practitioners about corporate heritage brand identity characteristics. This research suggests that the corporate heritage brand identity definition needs to be measured precisely. As a result, this study will identify the main key corporate heritage brand factors and examine how they affect any corporate heritage brand to be identified through stakeholders.

A few studies deal with the relationship between corporate heritage brands other factors such as stakeholders and customers attitudes and behaviours (Balmer, 2011a; Wiedmann et al., 2011). These studies notice the importance of brand experience from a customer satisfaction perspective. These studies notice that corporate heritage brand experience and customer satisfaction were not studied precisely in terms of the corporate heritage brand. Furthermore, these studies adapt Brakus et al. (2009) and Schmitt (1999) definition for brand experience and worked to build more measurements for their approach. Most of the studies on corporate heritage to date have no adopted the customers' perspective. This is the first study which highlights the customers' perspective in terms of the corporate heritage brand.

Corporate heritage is reflected through multiple time dimensions Balmer et al., (2006) and Balmer (2011a; 2013) studied the impact of present and future time on the heritage brand progress. Their research requested brand development and innovation to sustain the corporate heritage brand at the market. Brand innovation scholars agreed that innovation is a strategical tool to sustain brand position and increase brand performance (Weerawardena et al., 2006; Doyle, 2001; Noble et al., 2002; Agarwal et al., 2003). This research intends to examine the moderating role of brand innovation to enhance the relationships between corporate heritage brand identity and corporate heritage brand experience.

Word of mouth has been studied in few studies on how it could affect brand experience (Chen, 2014; Beckman et al., 2013). Corporate brand scholars agree that word of mouth establish corporate brand identity and reflect customer satisfaction (Balmer, 2001; 2013; Bartholmé and Melewar, 2009; 2011). The impact of Word of mouth on the corporate heritage brand hasn't been tested or measured to check its capability. This study attempts to find the relationship between corporate heritage brand experience and word of mouth to enhance customer satisfaction. This study is unique in testing one of the powerful communication tools over a corporate heritage brand construct.

The originality of heritage is related to the history which becomes a story in the present time (Balmer et al., 2006, Urde et al., 2007, Balmer, 2013). This past time gives a heritage corporation the authenticity to sustain. However, the present is developing the past to be acceptable and usable at the present time. Moreover, the future of any corporate heritage brand is the vision for longevity and building a successful achievement in the present which reflects positively on the future of the heritage brand (Burghausen and Balmer, 2015; Balmer and Chen, 2015; 2016; 2017). This study will evaluate the impact of multiple time dimensions (The Past, Present and Prospective Future) on the proposed conceptual framework. The multiple time dimensions (The Past, Present and Prospective Future) are considered as a moderator to enhance the relationship between corporate heritage brand identity and corporate heritage brand experience. As well, its moderating role is to improve the relationship between corporate heritage brand experience and customer satisfaction.

The British retail sector is full of challenges, and customers in the British community are more aware of heritage, experience, innovation, competition and values. After reviewing several studies in this area (corporate heritage and corporate heritage brand), this study is one of the most important studies on business management field which investigate the identity of the corporate

heritage high street brand in Britain. The study adopts both an internal and external Perspective towards a heritage corporate retail brand in Britain.

To understand the problems introduced in this section, the aim and objectives of this research are demonstrated in the next section.

1.3 Research aim and objectives

The main aim of this research is to develop a corporate heritage brand identity conceptual framework that clarifies how corporate heritage brand factors (Price, Quality, Design and Symbol) can be used to identify any corporate heritage brand. In addition to that, this research studies the impact of corporate heritage brand experience to enhance the relationship between corporate heritage brand identity and customer satisfaction. The corporate heritage brand experience factors were taken from Brakus et al.(2009) research finding, which confirms that brand experience is represented through four dimensions are (sensory, affective, sensory and intellectual). In particular, it examines the impact of brand innovation, word of mouth and multiple time dimensions as moderators on the research conceptual framework.

Regarding this purpose, earlier empirical research shows several research challenges. The first challenge is to explore the factors that build corporate heritage brand identity. Moreover, it is to examine the impact of corporate heritage brand identity in building customer satisfaction. Therefore, the second challenge is to analyse corporate heritage brand identity from a customer perspective through investigating how customers identify with a British corporate heritage high street brand.

To be more specific in supporting the research aim, the following research objectives are identified:

- i) To explore the key aspects of corporate heritage brand identity that shapes the heritage brand identity in the corporate retail sector.
- ii) To develop a corporate heritage brand conceptual framework that demonstrates the relationships between corporate heritage brand identity and customers satisfaction.
- iii) To evaluate the impact of corporate heritage brand experience as a mediator on the relationship between corporate heritage brand identity and customer satisfaction, as well, the impact of the following factors (Brand innovation, Word of mouth and multiple time dimensions) as moderators for this conceptual framework.
- iv) To measure the conceptual framework of the above relationships in the heritage British retail sector context and reflect on the findings.

1.4 The significance of the research

The main statement of this study is that customer satisfaction will be enhanced under a strong corporate heritage brand identity. To build a proper definition for this context (corporate heritage brand identity) an exploration of several pieces literature in corporate management, brand strategy and corporate identity is taken into consideration to develop the study's conceptual framework. This study tries to identify how corporate heritage brand identity factors (Price, Quality, Design and Symbol) can assist to sustain a corporate heritage brand and build customer satisfaction. For that reason, this study can be important for both academic researchers and practitioners in corporate heritage, heritage brand and heritage identity theories.

The corporate heritage brand identity is studied on this research to build a contribution on the academic field through exploring the corporate heritage brand identity characteristics which were developed from Balmer's research (Balmer, 2013; 2011a). This study provides insight into John Lewis Partnership as a corporate heritage retail brand, and accordingly, it can provide a significant suggestion for academics as well. While many corporate heritage brand managers and corporate managers, in general, are unaware of how to introduce their corporate heritage brand identity to their customers, there is a gap to reflect the corporate heritage brand identity importance and how it can enhance the customer satisfaction toward a corporate heritage brand. The study's conceptual framework is developed to study the relation between corporate heritage brand identity and customer satisfaction through corporate heritage brand experience which enhances this relationship. To create more evidence on how corporate heritage brand identity can improve brand experience, this study explored the role of brand innovation and multiple time dimensions (Past, Present and prospective future) to develop this relationship. This study may provide an understanding of the importance of brand innovation and multiple time dimensions to develop and sustain a heritage brand. Furthermore, this study examines the effect of customer word of mouth and multiple time dimensions to enhance the relationship between corporate heritage brand experience and customer satisfaction. This must be taken into consideration to build the identity of any corporate heritage brand. As a result, this study can introduce a deep and useful suggestion for all heritage brand practitioners to survive their corporate retail heritage brands.

1.5 Thesis structure

This thesis is organised as follows:

The first chapter of the thesis introduces the research background and research motivation. It also addresses the research problem and gap. To clarify the research problem, a clear objective is set to achieve the research aim. Finally, this chapter is concluded with the thesis chapters' structure.

In Chapter 2, the researcher provides a full review of the relevant theories in the literature which help to develop the corporate heritage brand identity contract. The reviewed related literature in corporate brand management helps to deliver the theoretical framework and the methodology used in this study.

The story and a background about John Lewis partnership as one of the main corporate heritage retail brands in Britain are introduced in chapter 3. This chapter provides a full image regarding the case study context through how this heritage retail brand sustained and developed in one of the most competitive markets in the world. As well, it provides a full exploration about John Lewis partnership brand achievement and communication tools to build their current reputation and customer' satisfaction.

The work introduced the methodology design in detail in chapter 4. This research adopts a mixed-method methodology, joining two research methods the quantitative and the qualitative approaches, to enhance the validity of this study.

Chapter 5 debates the qualitative findings originated from the semi-structured interviews which are implemented in this study. The interviews outcomes for the main themes and codes are demonstrated. The research interviews are

designed based on literature findings in the corporate heritage brand theory. The interview questions cover in depth the proposed items of this study.

In chapter 6, the researcher demonstrate the conceptual model development though Chapter 5 findings. The final definition for each construct and the items are presented.

The quantitative data analysis and the measurement of the research results are analysed deeply in chapter 7. The study applies factor analysis, regression analysis and the structured equation model (SEM) method using the Partial least squares (PLS test) to analyse the collected survey data. The results of the model goodness of fit indices for this research conceptual model are acceptable. A clear discussion is added to clarify the research findings results.

Finally, chapter 8 concludes the research findings in light of research finding in terms of corporate heritage brand identity. The chapter demonstrates the theoretical contributions and the implications for corporate heritage brand management. As well, the study limitations from conceptual, empirical and methodological terms are presented in this chapter to be considered for future research.

The contribution in this research provides guidelines for both academic researchers and practitioners in the corporate heritage branding field. One of the main guidelines is to establish an integrative view about the concept of corporate heritage brand identity and the factors that might affect this concept in the retail sector. The conceptual model, used in this work, was adapted from several theories and approaches highlighted by several scholars (Balmer et al., 2006; Urde et al., 2007; Balmer, 2013; Brakus et al., 2009). The conceptual model was developed to examine the corporate heritage brand identity effect on enhancing

customer satisfaction insight from the John Lewis Partnership case, which is considered as one of the main British heritage retail brands. The research findings will help brand managers and corporate management members to build a strong strategy for their brand and develop their brand identity to sustain business growth and customers satisfaction.

Chapter 2

Literature Review

In the Literature chapter, several theories and previous studies in corporate marketing and corporate identity were reviewed and demonstrated. Furthermore, more discussions and explanation on the latest studies in corporate heritage brand identity were reflected to clarify the research gaps. This chapter introduces the key elements that identify the corporate heritage brand and demonstrate the effect of corporate heritage brand experience enhance the relation between corporate heritage brand identity and customer satisfaction. The conceptual framework which informed by the key literature on this field is present in this chapter.

The chapter is planned in the subsequent structured sections: Section 2.1 explains the literature on corporate heritage brand identity. Section 2.2 discusses the corporate identity theories that supported to build the research framework. Moreover, section 2.3, explains the key elements of corporate heritage brand identity. Section 2.4 explains the importance of corporate heritage brand experience to achieve customer satisfaction. Section 2.5 explain the brand innovation function to develop the identity of the corporate heritage brand. Furthermore, Section 2.6 discusses the role of word of mouth to spread the corporate heritage brand identity and experience to attract customer satisfaction.

Finally, section 2.7 summarises the research hypotheses and demonstrate the conceptual model measured results presented in Chapter 5 and 6. A summary is shown at the last part of this chapter section 2.8.

2.1 Corporate heritage brand identity

Corporate heritage brand is a new concept that was introduced in the mid of 2000's. Balmer and others introduced the first article about corporate heritage brand in 2006. It defines the corporate heritage brand concept and introduces the main dimensions of the corporate brand concept. Balmer used the case of the British monarchy as a corporate heritage brand (Balmer et al., 2006). Urde, Greyser and Balmer introduced the second paper on corporate heritage identity in 2007; this paper developed and clarified their approach that was introduced in 2006 to explain more about the phenomenon of heritage brand by considering several heritage brand cases. Urde and others described that longevity is important to show heritage, while antiquity is not enough to meet heritage brand criteria. They suggested that a heritage brand needs more focus and attention from brand management because it is unique in terms of the value and the experience it carries with it. Several scholars have given attention to the corporate heritage brand concept due to its value in keeping an old brand powerful; their research shows how experience and knowledge keep the heritage brand in a leading position the market. Several scholars work to explore this topic and develop the literature gap on defining the corporate heritage brand concept such as Balmer et al., 2006; Balmer, 2009a; 2011a; Blombačk and Brunninge, 2009; Hudson, 2011; Hudson and Balmer, 2013; Schroeder et al, 2015; Santos et al., 2016; Wiedmann et al., 2011;Urde et al., 2007.

The concept of heritage as old brands from stakeholders point view is highlighted in several past papers. This is because history is an essential element in defining the identity of any corporation as cited in (Balmer, 1998; 2001; Balmer and Gray, 2003; Balmer and Greyser, 2006; Balmer and Wilson, 1998; Melewar, 2003; Urde, 2003) papers. Hudson (2011) explained that the history of Cunard ship gives the heritage identity for this brand. Since customers are aware of its heritage, and the brand has built significant customer trust and loyalty for more than a century.(Hudson, 2011). By viewing Urde and other papers, which explained the phenomenon of the corporate heritage brand, the reader has noticed that heritage

brand has “track record” which cover a positive history of serving the customer. It must also commit to delivering a “Core value”. Heritage brand must have a “Symbol” to identify the brand it reflects. Finally, corporate heritage brand is signifies the time stream, which keeps heritage brand “longevity” and shows the heritage brand continuity. Figure 2-1 shows Urde and others explorations for brand heritage elements (Urde et al, 2007).

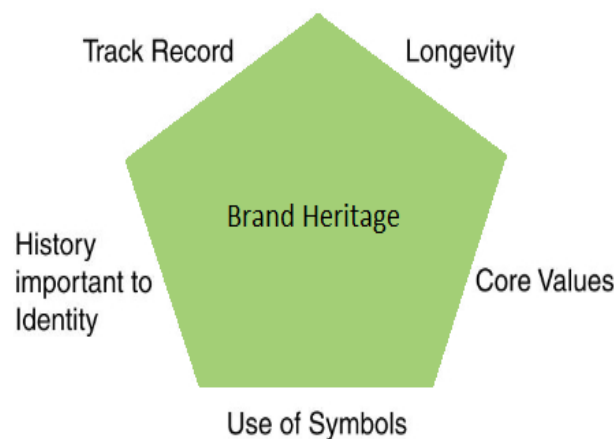


Figure 2- 1 Key elements of Brand Heritage Urde, Greyser and Balmer, 2007.

Source: Urde et al., 2007

In other words, corporate heritage brand as Balmer clarified reflects the history that stakeholders have communicated about the corporate brand (Balmer, 2011). Corporate heritage brand tells a story about the brand and shows its history. It is not as others might consider that corporate heritage and brand heritage are linked to cultural heritage (Burghausen and Balmer, 2014; Hakala et al, 2011; Ko and Lee, 2011) Heritage reflects the core value that gives the continuity and also it shows the history of being respected (Hudson, 2011). History becomes a communication channel to external and internal stakeholders with the corporate organisation to explain their promise and shows the strength of the heritage brand (Blomba ck and Brunninge, 2009). Many scholars identify heritage brand with culture, Balmer and other clarify that culture and countries history might affect corporate heritage brand (Balmer et al, 2006). For example, to the effect of

culture, the British Royal Family's name returns back to German name called Gotha and Saxe-Coburg, which rebrands to Windsor. This reflects that there is a connection between heritage brand and the culture as Balmer discussed (Balmer et al, 2006).

In a similar vein, Hakala et al. (2011) suggest that brand heritage is a multidimensional concept that can cover history, continuity, reliability, values, and symbols. Addition to that many brands have heritage but most of them cannot be considered as a heritage brand. Corporate heritage brand is defined by Urde et al. (2007) 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, 2007, p. 4). Corporate heritage brand is clear to the researcher by considering it is the value which covers the brand in heritage character.

Urde and Greyser (2015) updated their understanding for corporate heritage brand, by explaining that brand heritage must represent the past, present and future. They define it as “A [corporate] heritage brand is one with a positioning and value proposition based on its heritage” (Urde, 2015). In addition to that, a corporate heritage brand is presenting the heritage of a brand to add a value to it as scholars explain (Blombäck, 2009; Urde, 2015).

According to Balmer's work (Balmer, 2013), corporate heritage characteristics can implement on brands to give them a unique identity. For example, (1) Omnipotentiality is essential to show the time levels (the past, present, and prospective future) that reflect brand history. (2) Institutional trait consistency which shows the continuity of the corporate brand trait, such as a sign, symbol, feature, and quality. (3) Tri-generational hereditary confirms that a brand is sustained during a minimum of three generations. (4) Augmented role identities, corporate heritage brands must consider the importance of showing their identity. A

corporate heritage brand must adapt to multi-types of identities such as regional, culture, social, and heritage identities. (5) Ceaseless multigenerational stakeholder utility is important for continuity by understanding the generations and keeps the corporate heritage brand valid and acceptable for all generation. (6) Unremitting management tenacity requires a strong management to handle and take care of the corporate heritage brand as Balmer (2013) discuss.

Several scholars have given their attention to this topic (corporate heritage brand identity) due to its importance, and they recommended focusing more on its impact on the organization strategy. The table 2-1 shows a summary of the research that publishes.

Author	Year of publication	Conclusion
Balmer et al.	2006	Empirical case on British Monarchy, it gives an introduction about CHBI, in addition to that it clarify corporate heritage brand characteristics.
Urde, Greyser and Balmer	2007	The disquisition defines the heritage brand based on field case; the results confirm that heritage brand identity found in core values, use symbols, track record, longevity, and History. Also, the study concludes the importance of identity to build heritage brand. In addition to that how the management plays an important role to sustain, protect and maintain their corporate heritage brand identity.
Balmer	2011a	A case study on British monarchy, this study clarifies the management role in keeping and building continuity for their corporate heritage brand identity. The paper reflects the corporate heritage brand identity requesting a relationship between the heritage brand and the stakeholders.
Wiedmann et al.	2011	An empirical study for the consequence of brand heritage on customers toward a corporate brand, the study results confirm the effects of customers' attitudes and behaviours on heritage brands.
Balmer	2013	Balmer general review paper reviews corporate heritage domain and introduces clear definition and characteristics of corporate heritage. The findings requests from corporate heritage brand manager to focus more on their heritage brand identity and communicate with their stakeholders by showing their core values.
Urde and Greyser	2015	Field study on Nobel prize case to understand and approve the identity of corporate heritage brand.
Balmer and Chen	2016	"Tong Ren Tang" case present through an empirical study on corporate heritage tourism brand, and examine the national identity of Chinese tourism brand. Its link nation of the corporate brand with corporate heritage brand.

Table 2- 1 corporate heritage brand identity scholars work

Interestingly, Urde and Greyser (2015) suggest a process for corporate heritage brand identity. They believe that every brand must have his own history that carries its unique identity that reflects it back its brand roots. They also confirmed Balmer (2013) thought that organisation must give attention to their heritage brand, and understand the core value that it carries the years. These processes are shown in Figure (2-2) are stats from Urde and Greyser research exploration about the corporate heritage brand identity. The developed four processes to build the identity of any corporate heritage brand as Urde and Greyser (2015) suggested understand and recognise the brand history of any organisation, Uncovering and exploring the brand heritage, revealing the brand identity, finally, combining and defining the brand identity and heritage (Urde and Greyser, 2015).



Figure 2- 2 Urde and Greyser (2015) Process for Corporate heritage brand identity

If an organisation's brand management follows the process that Urde and Greyser (2015) set to understand corporate heritage brand identity, they will be able to identify their heritage brand as its essential at this stage. Understanding brand roots and history and also an organisation's history helps in building an identity. Discovering brand heritage and clarifying brand identity together creates a mixture that describes the corporate heritage brand identity of any organisation as (Urde and Greyser, 2015) explain. Further, Balmer (2011) explains how corporate heritage identity could have an integrated relationship with several heritage brands such as (place or community). Heritage gives any corporation a past frame, which is developed and sustained to be valid at the present time and

this heritage will be continued in the future to show its strength. Identity gives any organisation their traits to keep it unique; however, the brand represents the promise. From these three keywords (time, traits and promise), Balmer clarifies the corporate heritage brand identity definition (Balmer, 2011).

The below sections explain the literature reflection of corporate heritage, heritage brand and corporate brand areas.

2.1.1 Corporate brand

Corporate brand starts appearing in the 20th century to represent the organisation strategy toward the brand, and it gives the brand a corporate level as Balmer's believed (Balmer, 1999). It was the right time to move the brand to a corporate level (Balmer, 1995; Balmer and Wilkinson, 1991; Kitchen and Schultz, 2001; Kotler and Keller, 2008). An International corporate identity group was launched at the House of Lords, Palace of Westminster (London) in 1995 by Professor John M.T. Balmer, to give more attention on the importance of this concept. Authors agree that corporate brand is important and they started to publish several pieces of articles to clarify this topic and define this concept (Aaker, 1996; Aaker et al., 2004; Aaker and Joachimsthaler, 1999; Balmer, 1995; 1999; 2001ab; De Chernatony, 1999; Fombrun and VanRiel, 1997; Greyser, 1999; Hatch and Schultz, 2001; King, 1991; Harris and de Chernatony, 2001; Kapferer, 1992; Knox and Maklan, 1998; Ind, 1997; Olins, 2000; Gregory, 1997; Macrae, 1999; Maathius, 1999; Kitchen, 2013).

Corporate brand considers as a revolution in the academic and practitioner field, due to its uniqueness, Balmer (2010) considered corporate brand as a hot topic that needs more attention from the scholars. Aaker's and others defined the corporate brand as how the brand can represent the organisation, also the brand must reflect its heritage, culture, people, values and strategy (Aaker et al.,

2004). Aaker et al. (2004) believed that the brand since it represents an organisation this will add to the brand the assets, value, position, heritage, records, quality, promise and reputation. Corporate give a strategy frame that builds strength for the organisation it represents. The organisations and companies that deal with different groups of stakeholders must move to a corporate level for any production they used to deliver in the market (King, 1991). Dealing with multi-stakeholders leads the organisation manager to build a strong strategy to their corporate brand.

Corporate brand manager feels that managing the corporate brand is complex, and needs more efforts because they dealing with different stakeholders (Baker and Balmer, 1997; Esch et al., 2006; Kapferer, 2009; Melewar and Jenkins, 2002; Stuart and Jones, 2004). The brand managers aware of their responsibility to represent their corporate organisation by the product they produce to the service they offer. Moreover, King reflected the importance of management role to build their corporate brand as he mentioned in his article “Brand building in the 1990s” (Kings, 1991).

Corporate brand gives positive reputation and influence for any product or service in early stages, as well developed the market (Keller and Aaker, 1992). Referring any brand to a corporation gives customers and users more confident and trust to deal with this brand. Kapferer and Bastien (2009) explained the reasons that organisations moving their brand to a corporate level refer to build a strong reputation addition to that credibility, reliability and identification for this business.

Once the brand moves to a corporate level this request from the brand organisation more attention because they interact with multi-stakeholders (Balmer, 1999; Urde, 1999). Moreover, the corporate brand still carries with it all the brand characteristics to differentiate the brand from other and build a competitive advantage (Knox and Bickerton, 2001).The difference between the brand and the corporate brand as Balmer and Gray (2003) urged that corporate

gave more responsibility and disciplinary for the organisation management. The brand is focused on the customer while corporate brand targeted multi-stakeholders (Balmer and Gray, 2003).

Corporate brand requests a promise from the organisation toward the product or the service they delivered in the market. Balmer clarified that a corporate brand is a contract or agreement between the organisation and the multi-stakeholders they are dealing with (Balmer, 2012; 2017). The corporate brand is a covenant and that what gives its powerful meaning because corporate brand must give the promise to deliver the best value, quality and service to the stakeholders (Balmer, 2012). Balmer (2001a) introduced five dimensions to define the corporate brand mention as (C2ITE). Balmer considered the culture as important contract to define corporate brand. The culture has an influence on the internal and external stakeholder's culture that also affects the organisation core culture (Balmer, 1995, 2001a; De Chernatony, 2001; Hatch and Schultz, 2001). Intricate in how it's multidimensional and multidisciplinary because it is dealing with multi-stakeholder range, and has to communicate with multi-channels as most of the corporate brand scholars agreed (Balmer, 2001; 2001a; De Chernatony, 2001; Hatch and Schultz, 2001; King, 1991; Olins, 2000).

Corporate brand shows the value of the organisation and it also reflects the competitive advantage of its uniqueness at the market such as skills, employee, culture, price and quality (De Chernatony and McDonald, 1992; Aaker, 2004). Reviewing most of the article that covering the corporate brand concept, Balmer has a strong believes that corporate brand builds a strong profile to the organisation. The corporate brand starts to be an attractive tool for all type of stakeholder to deal with it such as customer, suppliers, employees, compotators and investors (Balmer et al., 2006).

King's (1991) clarified the dissimilarity between the product and the brand, he explained that product must be manufactured in a factory, while the brand might be tangible or intangible product or service which customers can bought (King, 1991), which explained that corporate brand is represented by a product with unique values to impress customer to buy it. Some scholars considered the quality as an attractive element to define the corporate brand. Knox defined the corporate brand as an acceptable price and efficient performance represented in a product or service to attract the customer to it (Knox, 2000). While other scholars agreed with Aaker's definition in considering the corporate brand as a symbol to differentiate the product or the service with others (Kapferer, 1997). Adding to that Nickerson and Moisey (1999) defined and clarified the corporate brand as the images which customer have recognised about it and the type of relationship that lead the people to engage with it (Nickerson and Moisey 1999:217).

The below table (2-2) shows the researcher focuses to describe the corporate brand:

Authors/ contract	Aaker (1991)	King (1991)	Kotler (1991)	DeChernatony and McDonald (1998)	Nickerson and Moisey (1999)	Keller (2003)	Knox (2000)	Balmer and Gray (2003)
Image/ sign			√		√	√		√
Symbol	√		√			√		√
Name	√		√			√		√
Design			√			√		
Value (Price/ Quality)		√		√			√	√
Mean								√

Table 2- 2Brand definitions by some author's

Scholars give attention to define the brand due to its importance in build and develop the organisations; this research defines the brand as any product or service that introduced for customers or any other types of stakeholder's. It must

carry a name, symbol, design, mean, value and an image to have its own characteristics and identity.

As a conclusion, the corporate brand is an agreement between the organisation and stakeholders to deliver the best values. It gives the stakeholders a commitment for their corporate brand credibility, and identity. It ensures brand satisfaction for what they deliver to the market. Finally corporate brand is managing by a corporation that understands how to deal and serve multi-stakeholders from a different environment, culture and standards.

2.1.2 Heritage brand

Heritage as a word origin refer to France, it's known as "inherit" to pass on from generation to another generation (Balmer, 2011). Heritage means stability of being their names at the minds, continuity in keeping their success and nobility in showing their identity (Macdonald, 2006; Balmer, 2013). The British English dictionary defines heritage as "the culture of a particular society, such as traditions, languages, or buildings which come from the past and are still important" (Cambridge University Press, 2009). Several scholars recently started to give the heritage a part of their business and management research and publication, because they believed in the importance that history and the heritage reflect to their business (Balmer, 1995; 2011; 2013; ; Burghausen and Balmer, 2014; Hudson, 2011; Hudson and Balmer, 2013; Sharpe, 2009). Rapport (2002) explained that heritage attracts different level such as individual, corporate, national, regional, International and communitarian (Rapport, 2002, p. 87). Reviewing several scholars' papers to clarify the nature of heritage leads to confirm that heritage and history haven't the same meaning, but there is a connection to each other, by the time history become a heritage (Poria, 2001).

Any brand that has a story and roots for sure must have its own heritage. Urde, Greyser and Balmer defined the brand heritage as a brand that its identity

noticed which includes track records, core value, longevity, and use of symbols (Urde et al., 2007). History shows the brand value, which leads marketers and brand managers to be interested in showing their heritage (Fionda and Moore, 2009). While some companies create a fake history to their brand, so they can attract customer by reflecting their experience and reputation (Beverland and Luxton, 2005). The brand makers and managers believed that returning back to the roots of their brand gave them more success and speciality. Old brand in terms of time means experience, satisfaction, credibility and trust (Aaker, 2004). Many questions can be asked by the brand management to find their heritage: when our brand found, and what story for being our brand continuing till these days. The answers to these questions will reflect the brand added value that any new founded brands didn't own it, especially that the market is full of brands that competing for each other's (Aaker, 2004).

Heritage brand name	Year of establishing
Burberry	1856
Lock and Co	1676
Asprey	1781
Pringle	1815
Liberty	1875
Harrods	1834
Gieves and Hawkes	1771
John Lewis	1864
M&S	1884

Table 2- 3 British heritage brands

The table (2-3) shows some of the top British brands, which shows extend, originality, and strong experience roots (Balmer, 2013). Aaker (1991) explained how history and the time are two important factors to build heritage brand

name. This will give the brand a strong experience which leads to its success and continuity (Aaker, 2004).

Brand associations factors show the importance of brand history and how heritage brand is essential (Aaker, 2004). It also gives a competitive advantage to differentiate the heritage brand with other compactors brands (Keller and Lehmann, 2006). Heritage brand these days affect positively different parts of brand categories such as brand personality and equity (Keller and Richey, 2006). As well, heritage brand plays a role in giving the brand a valuable price (Stewart-Allen, 2002). Customer these days started to be careful from all brands in terms of trusting, using, purchasing and dealing with it due to the high number of competitors and newcomers to the market. The customer feels Unconfident and they search for stable and familiar brands. This gives the heritage brand corporation the strength to highlight their heritage and refer back to their roots as Aaker (2004) recommend. The experience in serving the customer during a long time leads to brand trust and strong identity, so brand managers focus in evoking the past story on their customer minds to demonstration their growth and success (Brown et al., 2003). Wiedmann and other gave attention on how heritage brand add a value and benefit to the customers to keep their attention and engagement with the brand that has a story behind it (Wiedmann et al, 2011 b).

Finally, heritage gives a strong reputation to the product or the service it covers. It is the continuity for what has been done and how it is now and what it will be after. It represents the past, the present, and the future in terms of showing its story and the experience that the brand earn. Addition to that it carries a story of being at this place, continuing and growing to keep brand success, stable and strong. The heritage brand must have ambitions to provide the best value and be innovated.

2.1.3 Corporate heritage

Corporate heritage reflects the interaction between the organisation and its stakeholders in the multiple time streams past, present and prospective future (Balmer and Greyser, 2006). Few researchers gave attention on their research for corporate heritage such as (Balmer, 2011a; 2013a; Balmer et al., 2006; Burghausen and Balmer, 2014b; Urde et al, 2007; Santos et al., 2016). This gives an opportunity for all new scholars to increase their interest for such type of research in corporate heritage. Balmer (2013) explained that corporate heritage is about long-term commitment and continuity. It also covers stakeholder's loyalty, identity, flexibility, and profitability (Balmer, 2013). Balmer and other researcher defined corporate heritage as the core of any organisation. It presents their past success and shows their present development and continuity. It will also continue the present to show their prospecting future which is innovated and developed to keep the heritage for their corporation (Balmer et al., 2006).

Greyser (1997) agreed that heritage is one of the important features for organisation development in corporate marketing level. It continues the relationship between the stakeholders and the organisation that might destroy during the time (Balmer and Greyser, 2006). Scholar believes that corporate heritage means that the organisation has assets, that why most of the companies consider having a corporate heritage to add value to them. Corporate heritage adds for both the companies and their stakeholder's positive values. Companies started to maintain and communicate their corporate heritage with their stakeholders to increase their identification with them (Wilkinson and Balmer, 1996; Balmer, 2009). Balmer (2011a) explained the corporate heritage that it isn't valid only for a single time. Corporate heritage is a multi-time process, that reflects the past the present and the prospective future of company strategy.

Corporate heritage is powerful as Balmer (2013) explained, it presents multiple identities of heritage that effect multi-generations. Corporate heritage is giving

the companies an identity heritage frame and increasing stakeholder's loyalty. It also adding value to the corporation and shows its saliency, profitability, and adaptability (Balmer, 2011a; 2013). Balmer (2013) introduced six criteria for presenting corporate heritage such as 1- Omni-temporality; 2- Institution trait constancy; 3- External/internal tri-generational hereditary; 4- Augmented role identities; 5- ceaseless multigenerational stakeholder utility; and 6- Unremitting management tenacity (Balmer, 2013).

The first measure for the corporate heritage: Omni-temporality reflects the three-time frames: the past, present and prospective future that prove the heritage. Corporate heritage is "multiple time stratum" as Balmer (2011a; b; and c) explained. Organisation understands that heritage is linked to time (Balmer and Chen, 2015). Russell gave a clear statement about time that can reflect the heritage of any corporation. He said that: "The present of things past is memory; the present of things present is sight; and the present of things future is expectation" (Russell, 1957, P.345). The Institution trait constancy shows the organisation stability, its represent via 11 key traits that reflect the corporate heritage as Balmer (2013) explained. These 11 traits that corporate heritage must have two or more to identify the heritage brand are: (1) ownership; (2) organisational-type; (3) organisational rationales/cultures and ethos; (4) product and service focus; (5) manufacturing processes and the delivery of services; (6) quality levels; (7) location; (8) group and class associations; (9) design and style; (10) sensory utilisation; and (11) corporate communications (Balmer, 2013; Urde et al., 2007).

External/internal tri-generational hereditary is the 3rd criteria that reflect minimum three generation within 50 years. Corporate heritage must present the past, present and the future. It is "forward with the past" as Balmer (2013) said. The 4th criteria are augmented role identities, Balmer (2011a) clarified that corporate heritage must attract different identities such as ancestral, time (temporal), place, culture, social and regional identities. Corporate heritage is

multi-identities that organisation must give more attention to it and believe it (Balmer, 2011a). Ceaseless multigenerational stakeholder utility is important for the organisation to build their corporate heritage continuity. Corporations must ensure that the multi-generation of stakeholders is treated professionally, and concentrate on different generation to keep the unity of the corporate heritage.

Balmer (2011a) gave three instructions to enhance trust between stakeholders in multi-generation with the organisation. These instructions that the corporate heritage should follow are continuity in meeting the needs of multi-generation of stakeholders. Keeping the entity attentive and nature to attract the multi-generations stakeholder's, and finally ensure the originality and the uniqueness of the corporate heritage (Balmer, 2011a). The 6th criteria explained unremitting management tenacity, which really important to show and maintain the corporate heritage. Managing the corporate heritage is essentially request as Balmer (2011a) and Urde et al. (2007) discussed to continue the stability of any corporation.

The success of any corporation requests strong management to continue what was built in the past and its need also a focus to extend it to be valid in the future. Corporate heritage needs a corporation from all management level to treat the multi-stakeholders in different generations. This will show the corporate heritage values and will keep the strategic effort that management considered during their trip in continuing saving their corporation heritage. All the above criteria as Balmer (2011a, 2013) considered will continue the success of any heritage corporation.

2.2 Corporate identity

Corporate identity concept explained “what we are”; it is also described what the organisation “is”. It also answered what is their corporate strategy, what is their business, what is their market, history, culture, stakeholders and reputation as Balmer clarified (Balmer, 2001). The concept of corporate identity was promoted first in the United States and the UK practitioners, consultants developed it as Balmer, and He (2007) discussed. It’s referred back to early 1960s in terms of concept (Balmer and Greyser, 2003). There is still argues between scholars to define the corporate identity characteristics. Scholars considered several dimensions of the corporate identity such as strategy, culture, history, business activity and others (Balmer, 2001).

Balmer was started the journey of exploring the definition of corporate identity in 1995 with several scholars to highlight that corporate identity is a strategic issue (ICIG statement, 1995). Corporate identity is the wave that carried all marketing management aspects to multi-stakeholder level. Several scholars such as Balmer and other agreed in the importance of corporate identity. It’s not traditional brand marketing. While this identity lead the organisation to communicate with different stakeholder levels (Balmer, 1995; 1997; 2017; Abratt, 1989; Olins, 1995; Birkigt and Stader, 1986; Stuart, 1998a; 1998b, 1999a; Schmidt, 1995; Steidl and Emory, 1997; Stuart, 1998a; 1998b; 1999a; Tagiuri, 1982; Tyrell, 1995; Van Riel, 1995; Van Rekom, 1997; Van Riel and Balmer, 1997; Wiedmann, 1988; ICIG statement 1995).

Balmer (1995), Olins (1990), and Topalian (1984) agreed to define corporate identity as what the organisation does for the stakeholder, and how the organisation archives their target to meet stakeholder needs. It clearly shows that corporate identity is part of any corporate strategy. This strategy gives the organisation the stability and the consistency (Cornelissen and Elving, 2003: 115). Dowling (1994) described the corporate identity as the symbol that

organisation used to show their identity, the symbol representing the company image which can present the 'perceived identity' as Hatch and Schultz (1997) explained. Some academic researcher considered the customers as the main player to build the corporate identity. Van Rekon defined corporate identity as "the set of meanings by which an object allows itself to be known and through which it allows people to describe, remember and relate to it" (van Rekom, 1997:411). Also, Olins agreed that corporate identity is a part stakeholder communication. He defined corporate identity as the whole things which the corporate organisation does, and in all manner of ways it communicates (Olins, 1991: 34).

Several authors gave the corporate identity a communication shape. They consider it as a communication process between the organisation and its stakeholders. The relationship that any corporate company built with their stakeholder gives a unique identity. The stakeholder communication about organisation reflects the identity which builds in their minds about the organisation (Melewar et al., 2005). Van Riel (1995) believed that corporate identity is uniqueness, continuity and "what is central to the organisation". It is also the organisation agreement to show their strategy, believes and values (Van Riel, 1995:290). Therefore, corporate identity is long-term commitment based on facts, it is full with cognitive as Balmer discussed. It has particular meaning for the organisation to keep their reputation in the market (Balmer, 2010).

The table (2-4) shows scholars thought about corporate meaning. In addition, how their articles categorise:

Concept	Scholars
Corporate identity	Abratt, 1989; Balmer, 1998; 2017; Balmer and Wilson, 1998; Birkigt and Stadler,1986; Olins,1995; Schmidt,1995; Steidl and Emory, 1997; Stuart, 1998a; 1998b; 1999a; Tagiuri, 1982; Tyrell,1995; Van Rekom,1997; Van Riel, 1995; Van Riel and Balmer, 1997; Wiedmann, 1988.
Corporate communication	Aberg, 1990; Balmer and Gray, 1999; Van Riel, 1995; Bernstein, 1984; Ind, 1997; Balmer, 2017.
Corporate image	Grunig, 1993; Moingeon and Ramanantsoa's, 1997; Abratt, 1989; Bernstein,1984; Brown,1998; Bristol,1960; Boorsein,1961; Boulding, 1956; Budd, 1969; Craven, 1986; Dowling, 1986; Gray, 1986; Gray and Smelzer, 1985; Gray and Balmer, 1998; Grunig, 1993; Kennedy, 1997; Lindquist, 1974; Martineau, 1958;Spector, 1961; Van Heerden and Puth, 1995; Van Riel,1995; Worcester, 1986, 1997; Balmer, 2017.
Corporate personality	Olins, 1978; Cornelissen and Harris's, 2001; Abratt, 1989; Balmer and Wilson, 1998; Birkigt and Stadler, 1986; Lux, 1986; Van Riel and Balmer, 1997.
Corporate reputation	Fombrun and Van Riel, 1997; Bromley, 1993; Caruana and Chircop, 2000; Fombrun, 1996; Fombrun and Van Riel, 1997; Gray and Balmer, 1998; Greysen, 1999; Sobol and Farrell, 1988; Weigelt and Camerer, 1988; Baler and Chen, 2017.
Corporate brand	Aaker,1996; Balmer,1995; 1999; Ind, 1997; De Chernatony,1999; Gregory, 1997; Kapferer,1992; King, 1991; Macrae, 1999; Maathius, 1999.
Organisation identity	Whetten and Godfrey, 1998; Albert and Whetten, 1985; Ashforth and Mael, 1989; Dutton et al., 1994; Hatch and Schultz, 1997; Whetten and Godfrey, 1998.
Visual identity	Chajet and Schachtman, 1998; Van Riel and Blamer,1997; Albert and Whetten, 1985; Ashforth and Mael, 1989; Dutton et al., 1994; Hatch and Schultz, 1997; Whetten and Godfrey,1998; Balmer, 1995; Baker and Balmer, 1997; Chajet et al., 1993; Dowling, 1994; Henrion and Parkin, 1967; Melewar and Saunders, 1998, 1999; Napoles, 1988; Olins, 1978; 1979; Pilditch, 1970; Jenkins, 1991; Selame and Selame, 1975; Simpson, 1979; Stewart, 1991

Table 2- 4 corporate management scholars

The table (2-4) adapted from Balmer (2001) Article: “Corporate identity, corporate branding and corporate marketing - Seeing through the fog”. The following statements summarise each corporate categories questions that address its definition:

Corporate identity: “What are we?” (Balmer, 2001), it requested an explanation from the organisation about their business, strategy, values, heritage, market,

reputation and performance (Balmer, 2001). Corporate communication: “is their integrated communication” as Balmer (2001) explained. Corporate communication represented the management corporation channel with all stakeholders. Corporate image: “What is the current insight and/or profile” (Balmer, 2001). It is the picture that all stakeholders kept in their minds about the organisation, and how the organisation presented itself (Balmer, 2001). Organisational identity/ personality identity reflects the question of “Who are we?” as Balmer (2001) explained it as an internal identity that shows the organisation management and employees believes about the organisation they represent. It more about giving description regarding the organisation and shows the relation internally between all employees levels.

Corporate reputation is the credit that organisation stakeholder gives to the organisation. Reputation must be built during the time by providing the best values to all stakeholders. Balmer (2001) clarified it as “What characteristic aspects (if any) are accredited to the organisation?”. The corporate brand must show the promise that the brand offer to its users. In addition, corporate brand as explained at section **(2.1.1)** gives the brand a powerful meaning by showing brand credibility and commitment toward the stakeholders. ‘What is the promise inferred from/ communicated by the brand?’ explained the corporate brand definition as (Balmer, 2001) mentioned.

2.2.1 Corporate brand identity

Corporate brand identity has a central role in any organisation. Aaker explains corporate brand identity as a unique factor that identifies the organisation brand and shows the features that differentiate the company brand from others. These elements might be design, colour, value, shape, and symbol (Aaker, 2004). Urde defined corporate brand identity as a the foundation which the management built for their brand to have largely long-term of success and continuity for such brand (Urde, 2013). Several scholars gave their attention to explain the corporate brand

identity term such as (Balmer, 2008; Balmer and Greyser, 2003; Balmer et al, 2009; Burmann et al, 2009; Kapferer, 1991; 2012; Urde, 1994; 2003; Aaker, 2004; Hatch and Schultz, 2008; de Chernatony, 2010).

Identity in corporate brand literature defines it 'WHAT DOES IT REFER TO' as a "distillation of corporate identity" (Balmer, 2010, p. 186). Management looks to it as a strategic area. Corporate brand identity reflects how the internal and external stakeholders will observe their corporate brand identity (Balmer, 2010). It establishes a bridge between the organisation and its stakeholders by informing market users and all their stakeholders what they expect from the company (Aaker, 2004). The identity of a corporate brand can archive via some sources, without any limits, for example: the corporate service or product brand name, the corporate logo and symbol, all different types of organisation communication with stakeholders and the internal organisation stakeholder behaviour (Balmer, 2001a; 2005; Balmer and Gray, 2003; Aaker, 2004).

Corporate brand identity is considered as the shape of any corporate identity. The brand is an essential part of the success of any organisation. So, the identity of the corporate brand must have a full promise (covenant) to its stakeholders to build trust and engage them with the corporation (Balmer, 2012). Balmer and Soenen (1999) explored on their research the corporate brand identity types that affect the organisation brands. They noticed that corporate reality, culture, strategy, communications, perceptions, management visions and promise plays an important role in building the identity of a corporate brand. So, they introduced an AC⁴ID test to help managers measure their corporate brands. Communicating with stakeholders and understanding their needs are important to sustain a corporate brand identity. It will keep and develop the original sign of the corporate brand in stakeholder's minds (Urde, 2013). Corporate brand management plays an important role in identifying an organisation's corporate brand (Balmer and Greyser, 2002; 2003).

The first paper on corporate heritage brand by Balmer et al. (2006) presented corporate brand identity as a core value which is a mixture of organisation identity and stakeholder identity. This type of identity requested from the internal identity to show their value, promise and covenant with their stakeholders, while from an external side stakeholders must understand the organisation's image, feel the values of this corporate brand and build a relation to engage with it. Both external and internal identity must communicate to each other and reflect the core values of the corporate brand and identify it as Urde (2013) mentioned. Corporate brand identity matrix reflects the three levels of identification: internal, Core (external and internal), and external. It is clear that any corporate brand can identify by using not only the core value but also by showing the internal values that are presented by mission and vision, organisation culture and values and organisation strategy. Moreover, corporate brand management must engage the external (stakeholders) toward their brand identity by reflecting their brand values which external stakeholders can be benefits from it. Considering the external stakeholders on corporate brand strategy will build a positive relationship with them.

Balmer (2013) set the latest AC⁴ID test version for corporate identity that has been explored by Balmer since 1999 (Balmer and Soenen, 1999). The AC⁴ID test helps managers to ensure that their corporate brand is powerful and significant to their organisation as well to their stakeholders (Balmer, 2012). The AC⁴ID test can consider as a strategic direction that can guide all senior managers and executive vice presidents at a firm to build and manage their corporate brand in the right way. Moreover, the AC⁴ID test is used to maintain these corporate brands during their experience and interaction with their corporate brand (Balmer, 2012). Therefore, executive managers and presidents must understand their corporate brand well. Management understanding of their corporate brand importance will leads their corporate business to archive their targets and goals, sustaining their values and building a strong reputation for their corporate brand. In addition to that, they have to meet their customer needs to engage with their corporate brand and get a successful identity as Balmer (2012) argued. As

explained above the seven identification factors that AC⁴ID contains to test corporate brand identity are shown in the table (2-5) and figure (2-3) below.

AC⁴ID Factors	Definitions
<i>Actual corporate brand identity</i>	The reality of the organisation's being at this place, and also its traits. To understand the actual identity of the organisation as Balmer (2012) suggested by knowing the competencies and capability of the corporate brand. Some of the traits that build the actual corporate identity are: advantage of the firms, benefits that deliver for all stakeholders, central wish back to the core of this firm identity, distinctive that what makes the firm unique than others firms, Enduring and Evolving by continuing with their identity, and finally Favourable by encouraging corporate brand promises (Balmer, 2012; adapted from Albert and Whetten's, 1985).
<i>Communicated corporate brand identity</i>	The communication tools that the organisation uses to explain their goals and the way they promote their sustainability. Corporate brand communication plays an effective role in the organisation management and their customers and stakeholders. Balmer (2012) introduced that this area is new in the term of identifying the corporate brand, but it is very necessary to continue the sustainability and ensure that customer and stakeholders are on the right track that leads the corporate brand to success.
<i>Conceived corporate brand identity</i>	Scholars can measure conceived corporate brand identity by understanding the estimation of their stakeholders regarding the corporate brands, and what they expect from this corporate brand. Perception is the border for how managers and executives give attention to their corporate brand and their growth strategy to build a good reputation for their corporate brand future. Reputation theory is still under discussions in several articles to reflect its importance for the individual or group cognitions (Gray and Balmer, 1998; He and Balmer, 2007).
<i>Covenanted corporate brand identity</i>	Balmer (2010a) gave a clear definition to this type of identity, he explains that corporate brand give promises to achieve, and these promises could represent via their brand name or brand logo. The promise of the corporate brand builds a relationship with the stakeholders, which lead for new positioning (Balmer, 2001b). The types of the covenant that corporate brand may present are: credible, durable, meaningful, profitable and responsible as Balmer (2012) explained.
<i>Cultural corporate brand identity</i>	Employees consider as the mirror for any corporate brand. Balmer (2010) referred to them as the 'front line' for any organisation based on their powerful relationship with the corporate brand. Cultural corporate brand defined as the employee feeling toward the corporate brand, their beliefs and acceptance to the history and the roots of the corporate brand. Culture identity is essential for consideration as an element to test the corporate brand because it explains the relationship between the employees inside the organisation. Furthermore, the employee's relationship with other corporate brand stakeholders such as customer or managers considers as cultural identity.
<i>Ideal corporate brand identity</i>	Balmer (2010) clarified it in a simple definition "the shaping of corporate identity by corporate strategy, what the corporate brand needs to be?" Ideal corporate brand identity is the organisation strategy that has a time frame to achieve organisation goals, missions and visions, to reach for a success story to their corporate brand, and get a stronger position in the market (Balmer, 2001a). Strategic planners and developers for the corporate brand play the role of ideal identity. Their information's and knowledge toward the corporate brand future forecast and current capabilities are the sources for such type of identity (Balmer, 2012).

<p><i>Desired corporate brand identity</i></p>	<p>Senior management vision and their expectation regarding the corporate brand considers as desired identity (Balmer and Soenen, 1999). Desired corporate brand identity should keep on the executive management minds and attract their attention. It represents their expectation and vision regarding their corporate brand that represents their corporate products or services (Balmer, 2012). This type of identity is requesting from the executive manager to act as a leader and not a follower (the manager who follow the rule and transfer the orders) to their firms. Balmer (2012) explained that the leaders of any organisation are the creators who establishing their corporate brand the value, create a better position, build a future vision, and build reputation and trust. These leaders of managers are the source of this type of identity that defined as desired corporate brand identity. As a conclusion, corporate brand identity is the source of any successful organisation, that engaging with it brand stakeholders to show their powerful experience.</p>
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Table 2- 5 Balmer (2012) AC⁴ID Test elements



Figure 2- 3 Balmer's AC⁴ID Test TM (Balmer, 2012)

Based on corporate identity scholar's definitions and exploration, the theoretical approach was built through using social identity theory and stakeholder theory (Balmer et al., 2016; 2011a; 2007; Balmer, 2008; 2012; Cornelissen et al., 2007; He and Brown, 2013). This research is considering the effect of these theories on building the corporate heritage brand identity. The following sub-sections

discuss the social identity theory and stakeholder theory impact on the corporate heritage brand identity.

2.2.2 Social identity theory

The awareness on the importance of social identity was started by Tajfel (1972); this study clarified how people intellectualise themselves in intergroup situations. Tajfel explained the social identity meaning as "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership"(Tajfel, 1972, p. 292). Also, he clarified how social system can categorise through how it "creates and defines an individual's own place in society" (Tajfel, 1972, p. 293). The scholars started to investigate Tajfel approach; Tajfel and Turner (1979) introduced components for social identity perspective. They identify the social identity components as a connection between the following items: Social identity, social comparison, intergroup relations, and self-enhancement motivation (Tajfel and Turner, 1979). They suggested on their theory that the individual's social identity can be considered as a part of the individual self-concept, this identity can be acquired through involving the individual member with a certain social group that reflects the member positive reaction and attitude toward this group rather than any other groups (Tajfel and Turner, 1979). Several scholars started afterwards to develop this theory through implementing it on different group or environments to reflect its importance and powerful (Hogg and Abrams, 1988; 1999; Hogg, 1996a; 2000a; 2001; Hogg et al., 1995; Turner, 1999).

Social identity presents on the member information that belongs to a specific group or social category explained by Hogg and Abrams (1988). Turner and other researchers confirmed that social identity can be classified into different categories such as emotional, evaluative and psychological connect within the group (Turner et al., 1987). As Crane and Ruebottom (2011) explained that

individuals can select the social identity that they wish to join and be part of it. They concluded that social identities help to reflect how the individuals consider themselves within this group and how they communicate and behave with other identities. Stryker and Burke (2000) classified the social identities based on sexuality, gender, age, religion and political or social interests. Furthermore, the individual is valid to identify his identity based on the social group that the member joined (Tajfel and Turner, 1985; Ashforth and Mael, 1989). Turban and Greening (1997) described the social identity theory through how the people can categorise themselves within a group of members that have the same interest or relation. They informed that “people classify themselves into social categories on the basis of various factors, such as the organisation they work for, and that membership in these social categories influences an individual’s self-concept” (Turban and Greening, 1997, p. 660).

Adding more clarification to this theory Hogg and Hardie (1992) studied the attitude of the member within a social group they select to be part of it and their findings informed that members assess their group positively once they become a member of this particular group. As well, other researcher findings demonstrated that the in-group identity has a strong commitment to the members and less wish to leave this group (Ellemers et al., 1997).

The social identity theory has applied in a different field such as reflecting employee identity toward their corporation (Dutton et al., 1994), recognised customers’ identification (Aspara and Tikkanen, 2011; Bhattacharya and Sen, 2003; Curras-Perez et al., 2009; Marín and Ruiz, 2013). This theory also has applied to investigate the member identification within both the profit and non-profit sectors (Kuenzel and Halliday, 2008; Bhattacharya et al., 1995). Moreover, the social identity theory was applied to on investigation customers’ identification toward the corporate brand (Kim et al., 2001; Kuenzel and Halliday, 2008; Curras-Perez et al., 2009). Scholars developed the social identity theory through its process. They split the main theory into the social process

which called social identity theory (Tajfel and Turner, 1979) and categorisation process which called Self-categorisation theory (Turner, 1985; Tajfel and Turner, 1985; Turner et al., 1987). The Self-categorisation theory is an essential part of social identity theory; this theory is involving in highlighting that individual has their own personal and social identification.

As a conclusion, social identity theory has been applied to several studies related to how the customers build their identity toward the brand or the corporation (Aspara and Tikkanen, 2011; Bhattacharya and Sen, 2003; Homburg et al., 2009; Kuenzel and Halliday, 2008; Marín and Ruiz, 2013). This study applied the social identity theory to clarify how the customer can build a strong identity with their corporate heritage brand.

2.2.3 Stakeholder theory definition

Stakeholder theory reflects a managerial strategy and ethics of any organisation as defined by Professor Freeman in 1984, several scholars followed what Freeman and Reed started in 1983 by developing theory that clarifies the relationship between any organisations and a group of internal or external stakeholders that are affected or be affected by organisation strategy , ethics or business (Freeman and Reed, 1983; Freeman, 1984; 1994; 1996; Freeman and Evan, 1990; Hill and Jones, 1992; Jones, 1995; Mitchell et al., 1997, Phillips, 1997; Freeman and Phillips, 2002), it explained the relationship between the organisation and a group of organisation participates such as employees, managers, senior manager, customer, suppliers, competitors, media or any other groups of participants that affect the organisation success and progress. Stakeholders groups are playing important role in organisation continuity and development. Stakeholder defined by Freeman and Reed (1983) as any particular group or individual participants who have the power to affect the achievement or the progress of any organisation or corporate entity. Mitchell, Agle, and Wood explained how stakeholder groups are important for any

organisation due to their powerful influence of building relationships, urgency demands, and legitimacy claims (Mitchell et al., 1997).

Stakeholders groups did not have a limit of participants because stakeholder interest changed over the time. Most of the scholar argued on explaining that stakeholders groups did not have a limit and it could increase any time (Freeman and Phillips, 2002; Mitchell, et al., 1997; Phillips, 1997), depending on organisation core type and its strategy and ethics of communication and building relationships with their participants. Clarkson (1995) differentiate the stakeholders into two segments a primary and a secondary stakeholders. Primary stakeholders are the main participants they were defined as the major participants that the corporation depend it success on their continuity participation and they role is important to survive the organisation (Clarkson, 1995). Secondary stakeholders were defined as the participants that have a minor influence or effect on any corporation, as well they are not engaged strongly with the corporation so their participation is not essential for the corporation continuity (Clarkson, 1995). Robert Phillips agreed with Freeman (1984) approach that stakeholder theory is a combination between business and ethics as Phillips (2010) clarified.

The stakeholder theory as Freeman (1994) addressed which called “principle of who or what really counts”. This explained two parts are: who are the organisation stakeholders and to what organisation managers pay attention. The answer to these two questions will cover the theory from normative and descriptive side as (Mitchell et al., 1997) discussed. Several scholars studied stakeholders from a different angle based on the type of business environment they are working with. So stakeholder relation can be build due to law, ethics, strategy, economics, and organisation responsibility. The table (2-6) below clarifies the author’s works on defining and developing this theory on each category.

To extents this approach, organisations should give attention to their representative because they are the source of the organisation value and any negative decision from the organisation might attract this relation negatively (Jensen, 2001). Based on the relation type the scholar controlled their definition and focus to be valid to each situation, the table (2-6) shows a summary for stakeholders authors based on their interest.

Dimension	Stakeholders Authors
Ethics	Boatright, 1994; Burton and Dunn, 1996; Donaldson and Dunfee, 1999; Goodpaster, 1991; Phillips, 1997; Phillips and Reichart, 2000; Starik, 1995; Wicks, Gilbert and Freeman, 1994; Van Buren, 2001
Strategy	Berman, Wicks, Kotha, and Jones, 1999; Carroll, 1993; Clarkson, 1994, 1995; Freeman, 1984; Freeman, 1999; Mitchell et al., 1997
Law	Lampe, 2001; Orts, 1992, 1997
Economics	Alkhafaji, 1989; Barton, Hill and Sundaram, 1989; Freeman and Evan, 1990
Organisation	Donaldson and Preston, 1995; Freeman 1994, 1996; Evan and Freeman, 1993; Hill and Jones, 1992; Jones, 1995; Rowley, 1997; Williamson and Bercovitz, 1995

Table 2- 6 Stakeholders scholar interest on relation type

2.2.3.1 Stakeholder groups

Stakeholders groups are described the participants whom interact with the organisation and engaged with it. Freeman (1984) and Maranville (1989) explained that stakeholder groups have different levels based on their interacting with the organisation. Scholars agreed that one of these groups can affect the organisation decision such as customer, employees, managers, investors, suppliers, governmental agencies, retailers, competitors and any special interest groups (Ottman, 1992a; Coddington, 1993). Although these groups could be extended or modified based on the organisation strategy and also the market environment business as Polonsky (1995) explained. Jensen (2001) explained the relationship between the organisation and some of the stakeholders that he got attention from his study. The customer always had a

relationship with the organisation through the service that it's provided to the customers, the value that the customers pays for it and looking to get benefit from it. So organisation must look to their customers' as (external stakeholder's) based on one to one relationship. If the customers show a positive reaction toward the organisation, this will lead to improving the organisation position in the market.

Based on employee's efforts, the organisation production and services will be improved because they are a part of the internal structure of the organisation. Researchers considered them as internal stakeholders (Jensen, 2001). Senior managers got argues from many scholars on considering them as internal stakeholders, referring to Freeman (1984) insight about stakeholder theory, Senior managers played an important role in managing, developing, coordinating and communicating with different stakeholder's groups to build a success for the organisation. These days' senior managers are a key player in building the organisation success and they can affect the position of any organisation by their words, decision, or actions (Balmer and Wang, 2016). Suppliers as an external stakeholder's were searching for their relationship with the organisation for a low risk, strong communication and feedback. In addition, they requested a high profit to continue their business relationship with organisations (Jensen, 2001).

The stakeholders of any corporate business didn't stop on these examples above; stakeholder's groups can consider any external participant's that have a direct or indirect relation to the organisation as a stakeholder's. The below Figure (2-4) Shows some of the stakeholders that affect the corporate organisation.



Figure 2- 4 Stakeholder types

Thomlison (1992) categorised the stakeholder's as primary or secondary rather than internal and external stakeholders. Based on that primary stakeholders have defined as the group or the entities that have an official or formal relationship with the corporate organisation and their influence is direct and essential. While secondary stakeholders were the follower and they didn't have a direct interaction with the organisation but their sound and action might affect the organisation or be affected by its strategy (Thomlison, 1992). As a conclusion stakeholders have affected positively or negatively any organisation, so they are the image that the organisation can identify itself. Both Internal stakeholders and external stakeholders are the power of any organisation success.

2.2.3.2 Stakeholder environment

Reviewing Freeman (1984) work, scholars noticed that stakeholder theory is applying to the organisation or corporate environment. Corporate give a power to any organisation that leads stakeholders to build a relationship with each other. Mitchell and others described the stakeholder environment by the degree of attention to participants depending on their power, urgency and legitimacy (Mitchell et al., 1997). Donaldson and Preston (1995) explained that stakeholder

theory has generated to help organisations to understand their market and it builds guidance to any decision makers at any entity. Small business, non-profit business, governmental organisation and family business will have less attention to stakeholder environment (Phillips et al., 2003). These explanations and clarification show where this theory can be implemented.

Stakeholders can play their role in an effective way at a corporate level, their sound will be more powerful and all of other stakeholders will listen to them. The corporate organisation believes in their business size and participants levels they are dealing with. So stakeholder theory is founded to support corporate organisation in building a strategy with their relationship with all types of stakeholders.

As a results healthy and positive environment between stakeholders and any corporate organisation leads to a success for both sides. It is at the end, Win to Win case.

2.2.3.3 Stakeholder identification

Scholars agreed that Stakeholder identity themselves toward the organisation based on their interest. Robert Phillips explained that stakeholders theory clarify responsibilities, rights and obligations. Stakeholders identify their organisation by the outcome they received from it and the organisation identifies itself by the relation and attention they offer to their stakeholders (Phillips, 2010).

All corporation entity identifies their internal stakeholders as assets of success to their corporation and also they are the soul of it. Moreover, external stakeholders consider as a partner of success, without their support the organisation couldn't be improved.

Furthermore, each organisation has its specific stakeholders, so decision maker responsibly is to identify the type of stakeholders that affect their business and influence their marketing environment. This will give the corporate organisation more strength and power to continue their business and have success progress (Polonsky, 1995).

Petkus and Woodruff (1992) discussed that organisation must do an analysis regarding stakeholder's interest and engagement with their product or service, so they could focus on the right group of stakeholders. They suggested considering product development, promotions and advertising mix, manufacturing process, research and development, product innovations and other factors that affect different stakeholder's attention to build a relationship with the corporate organisation and follow its activities (Petkus and Woodruff, 1992).

Finally, positive relation between any corporate organisation and its different groups of stakeholder will build a powerful identity for both sides and will affect the organisation reputation, business and identity positively.

2.2.3.4 The effect of stakeholder on heritage brand identity

Stakeholders from their different level and occupations play important role in corporate brand management. Olins (2005) explained that corporate brand started to be assets for organisation success to top managers, owners and other internal stakeholders. Other scholars referred to stakeholder's importance through going back to the corporation corporate brand which builds trust, keeps stability and differentiates the corporate brand than other brands (Kay, 2006; Rindell, 2010). Corporate organisations understood the responsibly to maintain the relationships and engage with all different types of stakeholders to their strategy (Maignan and Ferrell, 2004). Balmer and other scholars clarified the

importance of stakeholder theory to any corporate firm. It's important in building trust with various stakeholders' behavioural attention and improves their identifications toward the corporate brand (Balmer et al., 2007; Balmer, 2017). Addition to that corporate identity considered as a strategy and a tool which corporate organisation used to address stakeholders needs and demand that attract them to the corporate firm production (Van Riel, 1995).

Corporate identity as kitchen and others described is an outcome of permanent relation and interaction between stakeholders and their corporate organisation (Kitchen et al., 2013). Corporate organisation mission statement reflected the relation between the stakeholders with their organisations. It considered as official guidelines for respecting and understanding the requirements of any organisation stakeholders (Morsing, 2006). Balmer (2012) explained the importance of all stakeholder groups to any corporation. Corporate brand communication is essential because of its powerful effect on attracting and delivering the message to different stakeholders (Balmer, 2012). Moreover, Balmer AC4ID test defined the covenant corporate brand identity by what promise that corporate brand achieves to their stakeholders (Balmer, 2010a). The promise of the corporate brand builds a relationship with the organisation stakeholders, as it will lead to better positioning for the organisation (Balmer, 2010b).

From heritage point view there isn't difference between the roles that stakeholders play in a corporate heritage organisation, but might be more important to consider different stakeholders groups and give them attention on the corporation, due to their longevity relation with the heritage corporation. Also, stakeholders had more power in influencing other stakeholders to engage with the heritage corporation. Also the organisation management is responsible for building and interacting more with all types of stakeholders. Urde (2003) article explained that the sustainability and longevity of heritage organisation reflect their promise to the stakeholders, which led the stakeholders to consider

this relation and interaction since they know well that heritage brand is authentic and testable (Urde, 2003). Adding to that heritage gives the corporate organisation more power to build a special relationship and a strong influence and interaction with different types of stakeholders groups (Wiedmann, et al, 2011).

The heritage corporate brand builds and creates a strong prospect about the future behaviour to all stakeholders. It's also a promise of continuity in achieving all the commitment that heritage brand sets from the beginning (Aaker 1996; George, 2004). Balmer (2011; 2017) explained that heritage identity is a powerful term because it meets all stakeholders' needs. It also achieves their expectation for a long time and continues in attracting internal, external stakeholders, all network and groups are necessary to keep the corporate organisation sustain. Also continues the success that has built through their experience with this organisation (Balmer and Chen, 2015).

As a conclusion, all scholars agreed in the importance of considering and taking into mind the importance of all stakeholders (Internal or external) or any networks or groups in developing a corporate heritage organisation and continuing their success.

2.2.4 The Research Theoretical Framework

According to several theories that related to this study, Social identity theory studies the interaction between the individual's within a group that they select to be a member of it. While Stakeholder theory categorised the relationship between the organisation and a group of organisation participates. Finally, the corporate brand theory represented the organisation strategy to build their products or services reputation, stability and satisfaction (Tajfel, 1972; Freeman and reed, 1983; Freeman, 1984; Balmer and Wilkinson, 1991; Balmer, 1995; 1999).

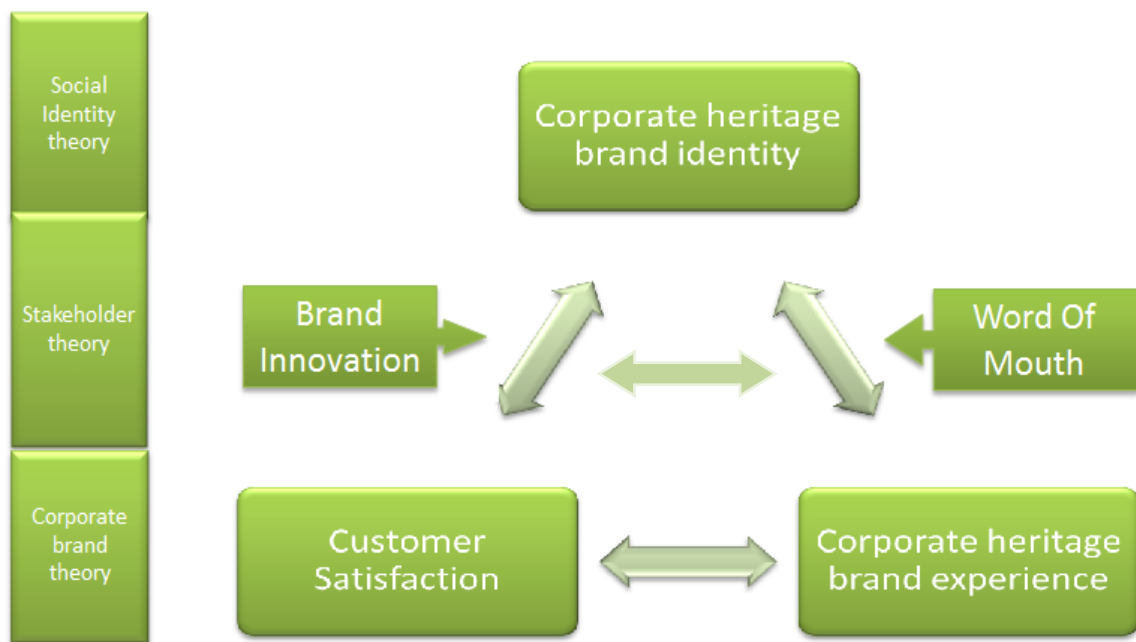


Figure 2- 5 Theoretical Framework of this study

As a conclusion, the theoretical framework that developed for this research has adopted from several theories to achieve the aim of the study and fill the gap in the literature. The study objective is to explore the key characteristics of corporate heritage brand identity, which leads to building customer satisfaction.

This research is considering the impact of the three theories (Social identity theory, Stakeholder theory and corporate brand theory) which used to develop the theoretical framework that shows in Figure 2-5 above.

2.3 Corporate heritage brand identity key elements

The corporate heritage brand identity topic as clarified in section (2.1) is still under investigation in the academic field. Scholars are still exploring the key elements to measure this contract. This research considers the price, quality, design and the symbol of any corporate brand as measurement elements to test its identity. The research defines the corporate heritage brand identity (CHBI) as part of corporate strategy to communicate a different level of stakeholders together (internal and external). Also studying how price, symbol, quality and design are playing a role to continue the heritage of the corporation to makes their brand identity powerful.

The below Figure (2-6) demonstrate the key elements of corporate heritage brand Identity that this research propose to study.



Figure 2- 6 Corporate Heritage brand identity key elements

Corporate heritage brand can be identified by the product or service price as were justified by some scholars (Sirdeshmukh et al., 2002; Liu et al., 2013). Most of the marketing scholars agreed that the price plays an important role to build a position for any corporate organisation. Most of the literature confirmed the importance of the brand quality in building the corporate heritage brand identity (Balmer, 1998, 2012, 2013; Lam et al., 2012). In addition to that, several types of research have studied the relation between the quality and heritage brand identity and they recommend sustaining the success of building high-quality standard and continue in developing the corporate heritage brand (Pappu et al., 2005; Yoo et al., 2000). The corporate heritage brand design is considered as one of the main corporate heritage brand traits as Balmer (2013) discuss. Also back to Urde (2003) and Urde et al. (2007) work the corporate brand design is a key element for brand core values which build the identity of the corporate heritage brand. Corporate heritage brand design should be powerful, creative and innovative to sustain the brand at the market. This means that heritage brand design the years of experience and practice to serve different styles in different multiple time frames (Balmer, 2011a,b; Hudson & Balmer, 2013). The symbol of corporate heritage brand is measured as one of the main dimensions of corporate brand heritage based on Urde, Greyser and Balmer (2007) thought. Moreover, Balmer and several scholars explained how the brand symbol builds a unique identity for the corporate heritage organisation (Balmer, 2008; 2012; Balmer and Gray, 2003; Aaker, 1991; 2004; Urde et al., 2007; Erdem and Swait, 2004).

Corporate heritage brand identity (CHBI) was measured through four items (price, quality, design, and symbol), researcher such as Aaker, 1991; Balmer, 2010; Sirdeshmukh et al., 2002; Netemeyer et al., 2004; Erdem and Swait, 2004 discussed the importance of brand price in reflecting the identity of the corporate heritage brand, moreover, Balmer, 2013; Pappu et al., 2005; Netemeyer et al., 2004; Yoo et al., 2000 investigate that brand quality has an important role on the corporate heritage brand identity. Brand design was examined through Balmer, 2013; Urde, 2003; Urde et al., 2007; Fionda and Moore , 2009; Lieven , 2014. They

noticed that brand design have a strong effect on corporate heritage brand identity. The Corporate heritage brand identity can be measured through the brand image, several scholars noticed this element such us Balmer, 2012; 2017; Urde et al., 2007; Erdem and Swait, 2004; Aaker , 2004.

construct	Measurement elements	Related Literature
Corporate heritage brand identity	Multiple time stream(Past, Present and Future)	Aaker 1991; 1996; 2004 Balmer et al., 2006, Balmer, 2011a; b; 2013 Balmer and Chen, 2016, 2017 Burghausen and Balmer, 2014; 2015 Urde et al., 2007 Merchant and rose 2013
	Price	Aaker 1991 Balmer 1998, 2010 Sirdeshmukh el at 2002 Erdem and Swait, 2004 Netemeyer et al. 2004
	Quality	Balmer 1998, 2012, 2013, Lam et al. 2012 Pappu et al. 2005 Yoo et al. 2000 Netemeyer et al.,2004
	Design	Balmer 2013 Urde 2003 Urde et al. 2007 Keller 1993, 2001 Aaker 1991, 1997 Lieven 2014 Fionda and Moore 2009
	Symbol	Balmer 2008, 2012 Balmer and Gray 2003 Keller 1993, 2001 Aaker 1991, 1997 & 2004 Urde et al. 2007 Erdem and Swait 2004 Fussell, 1983, Sundstrom, 1986

Table 2- 7 Corporate heritage brand identity elements as academic scholar defines

The table (2-7) demonstrate the brand scholar’s identification regarding the brand elements. Moreover, how these elements are important to represent the brand identity. The sections below are presenting the corporate heritage brand identity key elements in details based on the findings and clarifications of the recent literature.

2.3.1 Brand price identity

The price of any product or service is represented by a tangible value that customer buys or bid to own this product or service. Several researchers clarified the importance of product or service price toward the corporate brand (Aaker, 1991; 2004; Balmer, 1998; 2010; Sirdeshmukh et al., 2002; Nandan, 2005; Keller, 2011; Balmer and Greyser, 2006; Netemeyer et al., 2004). However, other researcher highlighted the relationship between the price and the heritage brand such as: (Wiedmann et al., 2015; Santos et al., 2016; Liu et al., 2013; Fionda and Moore, 2009). They noticed that the price is an important factor to reflect the heritage value of the brand and appear its luxury value.

This research noticed from the above literature the main key factors that might affect the identity of any corporate heritage brand such as competitive price, beat deal prices, representing the brand value, affordable, having a clear pricing policy and strong price strategy. The price of any corporate heritage brand must be competitive to other brand price and affordable to most of the targeted customer. The customer is always searching for the best affordable competitive price at the market to purchase; this leads the customer to identify the brand easily. Aaker (1991 and 2004) explained that to build a strong identity for any corporate brand, the price must be affordable and competitive to somehow represent the value of the brand. Also, Sirdeshmukh et al., (2002) research clarified the importance of providing the best deal price to the brand customer. Because the best deal price is playing an important role to build a strong identity with the corporate brand.

Moreover, the brand price strategy must be clear and reflect the heritage of the organisation. This is applicable to apply if the organisation considered the price on their mission and vision statements. Most of the corporate brand organisation at the retail trading market set a clear pricing strategy and informed it to their customers' invoices or purchasing agreement. In this way, the customer feels

more confident with this brand and it will lead them to build a strong identity between the corporate heritage brand and the price of it. Several brand management scholars supported this idea because it reflects the power of the brand (Balmer, 1988; 2010; Balmer and Greyser, 2006; Balmer et al., 2006).

The price of any corporate heritage brand must represent the brand value, so several corporate British heritage brands such as Burberry, Asprey, Paul Smith and others are considered as a luxury brand in terms of the price, because of its heritage. These values represent the longevity of the brand to build its reputation and to sustain on building a good success in the retail market. Scholars such (Santos et al., 2016; Keller, 2011; Fionda and Moore, 2009) agreed that the heritage corporate brand has a unique luxury price due to their experience and longevity at the market.

From all these points of view, this research identifies that the price is an important factor for building a strong identity for the corporate brand heritage. This study is defining the price of corporate brand heritage as the value that reveals longevity, investment, development and innovation of the service or the product during a long history in dealing with the customer to serve them with the best price. This value shows the strategy that keeps the brand in a good position and reaches to a heritage level. Therefore, this research is measuring the corporate heritage brand identity through its product and service price.

2.3.2 Brand quality identity

Brand quality is one of the main elements that customer identify the product or service brand they deal with. Scholars defined the brand quality from a customer perspective as the customer judgment of excellence, respect and the advantage of the corporate brand product or service that they dealing with (Netemeyer et al., 2004). Aaker and Keller also agreed that brand quality has a strong impact on leading the customers to change their decision once they are looking to purchase

or use the brand (Aaker, 1996a; Keller, 1993; 1998). Several scholars studied the effect of the corporate brand quality on the customers and other stakeholders (Kuenzel and Halliday, 2008; Keller, 1993; Dodds et al., 1991; Lam et al., 2012; Wallström et al., 2008; McDonald et al., 2001; Balmer, 2001; 2012; Aaker, 2004). While limited researchers were focused on highlighting how the quality can be considered as one of corporate heritage brand traits (Balmer, 2013).

Balmer (1998) corporate marketing mix dimensions which called the (11P's) measured the performance of any corporation through the brand quality that they introduced it to the market. Performance has considered as one of these dimensions due to the importance of corporate brand quality on stakeholder's decision to build the identity with these corporate brands (Balmer and Greyser, 2006). The performance of any product or service is part of brand quality which helps to build its reputation in the market.

Corporate brand covenant as Balmer (2012) defined is related to the stakeholders understanding and expectations to what the brand delivers to the market in terms of quality and value. This clarification for the corporate brand covenant concluded to give attention to the important role that the quality of any brand played to build customers and stakeholder's satisfaction. Balmer in his several papers (1995; 2001a; 2001b; and 2012) discussed that the success of any corporate brand service identity must be delivered through a good service and a high quality. Lam et al. (2012) and Corkindale and Belder (2009) agreed that the corporate brand quality is important on building a brand identity. These results have explained the important role of the brand quality on building a reputation in customers' minds and engaged them strongly toward the brand. Balmer's introduced examples for the importance of keeping the corporate brand at a high level of standard quality to sustain the corporate brand identity. For example, Steve Jobs the co-founder of Apple built a successful business case on the technology advance product (Apple) through keeping Apple products in high standard quality and design. This leads to identifying Apple products easily from

other manufacturers (Balmer, 2012). The customers will detect the identity of any organisations from their corporate brand quality standards, performance, brand style, brand value, brand activities and behaviour as Balmer reported in his studies (Balmer, 2012; Balmer, 2001; Balmer, 1995). This gave a clear view on the importance of considering the quality as one of the brand identity characteristics. The sustainability of any corporate heritage brand is an outcome of keeping the heritage brand in a high-quality standard. Several researchers supported this idea because heritage brand means that this brand has a strong experience and success in the market that was established in the past time and now valid and innovated in the present time, also, it planned to continue and develop in the future (Pappu et al., 2005; Yoo et al., 2000).

This research noticed that customers engaged more with the brand which delivered their needs in terms of quality. This assumption was justified by several scholars. They confirmed that the brand quality is part of the brand reputation. They also considered the brand quality as antecedence for brand image and brand reputation (Kuenzel and Halliday, 2008; Keller, 1993; Dodds et al., 1991). Customer satisfaction in several studies is considered as a consequence of perceived quality that customers felt it directly or indirectly toward the corporate brand as Kuenzel and Halliday (2008) concluded. This positive connection leads to explore the relationship between the brand quality identity and customer satisfaction. Moreover, Balmer (2012) and Wallström et al, (2008) gave on their researches practical examples in how the quality of the brand played a role with customers to respect the brand. Moreover, show that the customers are identifying themselves with the brand that they used because of the quality which offered by the brand corporation.

A positive relation between the corporate brand identity and the brand quality was noticed by Lam et al., (2012) research. They explained that customer promise toward the brand is referred to the high quality provided to the customers that also engage them strongly with these brands. Their research

finding shows that customer identifies with any corporate brand when the brand delivered the customer needs in terms of quality and satisfaction (Lam et al., 2012). With all these development and innovation in products and services, customers these days are selective to purchase a high-quality standard of brands that sustain a long time. Corporate brand quality might be tangible or intangible. Also, brand quality measurement leads to stockholders satisfaction and corporate brand success. Moreover, organisations managed the quality of their heritage brands based on their plan and strategy toward their corporate heritage brand identity. Addition to that they can sustain the quality progress or they might ignore it based on their corporate heritage brand strategy (Wallström et al., 2008).

As a result of the above discussion, this study is going to define the quality of corporate heritage brand as providing and maintaining a reliable, durable and excellent feature for any corporate product or service. In addition to that, reflect the heritage brand experience in building high standard for this brand during the time. The second measurement that this research will justify is that any heritage brand must provide the best brand quality to build its corporate heritage brand identity. Also, reflect the role that the brand quality plays to build a reputation for the corporate heritage brand during the time. The high standard of a quality brand will build a strong relationship between corporate heritage brand stakeholders and the corporate heritage brand itself, which will lead to strong identity.

2.3.3 Brand Design Identity

Brand design is defined as how the corporate organisation is attracting their customers by its look, function and value. Walsh et al. (2010, 2011) research defined the brand design as the brand shape, type font, style and colour which represent the brand name, symbol and sign to identify this brand rather than another brand. Moreover, several scholars gave the brand design attention to

build corporate brand image (Balmer, 2008; Hatch and Schultz, 2001; Urde, 2003; Kathman, 1999; Aaker, 1997). Brand design scholars noticed that corporate brand must have a high standard of design to reflect its elegant, modernity, fashion, uniqueness and elegance (Olins, 1978; Olins, 1995; Markwick and Fill, 1997; Aaker, 1997; 2004; Keller, 1993; Balmer, 2008; 2012; 2013; Balmer and Greyser, 2003; Kuenzel and Halliday, 2008; Dowling, 1994; Melewar and Saunders, 1998; Hatch and Schultz, 2001; Baker and Balmer, 1997; Urde, 2003; Fionda and Moore, 2009; Lieven, 2014).

The corporate heritage brand is sustained at the market because of its high standard of design. The design of any corporate brand reflects the experience of being on the market and dealing with the customer. During the time, the brand design developed to match different customer needs as well have its own design identity. This design identity gives a standard character for the brand style, colour, or even shape. Jaguar Cars, since 1922 they produced a classic luxury car in a high standard design that continued for over than 90 years. Aaker (1997) and Keller (1993; 2001) agreed in the importance of having a high standard of design to build an identity for the corporate heritage brand.

Most of the corporate heritage brand design is attractive and recognisable. 'Louis Vuitton' as one of the heritage brand reflected its identity through the attractive design that they introduce to the market also their recognisable style and shape. Balmer's (2013) considered the style and design for any corporate brand as a trait for their heritage brand identity. Scholars such as (Nueno and Quelch, 1998; Alleres, 2003; Oknokwo, 2007; Balmer, 2013) agreed in the importance of keeping the brand design attractive and recognisable to build an identity for the brand.

Several heritage brands have uniqueness in their design also modernity and fashion style to follow the current trend. Both 'Harrods' and 'Selfridges' as main

heritage stores in London reflect their heritage brand identity through a unique design for several heritage products they sold in their stores. Also, they believed that heritage means sustaining the brand by keeping it innovated and modernised. So they can build a strong reputation and power identity. Urde (2003) gave an example of (Volvo) cars by how they build their corporate brand identity through attractive unique designs which considered as “extended core value”, Urde and others referred to it in their papers as one of the heritage identity element that effects the brand (Urde et al., 2007). Lieven (2014); Arnault (2000); Birtwistle (2005); and Oknokwo (2007) supported that the brand design must follow the current trend by having fashion and elegant style to build a strong identity for the corporation. Back to the brand definition, the design must carry all brand aspects which leads to identifying the corporate brand and reflects its importance for the corporate organisation. All the above terms (innovative, recognisable, creative, iconic, unique, and attractive) are used to give the corporate heritage brand design a powerful identity (Fionda and Moore, 2009).

Based on what all scholars agreed and shown in their researches through how the brand design is important to sustain the corporate brand identity, and also the corporate heritage brand. This research defines the corporate heritage brand design as the shape, the style or the architecture of any corporate brand that represents its heritage meaning and shows the past in a present way and to reflect the design attractive, innovation, modernity, fashionable, unique and creative. The third factor will confirm brand design scholars thought that heritage brand design must be unique, to show the brand heritage identity. In addition to that, heritage brand design must reflect the longevity of brand experience and investment that heritage brand maker achieved to reach this level of sustainability and continuity for their corporate heritage brands.

2.3.4 Brand Symbol Identity

Corporate heritage brands have a relation with the symbol of the brand. The symbol carried all heritage aspects and meanings that gave the heritage identity shape for these organisations (Balmer, 2001a; Balmer and Gray, 2003; Aaker, 2004; Balmer, 2005). The sign, the word, the colour and the shape all are some of the best visual attractive communication tools between the brand and the customers (Dowling, 1994). However, Kapferer (1997) defined the brand symbol as the tools which used to differentiate the products and services of the individual company from other companies (Kapferer, 1997).

Most of corporate brand scholars studied the brand symbol function on the customer personality, corporate communication, and satisfaction (Aaker, 2004; Balmer, 2001; Schultz et al., 2000; Balmer, 1995; 2012; 2017; Hamilton and Xiaolan, 2005; Olins, 1989; Markwick and Fill, 1997; Aaker, 1996; Chernatony 1999; Urde, 2003; Balmer and Gray, 2003; Urde et al., 2007). This gave an indication of the significant value that the symbol leaves on the stakeholder's minds. Balmer et al. (2006) agreed in the powerful meaning that symbol builds on its stakeholders, they gave a good example of the value of the (Royal Crown) which builds a 'visual identity' over its stakeholders (Balmer, 2001b). The visual identity which is affecting the symbol as a recognisable brand image was studied and highlighted thorough several scholars to reflect its importance (Henrion and Parkin, 1967; Pilditch, 1970; Selame and Selame, 1975; Simpson, 1979; Chajet et al., 1993; Dowling, 1994; Balmer, 1995; Baker and Balmer, 1997; Melewar and Saunders, 1998; 1999; Napoles, 1988; Olins, 1978; Jenkins, 1991; Stewart, 1991).

The symbol of any corporate heritage brand must reflect its multi-generation which shows the past sustaining up-to-date. Urde et al. (2007) research considered 'use of symbol' as one of the main dimensions of the corporate heritage brand. They explained how the symbol is the state of the corporate heritage brand identity which reflects the successful past time, and the continuity development at the present time. Moreover, the innovation that leads

this brand to continue in the future. The brand symbol can be identified the corporate products or services easily if it was unique and recognisable. For example, 'BMW cars' used different symbols to identify and differentiate their product cars models using numbers '3, 5, and 7 series' these numbers are recognisable to all stakeholders and unique for representing 'BMW cars'. Also, 'American Express Credit Cards' used colour to identify the card holder's type such as 'green, gold, and platinum' which gives a powerful identity to the brand as Schultz and other researcher mentioned in their study (Schultz et al., 2000).

The symbol of any corporate brand shows the value of their brand heritage such as sign, colour, shape, stamp or even the word. All these symbol elements help to build the identity of the brand. On another hand, the symbol as a unique value to the corporate heritage brand is going to cost the customers more because it keeps the originality, the luxury, and the attractiveness of the product or the service that carried these symbols as several researchers agreed (Aaker, 2004; Olins, 1989; Balmer and Chen, 2015).

This research is defined the corporate heritage brand symbol as the visual communication tools that affect the customers or any other stakeholders to engage with the brand and notice the meaning of this brand to build a unique identity with it. Moreover, the symbol of any brand can be represented by shape, colour, word, flag, sign, stamp and mark. The fourth factor (brand symbol) assumed to measure the corporate heritage brand identity because the brand symbol plays an important role to build a strong communication between the brand and its stakeholders which leads to success identity.

2.4 Corporate Heritage Brand Experience

Brand experience is a compensation of product, service, shopping, retailing, and user experiences that customers figure it when they interact and deal with the brand (Chattopadhyay and Laborie, 2005; Brakus et al., 2009). Experience as a word represents a private event that shows in observation or participation, Schmitt (1999) built his statement based on past studies that categorised experience into several categories such as emotional, rational, and behavioural actions (Hirschman and Holbrook, 1982; Padgett and Allen, 1997). In addition to that, the brand experience was defined as customers' interaction with the brand, product, and/or service that the corporate firms owned. Few works of literature discussed brand experience from corporate sides, and few of these articles mixed the meaning of corporate brand experience and brand experience. Corporate brand experience represented in literature in several segments such as corporate product brands, corporate service brands, corporate place brand and corporate heritage brands (Balmer, 2012; Skinner 2008).

Schmitt (2009) suggested to focus more on understanding all the elements that help in measuring brand experience and also to develop the brand experience construct; while there are a few empirical studies in this area (Schmitt, 2009). Examples of what Schmitt aims to understand and find the suitable dimensions for brand experience, and know what they mean and define; especially that product and service brands are not addressing the corporate brand definition alone (Balmer and Gray, 2003). Brand experience as Brakus et al. (2009) defined it as a human internal feeling, thinking, sensations, or attitudes that are raised by the corporate brand. Moreover, Brakus and others attached brand experience to customer response and feedback, while this factor reflects a positive feedback on the brand (Brakus et al., 2009).

Brand experience has a strong relationship with customers and all brand managers' dimensions must touch targeted the customers' satisfaction toward

brand experience (Brodie et al., 2009). Customers are always in relation to all information's and actions that happened in the past, running in their present or might happen in the future. They get strong experience from these actions as Frow and Payne (2007) identified in their paper. Marketers' starting to focus on their customers experience toward their corporate brand because it is critical to these competitive markets, by developing their strategies based on these experiences to get more involvement for their corporate service brands (Schmitt, 1999; Pine and Gilmore, 1999).

The corporate brand experience was explained as a spontaneous and subjective, and it is delineated as internal customers' actions, knowledge's and responses toward the corporate brand motivations; which also a part of the corporate brand identity and communications (Brakus et al., 2009). Scholars agreed that brand experience could be considered as antecedence for customers' satisfaction (Brakus et al., 2009; Iglesias et al., 2011). The table below (2-8) demonstrates the resent studies dimensions for brand experience.

Dimensions	Authors	Case study
Affective and Cognitive	Rose et al. (2011)	Online customer
	Rose et al. (2012)	
Sensory, Affective, Behavioural and Intellectual	Brakus et al. (2009)	Several brands
	Iglesias et al. (2011)	Cars, laptops and sneakers
	Jui Keng et al. (2013)	Online Shopping
	Beckman et al.(2013)	Downtown
	Chen (2014)	Facebook
	Barnes et al. (2014)	Tourism
	Kim et al. (2015)	Shopping mall
Sensory, Affective, Behavioural, Cognitive and Social	Schmitt (1999)	The internet Users
Sensory, Affective, Usability, Engagement, Cognitive and Relational	Simon (2013)	Facebook
Emotional, Affective, Cognitive, Physical and Social	Verhoef et al.(2009)	Several brands
Sensory, Affective, Behavioural, Relational and Intellectual	Nysveen et al.(2012)	Several brands
Sensorial , Emotional ,Cognitive , life style and Relational	Gentile et al.(2007)	Several brands
Sensory, Affective, Behavioural, Cognitive and Relational	Nysveen and Pedersen(2013)	Bank

Table 2- 8 Brand experience Authors dimensions and their case studies

Customers are the judge of any brand; they give a decision of their satisfaction. So it is a positive accrued of emotional assessment over the time on the brand which leads to brand satisfaction (Anderson et al., 2004). Scholars described customers' satisfaction as "The customers' response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product as perceived after its consumption" (Tse and Wilton 1988, p. 204). A positive feeling and experience lead customers to engage with the brand and build their satisfaction toward the brand that they used (Balmer and Chen, 2017).

This research defined the satisfaction from customers' perspective as to lead the customers to feel comfortable, happy and impressed of what this corporate heritage brand provide to them. It's a positive indicator of getting the best quality and meeting the expectation of what the customer is looking for. Also, it is an agreement and commitment to engage the customer with the corporate heritage brand to return and use it (Fornell et al. 1996; Hallowell 1996; Mittal and Kamakura 2001).

As a conclusion, satisfaction is a critical stage to build a loyalty and trust. Customer satisfaction created brand uniqueness, longevity, improvement, successful, and differentiation. This dimension leads this research to consider customer satisfaction as an outcome of successful corporate heritage brand experience (Brakus et al., 2009; Iglesias et al., 2011).

Based on how Brakus and other scholars defined the brand experience, this research adapted Brakus et al. (2009) key elements to measure the experience of the corporate heritage brand. These elements are Sensory, Affective, Behavioural and Intellectual which demonstrates in the figure (2-7) below.



Figure 2- 7 Corporate heritage brand experience key elements

Source: Chen (2014), Barnes et al.(2014), Brakus et al.(2009), Iglesias et al.(2011),Jui Keng et al. (2013), Kim et al. (2015), Beckman et al.(2013)

2.4.1 Sensory experience

Customer senses (Sight scent, taste, sound and touch) plays an important role in building a strong experience for the brand. Schmitt research shows the importance of the five senses toward the brand (Schmitt, 1999). Sensory is one of the dimensions that have focused on marketing experience literature and it will consider in this research as a dimension for the corporate heritage brand experience. The corporate heritage brand experience is sustaining the successful relationship between the heritage brand and its customers. Several researchers followed Schmitt (1999) theory of brand experience. They agreed that the five senses had a strong effect on customer experience toward the corporate brand (Chen, 2014; Barnes et al. ,2014; Brakus et al., 2009; Iglesias et al.,2011; Jui Keng et al.,2013; Kim et al.,2015; Beckman et al.,2013; Nysveen et al.,2013; Simon, 2013; Nysveen and Pedersen,2013 ; Gentile et al.,2007). Brakus research finding confirmed that the brand experience had a strong effect on customer satisfaction (Brakus et al., 2009). Based on the roadmap that Schmitt (1999) and Brakus et al.

(2009) established for brand experience, this research define the sensory experience for the corporate heritage brand as: the five human senses (sight, sound, scent, taste, touch) which affect any corporate heritage brand by engaging the customers toward the heritage brand closer and build a strong relation with it (Balmer, 2001).

Adapting the sensory experience over John Lewis heritage brand, the 'Green' colour, the unique logo and fabric designs give an indication to the customer that they are in John Lewis. The customers feel relaxed, no noise and the sound captured to the minimum in this heritage retail store as a tradition to keep the customer comfortable during their shopping experience. John Lewis customer allowed touching and feeling their product to enjoy their shopping experience, especially the fabrics which John Lewis stores famous on selling high standard of quality of these products. The total environments inside the stores of John Lewis are cleaned and natural smell.

Balmer (2001) argued with other scholars that the five senses have also a role in building corporate brand identity not only the visual identity. The research of Melewar and Saunders (1998) studied the benefit of the corporate visual identity. They approved on their research the strength benefits that visual identity effect over the brand. While Balmer (2001) clarified that other type of senses can identify the corporate brand as well. He gave an example of the Catholic Church as a corporate brand and how the human senses effect to identify this type of Church. Most of the corporate brand scholars considered the senses from the organisational side so they referred to it as a type of identity. While this research considering the senses from the customer point view which will react as experience toward the brand.

Based on the guideline that Schmitt (1999) and other scholars followed on their studies. Sensory will be considered as a dimension for corporate brand

experience in this study. Accordingly, this study assumed that sensory has strong effects in building corporate heritage brand experience for the retail industry. The 1st factor that affects the corporate heritage brand experience is human senses; this research will study the impact of sensation on customer experience toward corporate heritage brand experience.

2.4.2 Affective experience

Affective brand experience of corporate heritage brand represents as the brand feeling, attitudes, moods, or the brand emotions. Many scholars agreed that affective is one of the brand experience dimensions (Schmitt, 1999; Brakus et al., 2009). The researchers confirmed the positive relation between affective and brand experience. Rose et al., (2011) research studied the affective experience that effect on online customers' experiences in e-retailing business, and both of her research in 2011 and 2012 confirmed a strong relationship between the affective brand and the customer experience which leads to shopping satisfaction.

This research notice that several arguments in literature in considering the affective as a factor to measure the brand experience, which can be applied to study it on any corporate heritage brand. The characteristics of affective experience that several scholars addressed (mood, attractive, feeling, and emotion) are used in this study to measure the affective brand experience. Balmer studied addresses that customer emotional attitudes play key roles in giving a comparative advantage for corporate heritage brand either products or services (Balmer, 2010). While Simon explained in his paper that the pictures and the videos might increase the awareness of the brand and attract the customer toward this brand. This leads to a positive corporate brand experience; this is clearly noticed on the most of the heritage retail stores advertisement and posters (Simon et al., 2013). The brand design of any corporate heritage brand is attracting the customers' affective experience. This applies to the heritage brand

welcome message, slogan, or in any heritage word on their magazine or brochure. The heritage had a strong effect on the emotions and the feeling of customers' these days. Heritage brand played a role in feeling their customers' that they are celebrating with them the heritage success and longevity. Example of these features the loyalty cards rewards that most of the corporate heritage brand customers' join their schemes. These schemes kept those brand customers more engaged with the corporate heritage brands. Also, the Christmas advertisement that several corporate heritage brands introduced every year to their customers' sent an emotional message regarding the brand experience to the society (Barnes et al., 2014).

In addition to that, customers' emotion experience achieved via co-creation participates with the heritage brand. The more customers' commitment toward these heritage brands, will highly participate in co-creation with the heritage products and services. It will also lead to feeling belong these corporate heritage brands. Several researchers agreed in the important role which the heritage brand co-creation participating built to get customer satisfied experience (Patterson et al., 2006; Brodie et al., 2011a).

Consequently, this study defines the affective brand experience of any corporate heritage brand as how the corporate heritage brand can affect the customer mood, feeling, attention and emotion to build a strong experience, relation, and also create a strong connection between the corporate heritage brand and the customers.

Finally, this research will measure the relationship between affective and corporate heritage brand experience. Based on researcher's studies finding such as Schmitt (1999), Brakus et al. (2009) and other scholars, this research is adapting their approach to test it over a corporate heritage brand. The corporate heritage brand has a strong relationship with the affective experience.

Customers are more aware of the importance of heritage experience. Furthermore, the history of any corporate heritage brand experience leads the customer to take decision toward the brand easily. According to these two points above, this research is considering the affective as a strategic factor to test the corporate heritage brand experience.

The 2nd factor that affects the corporate heritage brand experience is customer affective; this research will measure the impact of affective on customer experience toward corporate heritage brand experience.

2.4.3 Behavioural experience

The behavioural experience of a corporate heritage brand explained the act and the attitude that the brand stakeholders react toward this brand. Schmitt (1999) defined the behavioural experience as an "act". While others researchers covered behavioural in their definition as a physical body action that humanly maintains in doing it (Brakus et al., 2009; Barnes et al., 2014; Nysveen et al., 2013). Furthermore, the brand environment reflects these actions and behaviour's through human attitudes (Brakus, Schmitt, and Zarantonello, 2009). Several researchers focused on their studies to develop the customer experience behaviour factors (Jui Keng et al.,2013; Beckman et al.,2013; Barnes et al. ,2014; Brakus et al., 2009; Chen, 2014; Kim et al.,2015; Iglesias et al.,2011; Nysveen et al.,2013; Nysveen and Pedersen,2013). They noticed that customers' human body and voice reactions are elements of the behavioural construct.

Schmitt (2008) gave an example of how the visitors act in a positive way during their visit to a new place. Visitors enjoy windsurfing while they went to the ocean. In addition to that, they will enjoy dancing when they enter a nightclub. All these actions consider as a behavioural experience which had a positive reaction to the place of the brand. Brakus, Schmitt, and Zarantonello (2009)

noticed that brand experience has a relation with customer behaviours that lead to customer satisfaction and loyalty. Furthermore, the behavioural experience is relativity based on human, so it isn't easy to manage and control. Kinard and Hartman (2013) found that there is a positive relationship between attitudes and behaviour toward the customer interaction with the brand, which supported Schmitt (1999) reflection. Customer interact more with the brand if they were feeling positive from what the corporate heritage brand corporation introduce or delivered to them.

The behavioural experience isn't covering only the customer attitude side, but it also can be measured through the corporation employee attitudes and behaviour toward their corporate brand. Van Riel and Balmer (1997) highlighted the important role that the employee of any corporation played to communicate about their brand identity. The behaviour of organisation members toward their brand and customers affect their brand reputation and identity. Also, it might have an impact on the corporation performance, financial records, sales and market environment. Several scholars mentioned the importance of corporation behavioural on their study to highlight its effect in building the corporate brand identity (Abratt, 1989; Albert and Whetten, 1985; Balmer, 1994; 1995; De Cock et al., 1984; Keller, 1990; Larçon and Rietter, 1979; Ramanantsoa, 1989; van Rekom, 1993; van Riel, 1992; 1995; Wiedmann, 1988). The corporation of any heritage brand must control their member's behaviour toward their customer to build their brand satisfaction. Also, they must monitor and re-evaluate their customer feedback and comments to develop their brand and improve their brand satisfaction level.

This study defines the behavioural of heritage brand customers as their attitude and belief which kept them satisfied with the corporate heritage brand experience they have. Heritage brand customers' acts and attitudes in dealing with these heritage brands build a strong relationship with the heritage products or services they are using. Corporate heritage brand tried to attract their

customers through their unique features and facilities to build a success behavioural brand experience. The 3rd factor explained the attitude and beliefs which lead the customers to respect the corporate heritage brand and build a positive experience story with their heritage brand.

2.4.4 Intellectual experience

Intellectual brand experience is to build a relationship with the brand by keeping their users thinking about it and having a close connection with this brand. Several researchers clarified on their definition for the intellectual experience that it is a 'think' regards products or services. This think represented by stimulating curiosity and problem solving (Barnes et al., 2014; Zarantonello and Schmitt 2010). Schmitt (1999) was the founder for this dimension and all followers came and agreed with his fact that stimulate customer interest building a successful experience (Kim et al., 2015; Chen, 2014; Barnes et al., 2014; Jui Keng et al., 2013; Beckman et al., 2013; Nysveen et al., 2013; Iglesias et al., 2011; Brakus et al., 2009). Some of the academic studies connected the intellectual experience with cognitive because understating the needs of the market and the customers are important to build intellectual thinking on customers minds toward the brand (Nambisan and Baron, 2007; Nambisan and Baron, 2009; Nysveen and Pedersen, 2014). Nysveen and Pedersen (2014) explained how co-creation activities with the brand could help to stimulate cognitive brand experience. Brand customers' always waiting to see what their satisfied brand will offer them rather than another brand in the market. They monitored their brand news, sales, offers, latest product and service and how this brand is going to extend the business. All these elements lead to more engagement with the brand and build a positive experience with it.

Barnes et al. (2014) gave details that intellectual had an effect in place brand through how visitor's curiosity increased when tourist visited any new place brand. While Hollebeek (2011a) clarified the importance of the cognitive

stimulation in how customers understood the products or the services and how they learn to use it. This clarified that any corporation must stimulate the customers' experience toward their brand by surprising them with the latest products and services development. Also through attracting the customers for having a membership on their brand loyalty program scheme. This leads the customers to feel more close toward the corporate brand which will end with customers' satisfaction.

Finally, the study of Cacioppo and Petty (1982) discussed a set of results that show the different types of thinking such as divergent and convergent thinking that defined the intellectual experience. This study was considered the Cognitive as an important dimension for an intellectual brand experience that leads to successful customers' engagement with the brand. This research adapted this idea to measure the corporate heritage brand experience from Brakus and others studies (2009), which also was supported by Schmitt (1999) study.

The Intellectual of any corporate heritage brand means that: how the customer thinks on these heritage brands by stimulating curiosity and problem solving. In addition to that, intellectually is cognitive of the customers and the management regarding the corporate heritage brand and how they create activities with these brands. The fourth factor is measuring how the corporate heritage brand management playing a role in keeping their customers thinking of their heritage brand. The cognitive of their heritage brand is important for building a strong relationship between brand experience and customers satisfaction. Moreover, the intellectual brand experience is important to create any activates which leads to a strong experience.

2.5 Brand Innovation

Innovation is defined as continues process for developing; which used to build and create a new value for customers. Several scholars gave a definition for innovation based on technological, social, business and management, and finance areas (Rogers, 1995; Sawhney et al., 2006; Mizik and Jacobson, 2003; Kapferer, 2004; Garcia and Calantone, 2002). Based on this research objective brand innovation is the core of the study. This part will explain the definition of brand innovations and it is important. Weerawardena and others defined brand innovation as a strategic process to increase the performance of any corporate brand through enhancing and building the knowledge about the market environment. Moreover, studying the brand position and the customers demand to build values for this brand (Weerawardena et al., 2006; Doyle, 2001; Noble et al., 2002; Agarwal et al., 2003). While Mizik and Jacobson (2003) were defined brand innovation in their paper as the keystone of creating brand values. Innovation is 'the lifeblood of the brand' as Kapferer (2004) confirmed; because it reflects the brand creativity and reinventing.

Several scholars highlighted the importance of the innovation subject over the brand. They studied the importance of innovation toward the products and the service development in promoting the brand, as well as showing how innovation is powerful and important to keep the brand up-to-date (Aaker, 2004; 2007; Berenson and Mohr-Jackson, 1994; Beverland, 2005; Beverland et al., 2010; Christensen and Raynor, 2003; 2013; Crawford and Di Benedetto, 2003; Gemser and Leenders, 2001; Keller, 2003; Weerawardena et al., 2006).

Innovation is important to sustain the brand in the market and build high credibility and reputation (Balmer, 2012; Aaker, 2004; 2007). This obtained by developing the brand products and services to meet the customers need continuously. Aaker (2007) explained four strategic ways to keep the products and services of the brand innovated. They ways are allowing the brand

corporation to innovate itself, attaching credibility and legitimacy to the brand, developing visibility, and facilitating brand communication. He discussed that to apply brand innovation, the corporate brand research and development centres must work to differentiate their products and services. Furthermore, attract the brand customers for any new products or service they provide (Aaker, 2007).

Most of the studies proposed that innovations have the power to convert the existing markets and create markets through introducing new ideas of products and services to meet the updated customers' needs (Abetti, 2000; Zahra and Bogner, 1999; Nguyen et al. 2015). From this approach, corporate brand scholars started to explain the importance of brand innovation to build the identity for the corporate brand (Garcia and Calantone, 2001; Sawhney et al., 2006). Balmer (2013; 2011a) and Balmer et al. (2006) papers explained the importance of innovation to sustain the corporate business brand at the present time and have a continuity and sustain their brand in the prospecting future.

The corporate brand is a unique indicator in terms of offering the best latest updated products and services to the market. Corporate brand innovation considered as a potential to extend the future identity for the brand corporation. Corporate heritage brand isn't a term which means old or historical brand. It is linked with continuity, perseverance and sustaining the identity of the corporate brand (Macdonald, 2006). Innovation played an important role in building the identity for any corporate brand. It could be considered as the main aspect that affects any corporation as Balmer highlighted in his several studies (Balmer, 2011a; Balmer, 2012; Balmer, 2013). Moreover, Balmer and Chen (2016) focused on their TRT (同仁堂) case study about the importance of brand innovation which maintains the heritage brand sustainability. Furthermore, Balmer (2011a) explained that heritage means transformation (Conversion), reinterpretation and that it is subject to change and development. To clarify the above argument, all previous studies didn't focus on studying the innovation impact of the corporate heritage brand, while they explained its importance to build strong

identity toward the corporate heritage brand. This study considered the innovation as a moderator factor to enhance the relationship between the corporate heritage brand identity and experience.

As a conclusion, innovation of any corporate heritage brand gave the brand a powerful and vital meaning. It is refreshing the brand and shows how the brand responsible for providing the best values to their customers (Christensen and Raynor, 2003; Crawford and Di Benedetto, 2003; Keller, 2003; Völckner and Sattler, 2006).

This study defined the corporate heritage brand innovation as to keep the heritage brand attractive and vital to their customers by differentiating it from other brands to be a unique and improved the corporate heritage brand to meet customers and society requirements. Innovation will build at this stage more credibility to continue the success of any corporate heritage brand during the time. Brand innovation is continuing the success and gives longevity to the brand. Brand innovation is a multidimensional factor that affects both brand identity and the brand experience. This research reflects the importance of innovation by considering its positive relations with corporate heritage brand identity and experience.

2.6 Word of Mouth (WOM)

Arndt (1967) defined the word of mouth as the oral face to face or person to person communication. In this conversation, one side will transmit the information's to the other side who will receive the message. The word of mouth is defined as any emotional information's that interesting in its concept and exciting in comparison and also it could be a sensory, temporary, or locative way (Nisbett and Ross, 1980). Several academic scholars gave attention to the importance of communication tools to build brand identity. They clarified that word of mouth as one of the communication tools which customers used to express their feelings and attention toward any corporation (Ahearne et al., 2005; Bhattacharya and Sen, 2003; Bergami and Bagozzi, 2000; Anderson, 1998; Mangold et al., 1999; Balmer and Gray, 1999; Brown et al., 2005; Sweeney et al., 2008; Goldman, 2008). Primarily, word of mouth represents a positive or a negative idea, experience, or believes that shared between customers or any category of organisation stakeholders as was highlighted in the earlier studies that done by Anderson (1998) and Mangold et al. (1999).

Word of mouth (WOM) is considered as one of the main important function that affects the corporate brand. Many authors gave the attention to media programs and advertising; which spread word of mouth about the corporate brand. Balmer and Gray (1999) gave a good example of Marks and Spencer corporate heritage brand. This corporate brand built identity at their first stages without using advertising. While word of mouth and customer communications regarding the quality of (product and service) that they were built this corporate name identity (Balmer and Gray, 1999).

Latest studies on marketing communication noticed the strong relationship between word of mouth and brand experience which leads to build a strong brand satisfaction (Chen, 2014; Beckman et al., 2013). Moreover, some studies advised the brand corporation to integrate into this relation to build a positive

identity for their corporate brands (Brown et al., 2005, p. 123). Brown et al. (2005) study noticed that customers' identification considered as an antecedent for a positive word of mouth. Balmer (2006) defined the corporate communication through his slogan "what we say we are", which reflects that importance of communication toward the corporate brand identity.

Word of mouth (WOM) in its classic way (face to face communication) started to be dropped. While the online communication by any electronic device or tools started to be more popular. It is increased the communication between stakeholders. This led most of the organisations to be aware of their employees and products behaviour, their management communications, and customers' word of mouth (Balmer and Greyser, 2003). The electronic word of mouth has a strong effect toward the corporate brand, customer considered technology in all their communication life these days. Word of mouth can be delivered easily through online channels rather than offline channels due to numbers of users, saving time and engaging with technology and behavioural adaptation with this online technology revolution (Friedman and Resnick, 2001). Researcher such as Donovan et al. (2006) and Kuenzel and Halliday (2008) studied the relationship between the corporate brand identity and marketing relationship. Moreover, they noticed that word of mouth had a strong effect on customers' behaviour to identify their corporate brand. While Balmer and Greyser (2006) explained that all organisation communication could impact the corporate brand identity. The experimental research for company identification through its customers' is depending on how customers express their behaviour toward the products or services utilization using their word of mouth (Lam et al., 2012). Several scholars studies covered word of mouth and loyalty topics as a consequence of identification (Ahearne et al., 2005; Bhattacharya and Sen, 2003; Bergami and Bagozzi, 2000).

Ahearne et al. (2005, p. 5) study explained that customers identify with the organisation that they trust and purchase their products and services more. Also,

these lead the customers to recommend the brand to other customers. Moreover, the customer always identifies with the brand that they had a positive experience with it and provided a positive word of mouth which let them recommend it. Algesheimer et al., (2005), Arnett et al., (2003) and Bhattacharya and Sen (2003) research's found that a positive word of mouth always affected by the customers' behaviour and the result reached to have a powerful identity with the organisation. Positive information which delivered by a satisfied sender's for a corporate products or services brand enhance the receiver to test this corporate brand. It will show how the word of mouth can be profitable for the corporation (Sweeney et al., 2008).

All these arguments over the word of mouth definition and types gave a clear image to define the corporate brand heritage word of mouth as any tools of communication that promote and advertise for the corporate heritage brand. It's kept the heritage brand name over the customers' minds to build credibility, loyalty, respectful and sociable between the corporate heritage brand and their customers.

2.7 Brand multiple time stream

The brand multiple time dimensions of any corporate heritage brand represents the past, the present and the prospective future of the brand. Balmer (2013) referred to the multiple time dimensions by explaining that Omni-temporality reflects the survival in temporal strata. Balmer explained this trait by saying that each corporate heritage brand must be interacting with the triple time frames to continue the brand sustainability (Balmer, 2013). The past which reflects the successful history of the business. The present which reflects the time of development and innovation to sustain the heritage brand. As well as, the perspectives of a better future which will lead to and continue the brand success (Balmer, 2011a; b; c; Urde et al., 2007; Balmer and Chen, 2016).

Urde et al. (2007) defined the corporate brand heritage as a part of organisation identity which shows the corporate business track record. The track record represents the history and the past stories about the brand. In addition to that the longevity and the stability of the heritage brand, which stands for the multiple time's frame (past, present and prospective future).

Heritage phenomenon has a strong relationship with the time. It is represented the past success story and experience of the brand. Several scholars considered the past as a character for heritage (Russell, 1957; Aaker 1991;1996; 2004;Evans and Lombardo, 1993; Keller, 1999; Lindemann, 2003;Brown et al., 2003a; George, 2004;Balmer et al., 2006; Urde et al., 2007; Liebreuz-Himes et al., 2007; deMerlier, 2008; Loveland et al., 2010; Husdon, 2011; Balmer, 2011a; b;2013; Hakala et al., 2011; Merchant and Rose, 2012; 2013; Wiedmann et al., 2011a; b; Balmer and Chen, 2016).

While the longevity of being as a corporate heritage brand plays a key role in building its identity and heritage. Several authors started to explain how the

three time P's of brand heritage (The Past, Present and Prospective future) are essentials to reflect the heritage brand identity (Dominguez, 1986; Brown et al., 2003; Banerjee, 2008- p. 314; Balmer et al., 2006; Urde et al., 2007; Hakala et al., 2011; Wiedmann et al., 2011; Balmer, 2011a; b; c; 2013; Baumgarth et al., 2013; Balmer and Chen, 2015; 2016; Burghausen and Balmer, 2014b).

Balmer clarified that heritage in business management must cover at least three generations to represent multiple time stream the past, the present and the prospective future (Balmer, 2013). The past continuity shows the present status of any corporate heritage brand identity. Urde and others clarified that history of the brand helped to make the corporate brand relevant (Urde et al., 2007). Urde and other researcher continued Balmer (2006) approach to study the corporate heritage definition. They noticed that brand identity aim is to embrace the time with heritage brand. Which is continued the promise that stakeholders searching for by showing the past history, the present success, and how the prospect of the brand will be set (Urde, Greyser and Balmer, 2007).

Most of the heritage brands that build their own unique identity have a positive history. Their history leads the brand to have a strong engagement with stakeholders toward this corporate heritage brand (deMerlier, 2008). Balmer (2002) added to this time frame a strategic shape. He explained that any corporate identity must follow their past strategy to keep their identity powerful. Moreover, Aaker's explained how each brand must have a strong history which has been collected via a long-time of experience to reach for this level of identity (Aaker, 1991).

Heritage is considered as the continuity which reflects all stages of progress and development. It has the connection between the past and the present as Lowenthal (1998) argued. While Balmer et al. (2006) explained that corporate

brand heritage represents the past, the present, and the prospective future. The heritage cover multiple time periods as Balmer (2011a) clarified.

The time of the brand represented the past which is the provenance of the brand origin, 'From where the brand comes from' (Burghausen and Balmer, 2015). Brand past time showed the history of the brand and gave the brand the strength for growing based on a solid base to keep its identity (Urde et al., 2007; Rose et al., 2015). Long established organisations take in consideration their longevity. Also, they promoted their heritage and history via their brand logo, shopping bags, symbol design and advertising. It's accentual for their competitive strategy as Balmer focused on this point in his several papers (Balmer, 2011b; 2013; Balmer and Chen, 2016).

This research disagrees with Lowenthal (1998) thought regarding heritage which only considered the past time. While this research agreed with Balmer and other scholar's justifications that heritage is represented multiple time stream past, present and prospective future (Balmer et al., 2006, Urde et al., 2007).

Brand present time is showing the continuity of brand progress and success. Moreover, represents the identity which was built in the past. Balmer (2013) cited the definition of Russell (1957, p. 374) regarding the present which it's a part of past, and it will be saved in memory. Furthermore, it currently represents the actual brand status at this moment and it will be the future propection soon.

Bradford and Balmer (2013) explained that heritage brand strategy is depending on the consequences of past and present brand time progress to reflect the heritage brand identity in the prospect future. Furthermore, Aaker studies continued to show that brand history, early roots and origin are essential to differentiate between brands especially in the current time (Aaker, 2004).

The prospective future of the brand is to keep the brand identity strategy growing. It maintains the heritage brand success to show brand advantage and innovation (Balmer and Chen, 2016). Urde and Greyser (2015) updated their understanding for corporate heritage brand, by explaining that brand heritage must represent multiple time frames: the past, present and prospective future as Balmer's explained (Balmer, 2013).

According to the literature that covers the importance of the time on corporate heritage brand identity. The first hypothesis will measure the time impact on enhancing the relationship between the corporate heritage brand identity and corporate heritage brand experience. In addition to that, how the time can play a role in improving the relationship between corporate heritage brand experience and customers' satisfaction.

As a result of several discussions, brand multiple time dimensions must represent the past, the present and the prospective future of any successful corporate brand. Multiple time dimensions had an impact on corporate heritage brand identity, experience and customer satisfaction. This research defines the multiple time stratum as the past of the heritage brand which reflects its origin and shows the history of the brand. The present that follows the past to keep its reputation, but also developing the brand based on the progress and the experience. The prospect future which is helping the heritage brand to keep its identity by innovating the brand to sustain its identity.

2.8 Conceptual framework development

2.8.1 Hypotheses discussion

I. Corporate heritage brand identity

As identified in section (2.1) and (2.3), corporate heritage brand identity is one of the new topics that introduce to the academic and specialist field. Balmer (2011a) discussed that corporate heritage identity concept has a symbiotic relationship with other heritage brands such as (tourism, place, communities, etc.). Balmer clarified that corporate heritage identity is not reflecting the history by showing the (past). It also symbolised the present activities that show their heritage and stability and the prospected future that continues the corporate heritage success (Balmer, 2011).

Two past papers started showing the importance of corporate heritage brand as a nascent area in the marketing and management field introduced by Balmer et al. (2006) and Urde et al. (2007). Several scholars focused on giving an introduction about heritage in a different field, for example, Prentice, 1993; Herbert, 1995; Henderson, 2002; and Misiura, 2006 focused on heritage marketing/ heritage industry. Palmer, 2005; Park, 2010; and Weaver, 2010 gave attention to heritage tourism. Iconic branding got attention from Holt (2004) through his paper how brands become icons. Linking the past with present highlighted through Brown et al.(2003) research.

Recent studies started to focus on corporate heritage identity, several pieces of research gave attention to this concept such as (Burghausen and Balmer, 2015, 2014; Balmer, 2011a). While (Balmer et al., 2006; Urde et al., 2007, Balmer, 2011a, 2011b; Hudson and Balmer, 2013; Balmer and Chen, 2015; Bargenda, 2015; Balmer and Burghausen, 2015; Cooper et al., 2015) focused on their studies on corporate heritage brand.

Referring to the latest research on corporate heritage brand identity, Urde and Greyser (2015) clarified and defined on their paper (The Nobel Prize: the identity of a corporate heritage brand) the concept corporate heritage brand identity. They also tried to explain how different stakeholder builds a brand network that leads to the reputation. The paper defined the corporate heritage brand identity by considering key identity elements as “brand core, strategy, competition diagonal, communication horizontal and the interaction vertical”.

Corporate heritage brand identity is a mixture of heritage identity, heritage brand, and brand identity. As Balmer (2011a) clarified that the heritage brand reflects the brand promise in different time stages past, present, and prospective future. The heritage concept gave the brand identity if it kept its continuity. It is important also to develop and sustain the corporate brand. Stakeholders believed that corporate heritage brand has a unique identification more than others because heritage reflects the history, success and the promise (Balmer and Chen, 2015).

This research applied several theories such as social identity theory, stakeholder theory and corporate brand theory to clarify the role of the four themes (price, quality, design, and symbol) on identifying the corporate heritage brand. The brand price literature discussed how the social identity plays a role in engaging the customer within a group toward specific price range (Stryker and Burke, 2000). The customer from high-level society level attend to purchase the luxury brand, they focus on the high standard of quality. Brand design can reflect gender, age, religion and social interests as Hogg (2001) discussed. The symbol of any heritage brand has an emotional connection within the group of people, this connection keeps such group of customers to be engaged with such brand as Turner and other researchers justified (Turner et al., 1987).

Stakeholders are involved in setting any corporate brand strategy, internal and external stakeholders are major players in setting the brand price range and the quality standard that requested to be delivered (Phillips, 2010). The relation between different stakeholders can build a strong communication link to share

the needs and the expected traits that any corporate brand must contain (Phillips et al., 2003). As Balmer and Chen (2015) clarify, the corporate heritage brand traits build and create a strong vision for the future to all stakeholders. Marketers and brand managers share their designs with different stakeholders to check if it meets their needs (Balmer, 2011; 2017). In addition to that, the symbol of any brand can effect by the stakeholder's opinion or feedback as several scholars discussed (Aaker, 2004; Balmer, 2013; Urde, 2003; Balmer and Gray, 2003; Urde et al., 2007).

Balmer (2013) discusses several traits that could affect any corporate heritage brand design. Balmer's gives some examples how brand design and symbol are main traits for any corporate brand. Aaker (2004) and Keller (1998) notices that brand price linked to the quality that corporate brand maintained. They agreed that both price and quality are main assets to build the corporate brand identity. Keller (2003) confirmed that corporate brand can represent by it symbol or design, while Balmer and Gray (2003) added over that the value with the brand delivered to its customer through considering the quality and the price. Most of the corporate brand scholars informed on their literature some brand traits which helps to identify the corporate heritage brand.

This research is digging to set a clear definition of the corporate heritage brand identity and to support this definition with a dominion that helps to measure the concept that scholars still argued to define and clarify it.

Through what was published as a Journal articles in the corporate heritage brand identity. This research considers four contracts (measures) to test the corporate heritage brand identity concept. These constructs are Price, Quality, Design and the Symbol. Accordingly, the research hypothesis set to test the effect of their measures toward the corporate heritage brand identity.

In conclusion, corporate heritage brand Identity (**CHBI**) defines as part of corporate strategy to communicate a different level of stakeholders together (internal and external). And reflect how price, symbol, quality and design play a

role to continue the heritage of the corporation that makes their brand identity powerful. Therefore, we hypothesize that:

H1: The corporate heritage brand identity has a positive impact on corporate heritage brand experience.

II. Corporate heritage brand experience

As stated in section (2.4), the brand experience is clarified through most of the scholars in this field as one of the corporate brand consequences (Balmer, 2001; 2010; 2012). Brakus et al. (2009) defined the brand experience as the human internal feeling, thinking, sensations, or attitudes that are elevated by corporate brand customers.

The theory of brand experience was painted by Schmitt (1999). He built his statement based on several past studies that considered experience as emotional, rational, and behavioural actions (Hirschman & Holbrook, 1982; Padgett & Allen, 1997). Following to his study, Brakus and others explored deeply the important role of brand experience to build customers satisfactions (Brakus et al., 2009; Iglesias et al., 2011).

The arguments appeared to explain the dimensions of the brand experience. Rose et al., (2011) and (2012) considered the brand experience as bi-dimensional. Their studies confirmed that affective and cognitive are evaluated the brand experience. Moreover, several scholars followed Brakus et al.,(2009) through considering sensory , affective , behavioural and intellectual as the main measurement for brand experience (Chen ,2014; Barnes et al. ,2014; Brakus et al.,2009; Iglesias et al.,2011; Jui Keng et al.,2013; Kim et al. ,2015; Beckman et al.,2013). Furthermore, recent scholars added to this field several brand experience dimensions which Brakus and others started to approach, which applied to their case studies such as relational, social, usability,

engagement, physical and lifestyle (Verhoef et al., 2009; Nysveen et al., 2013; Gentile et al., 2007; Nysveen and Pedersen, 2013).

Customer satisfaction has been studied as a consequence of brand experience. Brakus and other scholars study's findings confirmed the positive relationship between brand experience and customers satisfaction (Brakus et al., 2009; Iglesias et al., 2011; Nysveen et al., 2013; Kim et al., 2015).

This study adapted Brakus et al. (2009) brand experience theory and apply it to a corporate heritage brand. The brand experience dimensions (sensory, affective, behavioural, and intellectual) are used to measure the corporate heritage brand experience. Which play a mediation role for testing the relationship between the corporate heritage brand identity and customers' satisfaction. The 2nd hypothesis (**H2**) is studying the positive impact of the corporate heritage brand experience to enhance customers' satisfaction.

H2: Corporate heritage brand experience has a positive effect on customers' satisfaction.

III. The effect of brand innovation

As mentioned in section (2.5), brand innovation played a strategic role to reflect the corporate heritage brand identity strength on brand experience. The brand innovation is a strategic process to develop the brand to sustain its continuity and sustainability. Several corporate brand scholars highlighted the importance of keeping the brand developed and sustained (Balmer, 2011a; 2013; Balmer and Chen, 2016; Balmer et al., 2006; Byrom and Lehman, 2009; Keller and Richey, 2006; Urde, 2003; Urde et al., 2007, Urde and Greysen, 2015).

Back to Aaker (2007) approached, he justified the importance of brand innovation toward the corporate business. The key factors that Aaker set to

clarify the importance of brand innovation toward any corporate brand organisation are significant, in terms of how to build brand credibility and legitimacy, enhance brand visibility, increase the communication about the brand and also develop the brand reputation on its customers' minds (Aaker, 2007).

Brand sustainability is achieved by developing the brand. It can represent by creating new ideas to the brand which leads to refreshing the brand and continued the brand progress at the market (Balmer, 2013). Most of the scholars didn't highlight clearly the impact of innovation on the corporate brand. This understanding of innovation concept as technological development is not sufficient, while it could be from business, social, financial point of view. Balmer and Chen (2016) argued about the vital function that services or products innovation played to build the corporate heritage brand identity.

Several corporate brand scholars discussed that innovation established more attention toward the corporate brand. It leads to insight the corporate brand over the customers' attention and builds a strong reputation to the corporate brand (Cantwell and Janne, 1999; Balmer, 2001; de Chernatony and McDonald, 1992).

To clarify the importance of innovation toward any corporate heritage brand, the findings of several academic studies suggested that innovation has a strong impact on a customers' perception toward the heritage brand products and services, which also build a reputation for this brand that leads to its satisfaction (Silverstein and Fiske, 2003, 2005; Tucker, 2001; Greyser, 1999; Kay, 2006).

For this research, it's hypothesised that brand innovation is continuing the success and gives longevity to the brand. It is a multidimensional factor that affects both brand identity and also the brand experience. This research reflects the importance of innovation by considering its positive relation with corporate heritage brand identity and experience. Hypothesis 3 (**H3**) will cover this relation.

H3: Heritage brand innovation has a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience.

IV. The effect of Word of mouth (WOM)

As mentioned in section (2.6), the word of mouth played a strategic role to reflect the corporate heritage brand experience. This will be reflected in customers' satisfaction through showing the strength of the corporate heritage brand (Balmer, 2001; 2013; Bartholmé and Melewar, 2009; 2011). Scholars noticed that customers with positive experiences expressed their feeling through communicating more regarding the brand comparing to the customers with negative experiences (Holmes and Lett, 1977).

Brand history became a communication channel for the external and the internal stakeholders within the corporate organisation. Stakeholder's word of mouth explained their promise and shows the strength of the heritage brand that they engaged with (Blombačk and Brunninge, 2009). Moreover, the stakeholder's communication about corporate brand reflects the identity that builds in their minds about the corporation (Melewar et al., 2005).

Balmer (2013) introduced the corporate communications as one of the factors which build the institution trait constancy. He explained the importance of corporate heritage communication of the brand toward building the brand sustainability and satisfaction. Corporate heritage advertising, public relations and word of mouth are important traits for any heritage brand. It can demonstrate the strength of any corporation because communication plays an important role in attracting the customers and building publicity to any corporate heritage brand (Balmer and Gray, 1999; Balmer, 2013).

Scholars highlighted the powerful role which corporate communication acting to build a respect, reputation, and identity on brand customers' minds (Anderson, 1998; Mangold et al., 1999; Balmer and Gray, 1999; Bergami and Bagozzi, 2000; Bhattacharya and Sen, 2003; Brown et al., 2005; Ahearne et al., 2005; Sweeney et al., 2008; Goldman, 2008). These scholars' discussions justified the importance of customers' word of mouth to build brand identity once they are satisfied (Chen, 2014; Beckman et al., 2013). The findings of most scholars study about the role which word of mouth played to build brand experience, identity and customers satisfaction were positive (Cheung et al., 2009; Kuenzel and Halliday, 2008; Nguyen et al., 2015; Carroll and Ahuvia, 2006).

The word of mouth (WOM) concept is very wide; this research highlighted only one side of its impact toward any heritage corporation. The aim of this research is to reflect the powerful impact of the corporate heritage brand experience with positive word of mouth to inform customers' satisfaction (Beckman et al., 2013). This research justifies this approach through scholar's feedback regarding the importance of corporate communication (Ind, 1997; Urde, 2003; Balmer, 2011a; 2013; Urde et al., 2007; Burghausen and Balmer, 2014; Cheung et al., 2009; Kuenzel and Halliday, 2008; Nguyen et al., 2015; Carroll and Ahuvia, 2006).

For this research, we hypothesize that Word of mouth for any corporate heritage brand is an effective communication tool that reflects the heritage brand credibility, loyalty, respectful and sociable. Also, Word of mouth can be an important factor to enhance the relationship between customer satisfaction and their brand experience. This research reflects the importance of Word of mouth by considering its positive relation with corporate heritage brand experience and customers satisfaction. Hypothesis 4 (H4) will cover this relation.

H4: Word of mouth (WOM) has a positive impact on the relation between corporate heritage brand experience and customer satisfaction.

V. The effect of multiple time dimensions (Past, Present, Future)

As mentioned in section (2.3.1), multiple time dimensions represent the brand time during their past story, and how it continued the present success, and what would imagine for its future continuity. Several scholars have agreed in the importance of the multiple time dimensions on representing the brand story, development and success (Balmer et al., 2006; Urde et al., 2007; Balmer, 2011a; b; c; Balmer and Burghausen, 2015; Balmer and Chen, 2015, 2016). Balmer, Greyser and Urde described the time as the longevity of any brand. The story of the brand considers as a part of the past which is important to reflect brand identity. The continuity of success and development reach the brand to have a strong reputation at the present time. Moreover, customer expected to see the brand innovated and sustained in the prospective future. These levels of brand times improved the brand identity and experience at the market (Balmer et al., 2006; Urde et al., 2007).

Omni-temporality which reflects the multiple time dimensions were introduced as one of the corporate heritage brand traits as Balmer (2013) Justified. Urde and Greyser (2015) clarified their understanding about the meaning of corporate heritage brand, by confirming that the heritage brand must represent multiple time frames: the past, the present and the prospective future as Balmer's explained (Balmer, 2013). They justified their approach by explaining the past time of any corporate heritage brand which reflects the heritage brand successful history. Moreover, the present time shows the progress and the development to sustain the brand until now. Furthermore, the perspective future time which is going to represent the successful brand continuity and sustainability as a corporate heritage brand.

The Past time affected the identity of any brand because it's engaged with the history of the brand (Balmer, 2013). The past shows the long experience which kept any corporate brand sustain. From a customers' perspective, the past time

of any brand represent what customers feel and sense about the corporate brand. As well, how they remember the brand in the past time.

The present time might be more important for brand managers rather than brand customers. Customers are looking more for the future of the brand by recognising what this brand going to offer them in terms of sustainability and continuity (Balmer, 2013). The brand management considered the present as the actual status of the brand. This represented by how the brand developed to meet the customers' expectations and needs.

The prospective future of the brand is how the brand expected to be, and how it will be sustained. Balmer and Chen (2015) explained how the prospective future time of brand is important to enhance the customers to engage more toward the brand and build their strong satisfaction.

For this research, we hypothesize that the past time is the base of any corporate organisation identity. It reflects the story of the brand; as well it's the history of delivering successful brand for its customers. The present time which shows the current activities of the brand, through how the brand innovative and develops to meet current customers' expectations. The future time reflects customers' expiation toward the brand in the near future, and how the management focused to sustain their brand identity and developed their brand experience. Future time is a challenge for the corporation to be innovated and build their brand longevity strategy. Hypothesis **5 a, 5 b (H5a) & (H5b)** will cover this relation.

H5a: The multiple time dimensions (past, present and future) of the corporate heritage brand have a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience.

H5b: The multiple time dimensions (past, present and future) of the corporate heritage brand have a positive impact on the relation between corporate heritage brand experience and customer satisfaction.

2.8.2 Research conceptual Framework

This research is studying the corporate heritage brand identity and corporate heritage brand experience impacts over customers' satisfaction.

The measures of each dimension are clarifying in the below table (2-9).

Measure	Indicators	Authors
Corporate heritage brand identity/price	The value that presents corporate heritage brand investment. The value that reflects corporate heritage brand development. The worth of corporate heritage brand innovation. A strategy to keep heritage brand continuity.	Aaker 1991 Balmer 1998,2010 Sirdeshmukh et al 2002 Erdem and Swait, 2004 Netemeyer et al. 2004
Corporate heritage brand identity /symbol	A communication link that represents the corporate heritage brand by shape, colour, word, flag and mark.	Olins 1989 Aaker 1991 Balmer 2001 Erdem and Swait, 2004 Urde et al. 2007
Corporate heritage brand identity/quality	Providing excellent service and feature. Maintaining the corporate heritage brand. Keep the corporate heritage brand reliable and durable.	Balmer 2012 Pappu et al., 2005 Yoo et al., 2000 Aaker 1991 Keller 1993
Corporate heritage brand identity /design	The shape of a corporate heritage brand. The style of a corporate heritage brand. The architecture of a corporate heritage brand.	Balmer and Greyser 2003 Olins 1978, 1995 Hudson and Balmer 2013 Baker and Balmer 1997 Kathman 1999 Keller 2001
Corporate heritage brand experience/ Sensory	The five human senses (sight, sound, scent, taste, touch) that affect the corporate heritage brand.	Brakus et al. 2009 Schmitt 1999
Corporate heritage brand experience/ Affective	The customer mood, feeling and emotion toward the corporate heritage brand.	Brakus et al. 2009 Schmitt 1999
Corporate heritage brand experience/ Behavioural	The customer attitude toward the corporate heritage brand.	Brakus et al. 2009 Schmitt 1999
Corporate heritage brand experience/ Intellectual	Customer thinks. Stimulate curiosity and problem-solving. Customer cognitive. Create activities with corporate heritage brands.	Brakus et al. 2009 Schmitt 1999

Brand innovation	Brand attractive and vital. Differentiate Corporate heritage brand from other brands. A unique, and improve corporate heritage brand. Continue the success that shows at the time.	Völckner and Sattler, 2006 Weerawardena et al., 2006 Aaker 2007 Keller 2003 Christensen and Raynor 2003
Word of mouth	Communication tools to promote and advertise for the corporate heritage brand.	Balmer and Gray 1999 Carroll and Ahuvia 2006 Brown et al.2005 Keller 2001,2009
Multiple time dimensions (Past, Present, Future)	Past. The brand story, origin location. Present. Current activities. Prospecting .	Balmer et al. 2006 Cole & Balasubramanian 1993 Dowling 1994 Aaker 1996 Aaker 2004 Urde et al. 2007 Balmer 2013
Customers satisfaction	Feeling comfortable, happy and impressed. A positive indicator of getting the best quality. Deliver customer expectation. Agreement and commitment to engage the customer with the corporate heritage brand	Han et al.2008 H. He et al.2012 Oliver 1980 Selnes 1993 Sirdeshmukh et al. 2002 Balmer and Chen 2017

Table 2- 9 Research dimension measures and Academic studies references.

This research will cover several dimensions to study the impact of corporate heritage brand identity and experience on customers’ satisfaction. The research will consider brand innovation, word of mouth and multiple time dimensions as moderating on the proposed conceptual framework. The Figure (2-8) shows the proposed framework diagram.

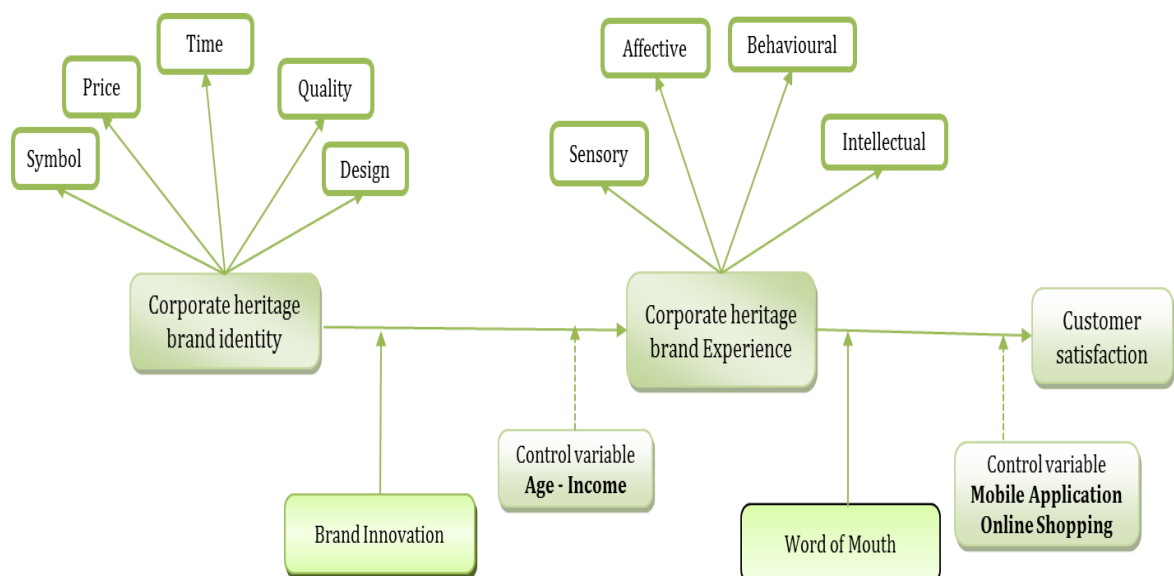


Figure 2- 8 The research framework

2.8.3 Research Hypotheses

Based on the review of the previous literature, the following five hypotheses are developed for this study is aggregated below to give a clear definition of the research objective.

H1: Corporate heritage brand identity has a **Positive** impact on corporate heritage brand experience.

H2: Corporate heritage brand experience has a **Positive** impact on customer satisfaction.

H3: Brand innovation has a **Positive** moderating effect on the relationship between corporate heritage brand identity and experience.

H4: Word of mouth has a **Positive** moderating effect on the relationship between corporate heritage brand experience and customer satisfaction.

H5a: Multiple time dimensions have a **Positive** moderating effect on the relationship between corporate heritage brand identity and experience.

H5b: Multiple time dimensions have a **Positive** moderating effect on the relationship between corporate heritage brand experience and customer satisfaction.

The Figure (2-9) shows the proposed framework with the hypotheses.

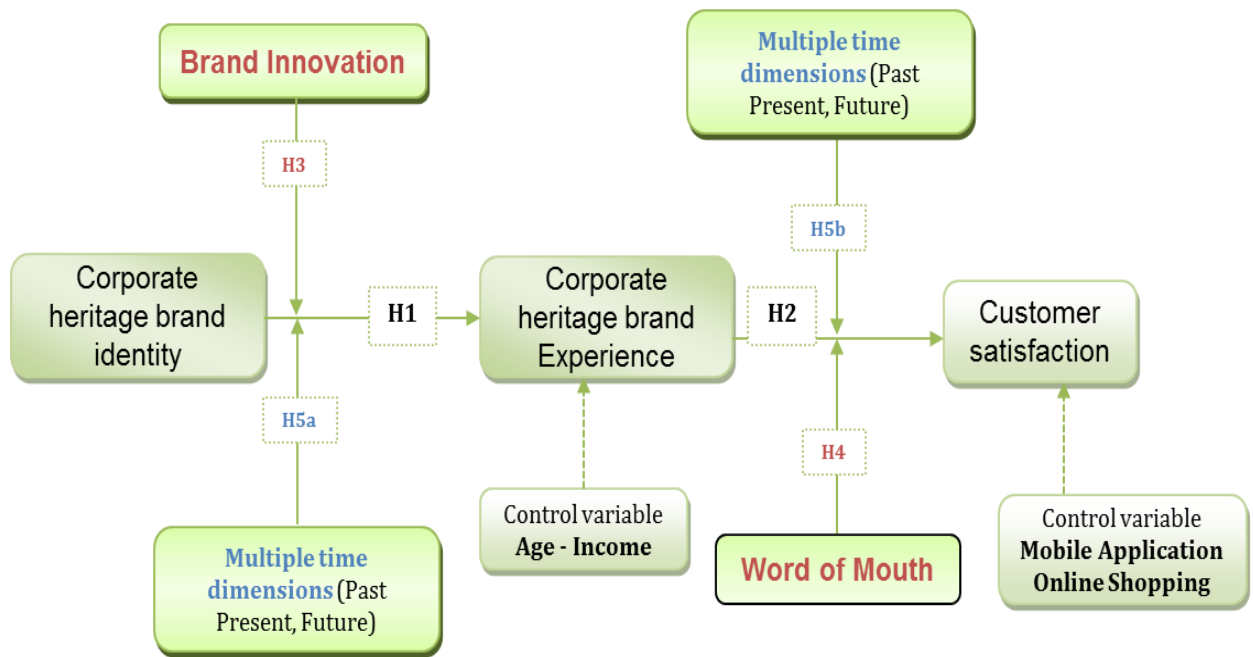


Figure 2- 9 Research framework with Hypotheses.

2.9 Summary

This chapter demonstrates the previous empirical studies in a corporate heritage brand and discuss the related concepts and theories from the corporate brand and corporate heritage literature in order to improve the understanding of corporate heritage brand identity and its consequences. This research measured the corporate heritage brand identity through (the brand price, quality, design and symbol) which has an effect on customers' satisfaction. According to several pieces of literature, the corporate heritage brand experience can enhance the corporate heritage brand identity as well achieve a successful customers' satisfaction. Moreover, some literature studied the role of word of mouth and brand innovation to improve customers' satisfaction, this study considers them as moderators. Heritage related to the time and history, this study explores the moderator role of the multiple time dimensions (Past, Present and future) on the conceptual framework.

This study is informed by social identity theory, stakeholder's theory and corporate brand theory; those theories are set the foundations for the conceptual framework (Figure 2- 4) including **(5)** research hypotheses for this study. Chapter 4 will clarify the methods of testing and evaluate the hypothesized model (Figure 2- 5). The next chapter (Chapter 3) will present a brief about the case study (John Lewis Partnership) context which this study is applied.

Chapter 3

Research Context

This chapter introduces the story of John Lewis Partnership (JLP), the founder who started the business and builds a corporate name for one of the main retailer shops in the United Kingdom. Although the progress in developing the founder strategy and business to a partnership with his son John Spedan. In addition to that, John Lewis partnership brands characteristics and their business methods. Moreover, the innovation and the communication channel strategy that JLP using to sustain their reputation in the retail market. Finally, John Lewis success records during the last 10 years. This chapter covers the following sections: Section 3.1 The history of John Lewis, Section 3.2 John Lewis Partnerships, Section 3.3 John Lewis growth and timeline, Section 3.4 John Lewis development, innovation and future expectation, Section 3.5 John Lewis communication channels and media, Section 3.6 John Lewis during the war, Section 3.7 Grocery department in a retail store (Waitrose), Section 3.8 John Lewis records of success, and Finally Section 3.9 John Lewis relation with the academic field.

3.1 The history of John Lewis

John Lewis Store is one of the main top 10 heritage retailer shops in Britain founded by John Lewis “senior” in 1864. The founder (John Lewis) was a silk buyer since he is 14th years old, by the time John senior got a strong experience in this field and he becomes a very good seller. He established a small drapery shop in 132 Oxford streets called (John Lewis & Co.) when England was in strong position in wool and fabric trade. John Lewis senior strategy grows his business slowly. He believed to have a steady business and not to hurry until he died in 1928.

John senior involved his two sons into the business with him; they developed a successful owned business family company during 1880 till 1928. In 1905 John Lewis “senior” bought Peter Jones store in Sloane Square and he handles it to his older son John Spedan Lewis “junior” to manage it in 1914.

John Lewis & Co. between 1964 till 1928 got a strong reputation competing for many other main heritage brands such as Harvey Nichols, Harrods, Liberty, and M&S. John Lewis was the first company that introduces the concept of price matching that most of the companies recently following it. They launch the slogan “Never Knowingly Undersold” in 1925 as their price promise to provide the customers with best quality and value. They insure from 1925 until today that they offer the most competitive prices comparing to other high street competitors.

John Lewis as an organisation has a strength in keeping the partners (employees) loyal to their organisation. Since 1864 till today only 6 chairmen’s managed the partnership (table 3-1), which indicate of how the partners treated at this organisation and reflect their stability history.

John Lewis Chairman’s	Years of rolling the business
John Lewis (Founder)	1864 – 1928
John Spedan Lewis	1928 – 1955
Bernard Miller	1955 – 1972
Peter Lewis	1972 – 1993
Stuart Hampson	1993 – 2007
Charlie Mayfield	2007 - till now

Table 3- 1 John Lewis partnerships Chairman’s

After the Senior John Lewis died, John Spedan Lewis the Junior handled the business and started to grow the business that his father left the family. Spedan moved quickly to improve the business for both John Lewis and Peter Jones at the same time he created the partnership in 1929 as a first business in the world that shares the whole profit between all employees (partners).

A trust statement that John Spedan Lewis signed in 1929 and 1950 clarified his vision of a co-owned business (John Lewis Partnership, 1953: P5). This statement started from that time to be a constitution to all John Lewis partnership employees to make them happy and responsible in running the business which leads to more profit, knowledge sharing and powerful business (John Lewis Partnership, 2012: P9).

The Partnership creates a powerful business model and its constitution is valid and worked until this moment. The vision of Spedan Lewis was smart by engaging all John Lewis partners on business decisions and strategy, because employees are a part of this business and their continuity reflects on the business progress and development.

John Lewis partners share the business revenue annually as they owned the business, so what was agreed and set up since 1929 is applicable in the present and will be continued in the future time. The partnership model focused on the following elements: members, customers, business relations, purpose, power, profit and the community.

The Partnership's principle is to deliver the happiness for all partnership members, and this is achieved by worthwhile and rewarding employment in a successful business since the Partnership is owned in trust for its members, they share the liabilities of the ownership. Furthermore, it shares power, knowledge

and profit. The power in the Partnership is shared between three controlling authorities are the partnership council, the partnership board and the Chairman. The aim of the partnership is to make an acceptable profit from its commercial sales to keep their position on the market and support the company continuity development. The share of those profits that gain from the whole organisation (JLP) business activity distributes to each member (Partner) on yearly basis. Moreover, one of the partnership objectives is to employ the right partner in the right place. A partner who can deliver the ethos and the responsibilities of the partnership also to support other partner and have a positive relationship with them whatever the job that they handle and the responsibility which given to them. The partnership acknowledges their partner contributions and rewards them impartially. John Lewis partnership objective clear toward their customer, they believe that customer is first so they deal with their customer in an honest way, while they provide them with the service and try to advise them to the right solution rather than selling them. In addition, they tried to build customers loyalty toward their brand through providing the best value of service and product in the retail market, and keep their customers happy and satisfy. The Partnership care to keep a good business relationship with all their suppliers and manufacturers based on integrity and courtesy. Also, they respect each business agreement they done. Finally, the partnership gives a responsibility toward the community, this achieved by following the law and donates for each activates that leads to supporting the social sector and to the well-being of the communities.

John Lewis Partnership treated their partner well. They establish for them a privet club in Cookham, they owned several hotels and Yacht which all partners can access them enjoy their holidays there. This healthy treatment leads partners to work hard to deliver the maximum of what the organisation expected from them. In addition to that, it keeps their partners loyal to their organisation and spends their whole career in this organisation because they are partners not employees.

3.2 John Lewis growth and timeline

After the first trust agreement in 1929 between Spedan Lewis 'the owner' and John Lewis employees, the commitment of the partnership stated its validity. The 2nd phase of JLP progress and development started after this agreement. In 1933, John Lewis partnership started to spread the business outside London by owning stores in Nottingham and Southampton; to increase the business profits and raise the company's buying power all over the United Kingdom as Marks and Spencer did.

In 1937 John Lewis introduced its own brand 'Jonell', which was a superior quality to what the customers' buy on the market for a similar price. Jonelle 'Jonell' continued until the turn of the millennium, when the management was decided to create a more homogeneous brand name, JLP management dropped the name of Jonelle and they replace that with the brand name 'John Lewis'. Furthermore, in 1937 Spedan decided to invest in the grocery business through buying Waitrose Company shares and add all its stores to the partnership, which was a chain of ten grocery stores in London selling high quality of foods.

1940 Selfridges Company was suffering from cash flow during the 'Phoney War', so John Lewis was at this time able to cover them and bought some of their stores. A decision was taken by Spedan to own 15th of Selfridges shopping outlets to increase John Lewis shopping stores at that time and to help other businesses to continue.

The partnership was continued its development and progress during the bad and terrible time. During the war (1939-1940), a new factory was opened, several known manufacturers and designers started to produce for John Lewis and the partnership doubles its share and market size. 1950 John Spedan Lewis think to take the partnership for a further advance step by signing his 2nd trust

agreement which totally transfers the entire ownership and control of John Lewis company to the partner, completing what was built on since 1929.

John Spedan Lewis studied the flora and fauna, he was attracted to places such as The Longstock Park Water Garden. The green man, who loved the green colour because of his relationship with the natural, dedicated his time to collect funds to continue the study of natural history projects at Leckford Estate. This keen and active natural historian scientist and the powerful businessman left this life after building a successful business story, a one of the main British heritage brand and the first partnership organisation in 1963.

The business continued after Spedan because of the partnership responsibilities. The development lead John Lewis partnership to expand and have multi stores everywhere within the United Kingdom, in 2014 the partnership celebrate their 150 anniversary, and they looking to celebrate the 100 years of having this partnership in 2028. John Lewis partnership today is one of the top 10 heritage brand I Britain servicing hundreds of million customers every year. (48) of John Lewis store covering the whole England now a day and more than 350 grocery stores for Waitrose surrounding the country. In addition to that, several international branches worldwide were opened to attract customers from several continents to buy and enjoy John Lewis partnership experience.

The below table (3-2) memories the main timeline for John Lewis activity since 1864 until today.

Year	John Lewis timeline
1864	John Lewis opens a small drapers shop in Oxford Street. Takes 16s 4d on his first day.
1885	Birth of John Spedan Lewis, son of John Lewis, and founder of the John Lewis Partnership.
1905	John Lewis buys control of Peter Jones.
1914	John Lewis hands control of Peter Jones to John Spedan Lewis who sets up staff committees, the forerunners of today's Committees for Communication.
1918	First edition of the Gazette published, founded by John Spedan Lewis.
1919	John Spedan Lewis sets up a staff council, the forerunner of today's Partnership, Divisional and Branch Councils, and introduces the Donations Committee, the forerunner of today's Committee for Claims.
1928	The death of John Lewis leaves John Spedan Lewis as the owner of both stores. He converts the firm into a public company, John Lewis and Company Limited.
1929	Creation of the first Trust Settlement: the John Lewis Partnership becomes legal. From now, profits are available for distribution amongst all Partners.
1937	The Partnership buys Waitrose, a chain of 10 shops.
1940	The Partnership doubles in size by buying the Selfridge Provincial Stores Group. One of which was Cole Brothers (now John Lewis Sheffield).
1950	Creation of the second Trust Settlement: John Spedan Lewis transfers his remaining shares and ultimate control to the Trustees.
1955	John Spedan Lewis retires as Chairman and is succeeded by Bernard Miller. Waitrose opens its first supermarket in Streatham.
1963	Death of John Spedan Lewis.
1972	Bernard Miller retires as Chairman and is succeeded by Peter Lewis, nephew of John Spedan Lewis.
1992	Waitrose opens its 100th food shop.
1993	Peter Lewis retires as Chairman and is succeeded by Stuart Hampson - Partnership spirit.
2001	John Lewis launches johnlewis.com, the online shopping site.
2007	Sir Stuart Hampson retires as Chairman and is succeeded by Charlie Mayfield.
2009	The first smaller format John Lewis at home shop opened in Poole, Dorset.
2009	Partnership Services was launched to meet Partner needs...with simple, efficient services...enabling a growing and successful Partnership.
2010	Waitrose cookery school opens its doors in November offering 25 different food and drink courses.
2011	Waitrose opens branches in the Channel Islands on Jersey and Guernsey.

2012	John Lewis opens its first flexible format shop in Exeter, Devon.
2013	The first 'little Waitrose at John Lewis' opens in Watford in April and Waitrose opens its 300th shop in Helensburgh, near Glasgow in the autumn.
2013	The Partnership's business and textile archives are relocated in October to the new Heritage Centre at Odney in Cookham.
2014	John Lewis opened a new flexible format shop in York and its first airport shop in Heathrow Terminal 2.
2017	We are now one of the UK' top ten retailers with 48 John Lewis shops (34 department stores, 12 John Lewis at home and shops at St Pancras International and Heathrow Terminal 2), over 350 Waitrose supermarkets, an online and catalogue business, a direct services company, one production unit and a farm.

Table 3- 2 The timeline for John Lewis Partnership

3.3 John Lewis development, innovation and future expectation

John Lewis partnership management and partners work hard to continue their business and keep their position as the leader in the market targeting high-end middle and upper customer segment. The revolution expects thinking for the future and keeps aware of the mistake that happened in the past to avoid it at the present time. John Lewis worked with some of the best brightest new designers in the market. They are always looking at what is going on around and outside the business, they believe that innovation is essential in this tough market after online shopping started to take good share. Accordingly JLP always beat-up any new unusual ideas, they always think to be the first on introducing any products or services on the market and not to be a follower.

John Lewis has a wide level of uniqueness, they learn a lot from the past experience where they were watched what is going on in the retail sector. It takes them a long time for them as a department store retail organisation to introduce a unique latest goods to their customer.

Back to the history, John Lewis used their archive to bring another theory back into the looks. The archive design for John Lewis fabric that was designed by Richard Over in 1803 now used in the window glass style for the new JLP shop in Leicester, John Lewis partnership used the past to inform in the future because they can't divorce the two, this what they bought in the past but now they translating it to modernity.

This vision of development was created by Spedan Lewis even in establishing and renovating a Peter Jones Store, Spedan mention in his book (partnership for All) that was published in 1948 that " In 1933 the Partnership set to work upon its first important building, for this, we devised a new technique. It had the hearty benediction of the late Sir Charles Reilly, famous for his development of the school of Architecture at the University of Liverpool. He said that our idea seemed to be a reversion to the methods of the cathedral of the middle ages ", John Spedan Lewis was caring on develop his organisation to be applicable in the future time also.

The development wasn't a vision to increase a profit but it is a way to sustain the quality that John Lewis partnership always keen to produce it. Peter Lewis the chairman of John Lewis partnership from 1972 till 1993 said on his speech to the partnership's central council in 1986 that: "I need not remind you because you know very well that the partnership does not deliver that the larger the better, or the faster the growth the better either, for the true health of the business or for the comfort of our customer, our ambition is not size, but quality". Therefore, the focus of the organisation was on developing the products and the services that delivered to the customer as a stage of being innovative. The figure (3-1) shows the corporate business progress during the time.

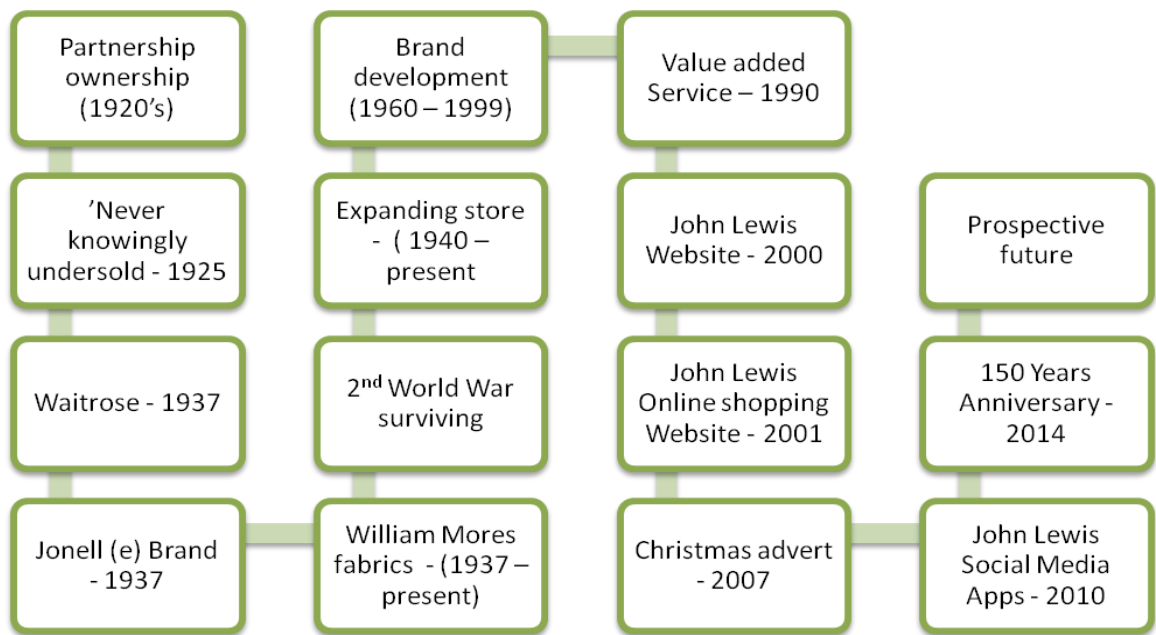


Figure 3- 1 John Lewis Partnership business progress diagram

John Lewis product and service development reach them to be a key player in selling a strong innovated white goods in the market under their brand name 'John Lewis' with five years warranties. Furthermore, the main trade fashion brand that they sold on their shops reflects their modernity and innovation to be up to date with the current trend needs if not advanced. In conclusion, developing the brand and meeting customer expectation leads to getting customers trust. John Lewis innovation reached to provide their customer with finance, insurance and other unique services that innovated to reflect John Lewis partnership development. Andy Street (the John Lewis managing director in 2012) says that: "people trust John Lewis for value, honesty, good service and guarantees.... We found that 75 percent of the population would trust John Lewis if it were a bank, Mr Andy concludes that John Lewis will continue to tell its quiet success story".

Today John Lewis expansion reach overseas, John Lewis extending its partnership in several worldwide companies to be available everywhere, their

expansion business model overseas is to have a shop in a shop to serve the international market. Customers today can find John Lewis in Australia, Malaysia, Singapore, Philippines, South Korea, Netherlands and recently in Dubai.

3.4 John Lewis communication channels and media

John Lewis as one of the famous British heritage retail company which had a strong reputation that was built during the last 150 years to achieve customers trust and loyalty. Spedan has believed that the customers are the source of his reputation, so he wasn't giving the advertising a focus. John Lewis partnership is invested on their partners to share John Lewis life and news in the community. Word of mouth was and still the major communication tools until the millennium entered with a revolution on cloud communication and electronics tables to make the world close.

Back to history, John Lewis introduces their weekly in-house magazine which called the 'Gazette' in 1918. Gazette started to communicate about the weekly revenues and sales activities, commercial news, the management messages to their partners, finally the updated news regarding the retail market. This information's developed at these days and started to involve deeply in how to improve the partnership business, so the partners can get a clear image on weekly basis about the business and how to improve it. The contents of Gazette information's are not confidential or privet, John Lewis partners are encouraged to share this information's to their families, friends, and their societies because it helps to distribute the word of mouth.

Up to 1993, John Lewis Management didn't give any attention to have a press or public relation team. John Lewis reputation and all of their advertising achieved by customers and stakeholders Word of Mouth, unlike any other organisation,

John Lewis partnership rely on word of Mouth to be their way of communicating and for the customer to be their best adverts because of their good reputation, success story and improvement at the market. The journals and publishers were following them to write an article or announce their achievement or news.

Because of the technology innovation that started to be part of our life after the millennium, John Lewis partnership decided to launch their website 'www.johnlewis.com' in 2000. As well, they started to provide the shoppers with online shopping service in 2001. This movement gives the partnership the opportunity to be known internationally and to get more shares from the online shopper market share.

Following the current business trend and the market needs are essential these days. In 2007 John Lewis introduces their first Christmas TV advert the "Shadows", from that moment John Lewis Christmas advert become a tradition where all the people waiting to watch it and talk about it. so once it's released, a storm created across the social media and the press to give a positive compliment or criticism about it. The statistic in 2012 shows that 3 million viewers on YouTube watching John Lewis Christmas advert "The Journey" overtaking Coca-Cola advert during the Christmas period. The success on attracting their customer to their adverts appeared in 2013 Christmas advert "The Bear and the Hare" which generated over 170 pieces of media reporting within the first three days. In addition, the viewers on YouTube were 12 million, quadruple the previous year. John Lewis Christmas advert campaign awarded Grand Prix in top advertising rewards such as IPA Effectiveness Award, the marketing society's award for e-commerce and a Cannes Lion for creative effectiveness. The below table (3-3) shows John Lewis adverts title from 2007 till their latest one in 2017.

Year	John Lewis Christmas advert title
2007	Shadows
2008	From Me to You
2009	Sweet Child o' Mine
2010	A Tribute to Givers
2011	The Long Wait
2012	The Journey
2013	The Bear and the Hare
2014	Monty the Penguin
2015	Man on the Moon
2016	Buster the Boxer
2017	Moz the Monster

Table 3- 3 John Lewis Christmas advert

Recently John Lewis partnership celebrated the 150 years of establishing in 2014, a successful celebrating campaign across the whole United Kingdom stores take a place to reflect the aim of the partnership founder (John Spedan Lewis) and the mission and the vision that they followed, which still valid till this moment and leads to their powerful reputation. John Lewis considers customer satisfaction and loyalty as the main priority for them, a few months ago John Lewis awarded in 2016. Six main rewards from Verdict Customers Satisfaction as the best retailer in the market, in addition to several rewards which John Lewis Partnership rewarded regarding their Christmas advertisement or the shopping experience. Journals are usually monitored their progress and tried to keep publishing article about the partnership development and success. Lately, Queen Elizabeth II did a shopping in one of John Lewis brand subsidiaries (Waitrose grocery). This visit is considered as one of the few counted visits that the queen went to have personal shopping in retail grocery stores. It reflects the identity of John Lewis brand for all customers and especially in the royal family as one of the iconic British retail brands. The visit was promoted in most of UK journals to reflect the importance of this visit and shows the positive reputation that John Lewis has in the British market.

3.5 John Lewis during the war

In September 1940, The Partnership completely lost their main heritage store on Oxford Street due to the bombing. John Lewis Partnership mission was providing the best service to their customers even in tough times and their vision was sustaining themselves as a strong retailer leads John Lewis to continue serving their customers and the community. The store's general manager wrote a letter to inform the Partnership customers about what happened to their store on Oxford Street. He said in his message: "all woodwork and everything else inflammable has been destroyed completely...we shall be able to deal in the regular way with all orders by post addressed to us at Oxford Street. The staff of our Furnishing Departments will wait upon customers in their own homes up to thirty miles from London and at greater distances if the order is substantial"(Glancey, 2014). This letter clearly demonstrates the integrity between the organisation and the stakeholders, as several scholars have agreed (Gellner, 1983; Kumar, 2003; Widmann et al., 2011a, b; Balmer, 2011a).

John Spedan Lewis endeavoured to find vacancies within the partnership for all partners who lost their jobs at the Oxford Street store due to the damage. He said that: "If the partnership had not been organised as it was, he doubted whether the business could have stood the strain of being so heavily damaged"(Kennedy, 2000). The message that John Lewis Partnership delivered to all customers reflected the partnership's commitment to sustaining their business and confirmed their promise to deliver services to all customers on time.

John Lewis opened in wartime all their stores' basements to the community as a bunker to protect civilians from bombs or attacks. This is a clear trait of how John Lewis Partnership identifies themselves as a significant participant in their local communities and culture. John Lewis Partnership did not identify their corporation only as a corporate retailer but also as a part of the British social identity and the British culture.

The responsibilities of multigenerational stakeholders to meet the needs of the British society during the War were the focus of the partnership. The business profit dropped to more than half in all the stores, prices increased and the availability of stock decreased. John Lewis' message was clearly transparent to all stakeholders. The general manager asked for all stakeholder support and engagement with the partnership activities. He said clearly: "We shall be, of course, very grateful if customers will help us through these difficulties by giving us any business that they can. We shall be able to deal in the regular way with all orders ... It will be a real help also if account -customers will let us have their cheques as promptly as they can conveniently"(Glancey, 2014). This reflects the affinity that the partnership built with their stakeholders.

The success strategy during the past years and before the war began gave the partnership the strength to improve the business and benefits from any available opportunity. The Selfridge group was struggling during the Second World War in sustaining their business. John Spedan Lewis believed in supporting all business retailers and built a good business environment in the market. He decided to do the biggest acquisition movement, bought 16 department stores from the Selfridge group, and added them to the partnership, as the JLP heritage centre manager announced during our interview with her.

This decision is considered as one of the main development strategies that the partnership took during the tough time in the business. In this year, 1940, the partnership lost their main store and several other small shops around the country due to the bombing. Moreover, the critical financial situation in the entire country caused a loss of profit. This reflected on the partner's commission for the first time since the partnership started.

John Lewis Partnership learned how to deal with any critical situation, through engaging their stakeholders in their situation and sharing with them the

responsibilities and the ideas to develop their corporation. The losses in the Second World War were a motivation to take-off the business for the next stage of progress.

3.6 Grocery department in a retail store (Waitrose)

John Spedan Lewis' vision was focused on long-term business. He believed that customers must be treated in an honest manner in order to gain their loyalty and trust (Lewis, 1948). He decided in 1937 to add to the partnership a heritage grocery brand to provide the customers with the whole goods they need for their daily life. Waitrose grocery becomes a part of John Lewis Partnership, and all John Lewis stores started to have a grocery section which enables the customer to buy their grocery goods from one place.

This movement added a strength to the partnership in terms of profits and reputation. John Lewis' loyal customers noticed their innovation in introducing grocery shops to the partnership, as one interviewed customer said: "The business is changing quite rapidly - a retail company which offers online business and department stores and Waitrose supermarket". This new strategy in developing the corporation helped to keep their heritage brand sustained for a long time.

3.7 John Lewis records on success

John Lewis partnership is considered as a successful organisation in the United Kingdom. Their financial records reflect their success and how the business progresses each year. Backward to 1864, John Lewis (senior) unmarried sister loaned him £ 600 from her savings to buy a stock for 132 Oxford street shop. In 1906, the records show that John Lewis staff was 300 employees and the company value was £ 200,000. When John Spedan Lewis (junior) announces the partnership, John Lewis turnover at that moment was £ 1.25 million in 1928. At the outbreak of the war in 1939, John Lewis partnership had over 6,000 partners and their turnover was £ 3 million. The success continues to increase the turnover of the partnership by having more than 15 stores managed by 10,000 partners. When Bernard Miller started his role as Chairman of JLP in 1955, the business was running with 12,000 Partners and the yearly sales reached £28 million. Within the 17 years of progress and development, John Lewis Partnership business doubles their profits and assets. Moreover, when Sir.Miller retired in 1972, the partnership was running by over 20,000 partners and the yearly sales were raised to £140 million, the growth of numbers of stores was also noticed, Waitrose food stores was increased between 1955 till 1972 from 3 to 43 supermarkets.

John Lewis Partnership progress continued in developing the organisation and investing the profit for developing the partnership and increase its strength, between 1988 and 1989, the organisations had 40,000 partners and the profit was exceeding the £131 million. In 1995, the partner's numbers increased to 41,000 and the sales reach to £2.8 Billion earning from 23 John Lewis department stores and 112 Waitrose supermarkets. 2001 the sales doubled and the turnover reach to £4.09 billion, moreover, the partner's numbers reached to 54,000 partners around JLP store all over the kingdom.

John Lewis Partnership PLC											
Key Turnover & Employees											
Year	2016	2015	2014	2013	2012	2011	2010	2009	2008	2001	1995
	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP	th GBP
Revenue	9,74	9,70	9,02	8,46	7,75	7,36	6,73	6,26	6,05	4,09	2,80
	8,80	1,00	7,80	5,50	8,60	1,80	4,60	7,20	2,20	0,00	0,00
	0	0	0	0	0	0	0	0	0	0	0
Partners	90,7 00	92,1 00	86,6 00	81,9 00	78,7 00	74,8 00	70,0 00	68,7 00	68,4 30	54,0 00	41,0 00
% Grow in revenue	0.5%	7%	7%	9%	5%	9%	7%	4%	48%	46%	
% Grow in Partners	-2%	6%	6%	4%	5%	7%	2%	0%	27%	32%	

Table 3- 4 John Lewis partnership Key turnover and employee growth

The table (3-4) above clarify the percentage of growth in John Lewis partnership Revenues and their Partners growth between 2008 and 2016 and compared to their results in 2001 and 1995. The figures show the progress that John Lewis Partnership made during their business and how they develop their organisation to be the leader top 10 heritage brand in the United Kingdom. The competition and tough market affect their figures in the last year 2016, which they understand that customers these days been attracted to cheaper prices rather than after sales service and quality that they still sustain it to keep their reputation.

John Lewis even with small growth in revenue in 2016 paid 6% incentives to their partners in the end of March 2017; however, the partners got 17% incentives of their annual salaries in March 2013. The partners always treated fair and they gave their maximum efforts to improve their partnership.

3.8 John Lewis relation with the academic field

This research considers John Lewis as a single case study because of the reasons:

- 1- John Lewis is one of the main heritage retail brands in Britain founded since 150 years.
- 2- John Lewis was one of the limited succeeded businesses that moved to share their profits with their employees and considering them as an owner (partners) at their organisation after 50 years of success.
- 3- After years of partnership and success, John Lewis organisation now believed that heritage is important for their continuity and it is a part of their success at this moment.
- 4- Limited research studies such type of heritage corporate organisation s.
- 5- John Lewis shows their acceptances and support for such type of academic research. They share all information's that requested to complete this research. In addition to that, John Lewis heritage centre puts their utilities and gave their time and efforts to complete this research.
- 6- Since the objective of this research is to understand and analyse a social phenomenon, Yin (2009, P.4) suggested to use a single case study to achieve this objective.

Limited academic studies touch the partnership idea. The previous research were studying the effect of partnership on organisation performance, and the Paradoxes of participation (Lewis, 1948; Flanders et al., 1968; Bradley & Simon, 1992; Bradley et al., 1986; 1987; 1992; Lee and Kim, 1999; Storey, 2007; Paraque et al, 2014; Cathcart, 2013; 2014).

The table (3-5) below shows their studies paper topics which confirm that they don't go deeply in studying John Lewis as a corporate heritage success brand which this research aims to clarify and focus in reflecting the importance of protecting the identity of such corporate heritage known brands.

Authors	Year of publication	Study title
Lewis, John Spedan	1948	Partnership for All: Founder of the John Lewis Partnership: a Thirty-four Year Old Experiment in Industrial Democracy
Flanders, Allan, Ruth Pomeranz, Joan Woodward, B. J. Rees, and B. Miller	1968	Experiment in Industrial Democracy. A Study of the John Lewis Partnership
Bradley, Keith, and Simon Taylor	1992	Business performance in the retail sector: the experience of the John Lewis Partnership
Bradley, Keith, and Saul Estrin	1992	Profit sharing in the British retail trade sector: the relative performance of the John Lewis Partnership
Bradley, Keith, Saul Estrin, and Simon Taylor	1990	Employee ownership and company performance." Industrial Relations
Paranque, Bernard, and Hugh Willmott	2014	Cooperatives—saviours or gravediggers of capitalism? Critical performativity and the John Lewis Partnership
Cathcart, Abby	2013	Directing democracy: Competing interests and contested terrain in the John Lewis Partnership
Cathcart, Abby	2014	Paradoxes of participation: non-union workplace partnership in John Lewis
Storey, John	2007	Human resource management: A critical text. Cengage Learning EMEA
Bradley, Keith, and Saul Estrin	1986	The Success Story of the John Lewis Partnership: A Study of Comparative Performance; a Research Report
Lee, Jae-Nam, and Young-Gul Kim	1999	Effect of partnership quality on IS outsourcing success: conceptual framework and empirical validation
Bradley, Keith, and Saul Estrin	1987	Profit sharing in the retail trade sector: the relative performance of the John Lewis Partnership

Table 3- 5 Academic research on John Lewis partnership case

This research took a place in Cookham, the historic village and civil parish on the River Thames in Berkshire in England. The place which John Spedan Lewis invested to establish a private club for his organisation partners. Moreover, John Lewis heritage centre located there. John Lewis heritage centre designed to give information about their heritage partnership organisation and how they grow and succeed in the present time. The centre also reflects how John Lewis partnership is going to continue their powerful successful story in the future.

Chapter 4

Research Methodology

Overview

This chapter explains the research method and philosophical perspective that adapted for this study. The chapter discusses how the research objectives will be addressed. The chapter is organized to represent several themes as follows:

Section 4.1 explains the philosophical perspective of this research which is approached by using mixed methods (Qualitative and Quantitative methods).

Section 4.2 presents the methodology that used in this study. The empirical study adopted mixed methods following (Creswell, 2013) method.

Section 4.3 explains the nature of qualitative approach in this study. While section 4.4 clarify the nature of quantitative approach on this research to enlighten readers with the methods that used in this research to collect and analyse the data on which outcomes were based.

Section 4.5 justify the reasons of choosing a single case study on this research.

The last section 4.6 summarizes and gives a clear conclusion for this methodology chapter.

4.1 Philosophical Perspectives

This research followed the pragmatic research philosophy which founded by the American philosopher Charles Peirce in early 1870 (Aune, 1970; Blosch, 200). Several scholars' works to develop Peirce approach this philosophy such as James, Dewey Rorty, Quine, Rescher, and Davidson (Van de & Andrew, 2007). The Pragmatic philosophy is mixed between both philosophies the positivism and the phenomenologism. Pragmatic supposes that social reality is independent of any human observation. Pragmatic research philosophy has got a support from current scholars such as Cherryholmes (1992) and Creswell (2003).Pragmatism research as Creswell (2014) defined as a "consequences of research, the problem, and what works in real-world practice". From his definition pragmatism is a mixed between reality and knowledge.

Rorty (1991) book described pragmatism as "the claim that the function of inquiry is, in Bacon's words, to (relieve and benefit the condition of man) to make us happier by enabling us to cope more successfully with the physical environment and with each other" (Rorty, 1991, P. 27). Moreover, Feilzer (2010) define pragmatism as "sidesteps the contentious issues of truth and reality" (Feilzer, 2010, P. 8) from these two definitions, pragmatism is mixed between reality and truth.

Pragmatic philosophy embraces the other two research philosophies (positivism and phenomenology). Positivism adopts on the idea of social reality is independent of the human awareness. This type of research believe that reality is objective and can be described by measured predictive, and the researcher independent from the viewer in the positivist paradigm as Myers explained (Myers, 2013). Opposite to the positivist paradigm, phenomenology is "a fact or occurrence that appears or is perceived, especially one of which the cause is in question" (Allen, 1990, P893). Phenomenology paradigm as Collis and Hussey (2003) discusses is "concerned with understanding human behaviour from the

participant's own frame of reference" (Collis and Hussey, 2003, P53). It assumed that social reality is inside us and in our minds, and so, the act of investigating the reality is explored as it has an effect on that reality. As a result, considerable regards is paid to the subjective nature of the individual (Collis and Hussey, 2003; Hussey and Hussey, 1997). This type of philosophy is focusing on the meaning of social phenomena, while positivism approach is focusing on the measurements.

While identifying the significance of the pragmatic research philosophy to the understanding of knowledge claims, Creswell (2003, p. 11) clarified that pragmatism depends on knowledge claims through explaining that: "claims arise out of actions, situations, and consequences rather than antecedent conditions (as in post-positivism)" (Creswell, 2003, p. 11). Many of positivist tradition research but not the most of them seek to quantify variables of interest. The research quality is judged based on its reliability, validity and rigour with which quantitative analysis is carried out (Guba and Lincoln, 1994). The Positivist paradigm is reflecting the causes or the facts of social phenomena, with a slight regard the subjective state of the individual (Hussey and Hussey, 1997). Moreover, Positivists mainly assume that reality is objective and singular as well apart from the researcher. It is described by measurable properties, and the researcher is independent of what is being examined, observed or researched (Creswell, 1994, P5). The substance of phenomenological approach is determining the attitudes and behaviours by their social setting that is why it is 'socially constructed'. Because of that, the researcher should understand and clarify phenomena in a specific localised setting, instead of look for universal laws that attempt to clarify them free of any circumstances. Creswell (2015) and Giacobbi and other (2005) described the pragmatic researcher as a critical and sensitive for several contexts such as social, political and historical. Creswell (2014) used Cherryholmes (1992) and Morgan (2007) views about pragmatism and added his own comments to end with a conclusion that Pragmatism is not dedicated to any one classification of philosophy and authenticity; this means that trust might not reflect reality.

Saunders, Lewis and Thornhill (2011) clarified that Pragmatism can apply a practical approach, and integrate different perspectives, which helps to collect and interpret data. The positivist philosophy is generally connected with a quantitative research method. Quantitative research always clarifies, expect and explain what happens in the social world. Quantitative research is used to search for regularities and causal relationships between its constituent elements as (Burrell and Morgan, 1979, P5) clarified. The quantitative research is interested in testing hypotheses that were gain from a literature.

Therefore, the quantitative methodology is suitable when the researcher is looking to test the existence of relationships between variables that was presented in his research literature as hypotheses which gives a conclusion about the quality of exact attributes in a population, or testing data that frequency of incident of a phenomenon or variable.

Qualitative research always linked to phenomenological philosophy. This type of research has a subjective approach; it involves examining and reflecting on perceptions so the researcher can build an understanding of social and human activities (Hussey and Hussey, 1997).

Quantitative methodology was claimed by Crossley and Vulliamy (1997, P6) as “provides descriptions and accounts of the processes of social interaction in ‘natural’ settings, usually based on a combination of observation and interviewing of participants in order to understand their perspectives. Culture, meanings, and processes are emphasized, rather than variables, outcomes, and products. Instead of testing pre-conceived hypotheses, much qualitative research aims to generate theories and hypotheses from the data that emerge, in an attempt to avoid the imposition of a precious and possibly inappropriate, frame of reference on the subjects of the research”(Crossley and Vulliamy, 1997, P6).

Thus, pragmatic research philosophy is mixed between two different research philosophies approaches (positivism and phenomenology) as Howes stated in his article ‘Against the quantitative-qualitative incompatibility thesis or dogmas die hard’ (Howes, 1988). He adds that the researcher is the decision maker to

select which methodology or philosophy approach (he/she) can use to get a result for (his/her) research problem.

Several mixed methodologists such as (Flick, 2006; Ritchie and Lewis, 2013; Bryman, 2012; Teddlie and Tashakkori, 2009; Niglas, 2004) give reasons for the importance of using pragmatism on their research:

- It allows the researcher to apply mixed method on designing (his/ her) research.
- It avoids using metaphysical thoughts that might raise endless discussion and debate.
- Pragmatism is applied to study practical research theory.

Based on what as mentioned above, the pragmatic research philosophy confirms and emphasises all practical problems that the people might experience with. Triangulation research approach is the powerful method to validate data from two sources, which also linked to pragmatic research philosophy. Denzin (1978: 291) defined triangulation as “the combination of methodologies in the study of the same phenomenon”. The triangulation approach can be used in different cases, methods and techniques in the same study (Hussey and Hussey, 1997). It gives a great reliable and valid result for the research outcome (Denzin, 1978). The current scholars support triangulation methods also because it gives more deeply details about the situation as Altrichter et al. (2008) clarified.

Collis and Hussey (2003) argued that triangulation can “overcome the potential bias and sterility of a single method approach” (Collis and Hussey, 2003, p.78)

Based on the above thoughts, this research is not considering a single research method approach. Mixed methods (qualitative and quantitative research methods) are used to support each other’s and give more reliable and valid results. That led to getting a good understanding of the research problem which explored in the literature.

Consequently, this study is going to use mixed method approach (pragmatism) to justify the research result.

4.2 Research Design

The research design is the strategy that the researcher follows to collect data and analyse it, also as Churchill (2003) explained it is the plan or the framework of the research which created to answer the research questions (Churchill, 1979; 1995; 1999).

This research focuses on the significant corporate heritage brand identity and corporate heritage brand experience factors. The hypothesized relation between these factors was developed from the literature review (Chapter 2 – Chapter 3). The core objective of this research is determining the corporate heritage brand identity factors, which represents a new definition of the corporate heritage brand identity. Also to give the structured nature of the research problem and the reality that sufficient evidence is available to formulate assumptions for testing. The quantitative survey considered to be used in measuring the characteristics of elements that the researcher suggests in the research, because of the lack of the literature. The corporate heritage brand identity factors in the context of any heritage corporate organisation need to be researched and investigated all the way through implementing a qualitative study.

This research is applying a mixed methods approach (Creswell, 2013), which contains two phases: (1) A qualitative research (2) A quantitative research. After a deep review of the literature in corporate heritage identity and all related academic areas, a research hypotheses model was proposed by the researcher to be tested. Based on this research hypothesis model (see Figure 2-4), a qualitative study (using semi-structured interviews) is carried out to support the measures development of the factors. After implementing the qualitative approach and get a clear view and results that help in developing researcher understanding, the quantitative questionnaires will be them developed and updated to introduce the

empirical validation of the suggested research framework model. The Figure (4-1) below is showing the research design steps of this study.

The following section of this chapter will explain in details the qualitative and quantitative approaches.

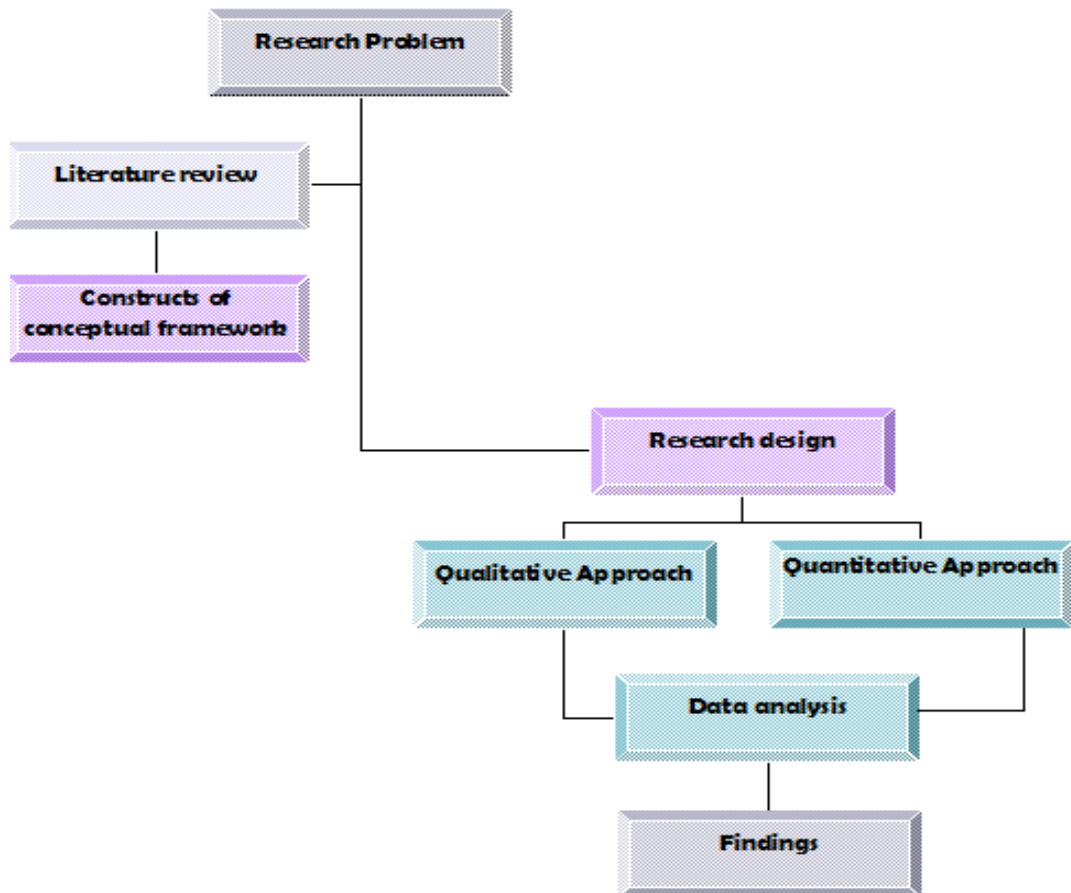


Figure 4- 1 Research design

4.3 Qualitative Method

The qualitative method is used to increase the validity of this research and develop the theoretical framework; the researcher used the qualitative approach to justify the literature review finding and supporting the main research approach through using quantitative methods (Robson, 2002).

This research is identifying the characteristics of corporate heritage brand identity which could be applicable to any (retail brand). Moreover, these characteristics were collected from several pieces of literature on corporate heritage and corporate heritage identity to be tested and measured through semi-structured interviews with corporate heritage brand stakeholders (Rubin and Rubin, 2011). Which permit a more understanding and clarification of these characteristics, and also get a feedback and suggestion that might help to build understanding to this research study.

The topics of interest in this research are: Corporate heritage brand identity, corporate heritage identity, corporate brand identity, heritage, corporate brand, brand experience, brand innovation brand word of mouth, and other topics will appear during the process of collecting the qualitative data, as it will be discussed in Chapter (5). The next sections present sampling, data collection and data analysis.

4.3.1 Qualitative Sample

This research is designed based on a single case study to adapt all data's that justify the research objective and framework (Yin, 1984). As covered in the chapter (3) John Lewis PLC gives the researcher the acceptance to proceed with this research using their corporate heritage brand to measure and test the research approach. This research was designed for any corporate heritage brand, and the case that was approached (John Lewis Partnership) is considered as one of the main British retail heritage brands.

The researcher approached (8) corporate heritage British brands within (May – July.2016) such as Harrods, Selfridges, Liberty, John Lewis, M&S, Fortnum & Mason, Harvey Nichols, and Hamleys. (3) Of these corporate brand apologized to consider this type of research due to their policy and other research commitments. Also, other (3) corporate brands didn't respond to the researcher email. Letter, two of these heritage brands accept to communicate with the researcher to understand his research approach and the aim of implementing such type of topic research in their corporate heritage brand identity.

John Lewis accepted after two months (end of September.2016) on having communication and discussion to support this research. They apply some of the conditions to protect their identity and business environment. The conditions are 1) the researcher must communicate with John Lewis through their heritage centre. 2) All questions must be provided previously to John Lewis partnership heritage Centre director for reviewing and giving acceptance. 3) John Lewis didn't allow the researcher to contact their employee directly, the heritage centre will organize all interviews and it must be under their approvals. 4) Survey questionnaires must be reviewed by heritage Centre team, and the researcher must follow their comments because it might affect their identity. 5) The qualitative part must be collected by the mid of November.2016 due to their business peak time during the Christmas occasion. 6) Customer survey must be collected during Dec.16 – Feb.17 outside John Lewis or Waitrose stores, so the researcher in this study didn't interrupt the shopper. 7) The researcher must provide John Lewis heritage centre with a full report regarding the research data analysis and research findings before starting publishing it.

The researcher accepted all these terms, and organised with John Lewis heritage centre to collect several (face-to-face) semi-structured audio-recorded interviews which organised in Cookham the place of John Lewis heritage centre. The Interviews was approached a different level of stakeholders (Directors, Managers, Employees, retired employees, and loyal customer those whose visiting the heritage centre). The interviews were scheduled to not exceed more than one hour for each participant.

Overall (14th) interviews were carried out in Cookham during October and November 2016. All Participants of the research interviews questions were knowledgeable about John Lewis heritage brand and organisation which helps the researcher to get the right feedback and information's during the interviews.

4. 3.2 Qualitative Data Collection

Following several recent types of research that using the qualitative approach on corporate heritage (e.g. Balmer, 2011a; Hakala et al., 2011; Burghausen and Balmer, 2014; Balmer and Chen, 2016) that used small sample size, and got a detailed and in-depth information from a small sample that was collected. Due to the complexity of getting information's inside such type of organisation, and their business privacy to share any facts about their strategies which might other competitions used in the market. A small sample was collected, while in terms of the organisation side and number of employee's double sample must archive. However, it is practical due to the limitation that the researcher got from the organisation in controlling the process and the timeframe for this research. Interviews are mostly useful for getting the story behind a participant's experiences.

The qualitative data were collected in two stages. First, the secondary data, after that, the Semi-structured audio-recorded interviews were carried out to explore and understand in-depth the corporate heritage brand identity for one of the main British heritage corporate retail brands (Rubin and Rubin 2005).

4. 3.2.1 Observation data collection

During the period May.2016 till March.2017, the researcher dedicate some of his researching time to collect and observe data for the main heritage organisation in Britain. From the beginning of August.2016, the researcher concentrates to collect specific document that gives more understanding of the research case (John Lewis). The researcher got a full access and support from John Lewis

heritage centre team to have more information about their archived documents, materials and reports. Also, the researcher in this study used several sources to understand the organisation story and achievement through the company website, annual reports, documentary films advertising, and press articles. John Lewis heritage centre director gave a book as a gift for the researcher about (A very British revolution- 150 Years of John Lewis) that tells the organisation story and highlights their heritage success. This collected information's helped the researcher to understand the organisation structure, mission and vision, people, high street market competition, organisation development and performance. In addition to that, the secondary data helped the researcher to understand the organisation product and service development and the market segments which the researcher can also reflect in his interviews.

4. 3.2.2 Semi-structured interviews

The researcher is using semi-structured interviews to get deep information from the participants about research conceptual framework factors (McNamara, 1999). It's also an important process that used to depict the story behind the interviewees' experiences. The interviewer is allowed to contribute during the interview to clear the idea or the conclusion that the interviewer needs to reach to it (Sorrell and Redmond, 1995; Melia, 2000). This type of interviews gives the ability for the interviewer to control over the interview. It is open in terms of the question that the interviewer asked to get a more clear idea (Beardsworth and Keil, 1992). Which helps the interviewer to clarify and justify themes that suggested in the research framework (Whiting, 2008).

The interviews started with general information about the researcher background, the purpose of the research, and clarification for all information's that related to the participant confidentiality information and how it will be used in the research. The interviews take a confidentiality shape, so it carried on a meeting room or a private place. In this study, John Lewis partnership heritage centre dedicated a private room for the researcher to talk to all participants, as

well they arranged for all the interviews in their premises in Cookham. The interviews lasted between 30 -75 minutes. Away from the participant's views and beliefs in the questions asked, the participants were encouraged to express and talk more about corporate heritage brand indemnity factors. The interviews were planned to simplify memory recall. Moreover, this research adopts Wengraf (2001) research protocol to control the interview. A sample of this study interview protocol is attached in **Appendix (A)**. All the interviews were audio-recorded (with the permission of the interviewees) to facilitate the analysis of the qualitative approach, and some notes were written so the research can memorize what was discussed during the interviews. The interviewees have signed a consent form shown in **Appendix (B)**. In addition to that, the interviewer gave the participants a time to read the research participant information sheet shown in **Appendix (C)** before starting the interviews. The researcher also provides previously the organisation with his research ethics committee approval form which is shown in **Appendix (D)**, all the interview questions, research participant information sheet, and the consent form based on their internal policy.

As Rubin and Rubin (1995) clarified that there are three types of research interview questions: main questions, probing questions and finally follow-up questions. The main questions covered the main topics of the framework. In this research, the main questions gave a general feedback regarding the identity, experience, innovation, word of mouth, multiple time dimensions and satisfaction terms for any corporate heritage brand. It gave a full picture of how the interviewees feel and express their opinion regarding these terms. The probing questions were asked to get more deep information and make the data more rich and valuable (Patton, 1980). It usually gives an indicator to the interviewees about the level of feedback wished for. The follow-up questions are asked after the consequences of the main questions' answers. It gives also deep understanding of what was discovered, decorates the context of the answers, and discovers the results of what was said and to test. Finally, adjust the latest explored themes.

Thus, the design structure of the interview questions will help to develop and improve the conceptual framework (Figure 2-4).

4. 3.3 Qualitative data analysis procedure

After (2) months with a full support from John Lewis heritage centre management, the interviews were completed and the data of qualitative interviews were uploaded to the NVIVO 11.

The researcher read the transcript of each interview carefully to get a general indication of the impact of every interview. This method helps the researcher to understand the interviewee's ideas and feedback before segmenting the speech to start the analysis.

During this stage, notes were taken regarding the relationship between the corporate heritage brand identity and corporate heritage brand experience which leads to customers' satisfaction. General themes that appeared in these interviews were helpful in giving clear guidelines to reorganise the research framework and reach an advance level of data reduction and analysis.

To understand each interview and highlighted the main segments and themes, the researcher transcribed all the interviews data within a month and started to listen to the audio-recorded file several times to understand deeply the effects of each conversation on this research study.

The Interviews were divided into two categories. The first category was John Lewis employee interviews and the second was John Lewis retired partners and loyal customer interviews.

To organise and control the qualitative data analysis process, the researcher decides to analyse the content of the collected interviews under five separate themes:

- Interviewee personal background and their knowledge regarding the brand
- Corporate heritage brand identity
- Corporate heritage brand experience
- Corporate brand innovation and word of mouth, Multiple time dimensions influences
- Customers satisfaction

The Interviews we differentiate into two categories to get a more clear answer from the interviews regarding the research study themes. The first category questions implemented in the research case current employee (including managing directors and managers) and some highly qualified retired employees. Their answers reflect the company strategy and understanding on protecting their heritage identity to build a customers' satisfaction to their heritage brand. While the second category of these interviews implemented in the case study loyal customers. Their answers reflect loyal customer beliefs and experiences toward the heritage brand and the reason that beyond their satisfaction with the research case heritage brand.

The personal information's regarding the Interviewees' reflecting their experience and longevity in understanding and dealing with this corporate heritage brand. Corporate heritage brand identity answers provided a view of how the organisation protects their heritage identity and how made it more powerful during the time. The corporate heritage brand experience questions part informed the researcher about the customer experience toward the corporate heritage brand and how the organisation considered their customer and engaged with them. Corporate heritage brand innovation, word of mouth and multiple time dimensions questions reflected how these factors played an important role to keep the relation stronger between customers' satisfaction and

both corporate heritage brand identity and experience. Finally, the answers regarding the customers' satisfaction reflected that these factors (identity and experience) are a consequence of customers' satisfaction.

After the collected interviews data were clustered into five themes, the coding process started. The researcher in this study relied on the ground theory approach (Glasser and Strauss, 1968) in order to complete the coding process. The grounded theory as Strauss and Corbin (1990) defined said: "a qualitative research method that uses a systematic set of procedures to develop an inductively derived grounded theory about a phenomenon" (Corbin and Strauss, 1990, p. 21). This theory is powerful research methods which can be adapted for collecting and analysing data. Glaser and Strauss (1967) explained that grand theory discussed the fact in the real world and test the data with no preconceived thoughts or hypothesis. In addition to that grounded theory concentrate on creating hypotheses or theories based on current phenomena or it could try to resolve participants discovered concern (Glaser, 1992).

After identifying critical instances in the interviews transcripts, the grounded theory research developed three types of coding as explained below:

- 1- Open Coding.
- 2- Axial coding
- 3- Selective coding

The open coding is the expository process which involves in identify, describe and categorise the phenomena in the transcripts. It's important to divide the data into significant categories which were provided by the interviewee based on the theme questions that were asked. The elements of coding were personal announcement given by the interviewees regarding the corporate heritage brand identity and experience and customers satisfaction. In addition to that, the effects of multiple time dimensions, word of mouth and brand innovation in this relation. The individual quotes in the interview were separately coded and structured into common themes. A new category will be created if at least two

cases quote were mutual and like each other and could not be integral to the other categories.

At this stage, patterns were found including shared characteristics that build the understanding of corporate heritage brand identity for the research case.

The axial coding is a stage that involves in filtering the primary list of categories; it studied the relationship between the categories and the subcategories. It is possible to deleting or merging categories. Finding a relationship between categories and studying its Characteristics is essential at this level. In this stage codes that were emerged has a high frequency and with a relationship with the other emerged categories.

Selective coding is the stage which main different categories were chosen as a core for this study, which includes some subcategories that related to it. The fundamental concept at this stage is to expand and confirm the framework which generated from literature.

4.3.4 Validity

Merriam (1988) discuss the accuracy of the qualitative data that were collected and if these data matches the reality, and how these data could affect negatively the internal validity of the research. Based on that, the researcher can't depend on a single interviewee's coding because it might reflect significant problem issues in justifying the validity and reliability of the qualitative data that were collected. Furthermore, external validity is linked to generalisation, as Johnson (1994) and Maxwell (1992) clarified their understating to validate qualitative research as the result can be generalised to a different people, places, setting and times. To increase the internal validity of a qualitative study, the researcher can invite another researcher to check the audit trail of the main judgment that was completed during the research process. Also to validate if they were accurate and useful.

Based on that, the researcher asked for a support from his both supervisor in Brunel business school to review all the data collection and analysis. The Researcher checked the reliability of the categories developed by asking his supervisor to review those interview transcripts to notice if both of them agreed in the same way. Using this type of principle the results were considered to be a reliable after been reviewed by two academic scholars in this field (corporate heritage identity) and their strong experience in applying qualitative coding measures. The researcher reaches to an agreement with these scholars in all his research coding and themes. However, their comments and feedback were taken into consideration and adjusted on this research analysis.

4.4 Quantitative Method

This research used quantitative survey methods to test the corporate heritage brand identity and experience framework (see Figure 2 – 7 and 2 - 8) which developed from the literature and the research qualitative study finding. Research survey as Zikmund et al.(2013) book explained it as the quick, effective, accurate and reasonable methods for measuring data about the population. There is a big difference between surveys and research survey as many scholars argued. Surveys are the way to collect information about opinions, characteristics or actions of a large group of individuals (Tanur, 1982). Usually, the survey is a part of research surveys. Pinsonneault and Kraemer (1993) referred to the survey research as a result of getting an advance scientific knowledge. Thus, most of the research is searching for improving the knowledge in specific subjects. Therefore, the phenomena are survey research not surveys. The scholars of quantitative research methodology agreed in three characteristics for survey research (Pinsonneault and Kraemer, 1993; Fowler, 1993). These characteristics are: the quantitative survey is designed to provide a clear description of some parts of the studied population. Data collection applied through asking the survey participants structured and limited questions. Finally, the data information's that were collected usually represent a small segment if

the study population, however, this type of data collection enable the researcher to generalise the survey findings to the whole population.

Addition to that Pinsonneault and Kraemer (1993) suggested the researchers identify the dependent and the independent variables and the expected relation between variables which tested the research phenomenon carefully. Thus, the survey research can be most fitting when:

- 1- The main question for testing the phenomena started with what, how much, how many, and then extend the question to clarify the idea by asking how and what.
- 2- The independent and dependent variables couldn't be controlled because it is not possible or not desirable.
- 3- The phenomena on the survey research must be examined in its normal situation.
- 4- The phenomena that needed to be examined must appear and happen in the current time or nearest part. (Creswell, 1994; Pinsonneault and Kraemer, 1993).

This research creates measures and tests hypotheses in survey research, correspondence between hypothetical concepts and their measures should be correctly discovered. Six standard criteria's for survey research were suggested by Bagozzi (1980). These criteria are used to help the researcher in validating the research construct. Bagozzi defined constructs validity as "...the degree to which a concept (term, variable, construct) achieves theoretical and empirical meaning within the overall structure of one's theory" (Bagozzi, 1980, p. 114), The components of construct validity as Bagozzi (1980) clarified are "theoretical meaningfulness of concepts, observational meaningfulness of concepts, the internal consistency of operationalization's, convergent validity, discriminant validity, and finally nomological validity"(Bagozzi, 1980, p. 114). This Research will embrace Bagozzi's (1980) model to test the research theory. More details will be clarified in section 4.4.3.

Dillman (1978) and Fowler (1993) introduced four main elements to managing the surveys. Moreover, these elements can be used to determine the excellence of survey research. These elements are research design, sampling procedures, data collection methods, and data analysis methods.

- 1) A research design based on Kumar definition is “a plan and structure of investigation so conceived as to obtain answers to research questions” (Kumar, 2011, P94). Based on the question that the researcher address or the problem the researcher looking to solve, a proper research design should consider several elements such as time dimension and the full picture which describe the control of variables.
- 2) Sampling is defined by Pinsonneault and Kraemer (1993) as small or large segments of the population, this characterisation allows to generalize this phenomenon to more large segment or to the whole population. However, data collection is the methods that used to gather the data and describes it. The researcher defines his research target populations and the sampling method is going to be used in this research such as probability or non-probability sample.
- 3) Pinsonneault and Kraemer (1993) clarified Data collection as the way or the methods that the researcher used to collect the study survey. The survey as Fowler (1993) explained could be through mail questionnaire, telephone interviews or face-to-face interview. The data collection method is important because of its effect on the quality and the cost of the data collection.
- 4) Data analysis method is one of the main factors of research survey to determine the quality of the research (Cooper and Emory, 1995). Fowler (2013) explained that after collecting data using a survey or any other collection methods, the data must be translated to a suitable form to be ready for analysis. The computer can be used for analysis any data, any statistical software or any other application or tools that could help the researcher for analysing the collecting the data and get a result.

4. 4.1 Data sample

The research population was gotten through convenience sampling, which applied when distributing the questionnaire in the street or shopping centre near to case study store. This type of sample allows the researcher to intercept people on the street, or any social networking website brand fan pages. McDaniel and Gates (2012) suggested this type of sampling, they explain that convenience sampling is effective also efficient in getting the required information from research participants.

In this study, the participants (in several John Lewis and Waitrose stores whole over the United Kingdom, which these surveys were conducted) were asked to give their opinions about the brand itself and not about the store that they visit in specific. This helps to reduce the bias for any shopping location for the same brand. Moreover, finds the correct participants that are fitting to this specific brand study is hard due to low-Incidence rate. In this case, this type of sampling (convenience sampling) is recommended (McDaniel and Gates, 2012). In more details searching for loyal or constant customers to such retail brand is difficult because these customers fall into a low-incidence category. Moreover, the availability to get the database from the same organisation was unacceptable and prohibited due to their customer privacy and protection. Consequently, these limitations lead this study to adopt the methods of convenience sampling. Since this study focuses on a specific brand (John Lewis), the sample must be their customers whose understand the meaning of their heritage brand identity. The research sample was specific and limited, finding the right sample that fit with this study was difficult. The participants were approached after leaving the store based on the agreement between John Lewis management and the researcher before espousing this study. John Lewis argues that their customers must feel free while visiting their store and enjoying the shopping. The researcher tried to scan the customer who's lifting the store to make sure that they are the right participant that can involve and provide a feedback about this brand.

The researcher in this study stopped the participants for this survey questionnaire and introduces himself and asking these questions:

"Hi Sir/Madam, I am ... from Brunel Business School London. I am: currently conducting a survey John Lewis as corporate heritage brand in order to meet the completion of my PhD thesis. Do you have 10 minutes to fill my questionnaire? Thank you". If the participants accept to fill the questionnaire, few questions will be asked to make sure that (he/she) is willing to answer the research questionnaire: 1- the participants whose visit John Lewis stores regularly. 2- The participants whose bought always from John Lewis stores. 3- The Participants whose know John Lewis for several years. Once the participants fitted the selection criteria' the questionnaire will be given to be completed on the spot or a card with the survey online link will be given to the participant so they can feel free and fill it once he back to work or home.

4. 4.2 Survey Design

This section explains the survey research types, as well, all the procedures that were followed to collect the data.

4. 4.2.1 Types of Survey

To collect the primary data from the respondents, several methods can be applied to get participants feedback. The purpose study and the available resources controlled the researcher to select the method of collecting the research primary data. Several types of research surveys can be obtained from any research. Systematic observation techniques, personal (Face to Face) interviews, telephone interviews, mail survey, and electronic survey are examples of surveys types that they used in the quantitative approach.

- Observation is a listening and watching to a phenomenon in a systematic and selective way. This type of survey records the event, the behaviour of the object when it's happening. This type of survey is different than another type of surveys because the participant is passive and can't interact or communicate with the researcher. While in all other types of surveys the participant plays an important role in generating the data because participant considered as an active part of the survey (Parasuraman et al., 1986). This Study conduct this type of survey as the main approach to collect data.
- Personal (face to face) interview is usually getting more response and acceptance; it is used in collection depth information and suitable to be used in a complex situation that needs more clarification and explanation from the participants. This type of survey has some limitation in applying it in any research due to the time-consuming and expensive, also the interaction between the interviewee and the researcher through how the communication was interested in both sides. More else, the level of question understanding and quality of data provided from play a limitation in some cases (Smith, 2003; Sekaran, 2000).
- Telephone interview as opposed to the personal interview, are less costly, and it considered that more privet for both side which will not reflect the identity of the interviewee. This type of survey didn't request administrative support and efforts. But the most limitation that this type of survey faced is the limited time of the conversation, usually the phone interviews have less control, and finally, the sample size that can accept to have this type of surveys could be few (Kerlinger, 1986; Tull and Hawkins, 1990).
- The mail survey is the easiest way to collect data through publishing the questionnaire through the mail. It is less cost than the personal interview and less administrative fees and requirements. It has easy access to invite

the participant to participate. However, this type of survey has limit in getting response from the participant, opportunity to clarify issues is missing, the response to a question may be prejudiced by the response to other questions, and the response cannot be complemented or added with other information as Kumar (2014) and other scholars clarified (Seale, 2004; Saunders et al, 2016; Fowler, 2008). This type of survey will be used with specific types of participants whom unable to use technology, or be approached through shopping high street due to their ages. However, their feedback as a loyal customer with long heritage experience with the brand is important.

- The electronic survey is started to be popular these days due to the high innovation in a different field in the world and started to be common (Lazar, J& Preece, J., 1999). This type of survey is the least cost rather than other types of surveys even it's lower than the mail or post surveys as several scholars explained (Sheehan & Hoy, 1999; Weible & Wallace, 1998). Moreover, this type of surveys provides the capability to approach large sample of participants and manage to collect large scale of data (Couper, 2000). Couper (2000) and Watt (1999) explained that the response ratio for this type of surveys is low due to uncontrollable to encourage the participant to involve at such type of surveys also the large sample that such surveys can approach. Electronic surveys started to get more advantage in several research studies rather than the post surveys because it has a strong response cycle also it has an advantage in speedy distribution (Yun & Trumbo, 2000; Swoboda, et al., 1997). This research will also conduct this type of surveys to collect the data from several Fans for the case study brand.

The electronic surveys can be implemented in two different techniques. The first technique dates back to 1986, which was using the email in sending the quantitative questionnaire to collect data (Kiesler & Sproull, 1986). This type of surveys called email survey. The second type of surveys is web survey with

started to be used in 1994 as Kehoe and Pitkow (1996) clarified. Two of these surveys types used the technology and electronics devices (Personal computers, Laptops, kiosks, Tablets or Smartphone). The Web-based survey is the easiest way to analyse the collected data since this type had the ability to convert the web data into any statistical software to start analysis while the email survey required manually efforts to restore and translate the data. Moreover, the advantage of the email survey that the researcher can contact and communicate with the respondents, which could be applicable on Web surveys.

Dillman (2000) explained the main features for using online surveys technique:

- 1- The cost of such type of surveys is very low, and in many cases there isn't any cost that applied if the survey web engine is free.
- 2- The conducting of such type of surveys is simple and easy for both individuals and organisations to consider it without getting any support from private Survey Company.

Finally, most of the scholars agreed that the web-based survey is most efficient and effective way to collect data. The cost of this survey is very low. It has a quick distribution, and it has the ability to transfer the data easily into the database. Thus, imitate the human error in transferring or copying the data (Smith, 1997; Kehoe and Pitkow, 1996; McCoy and Marks, 2001).

4. 4.2.2 Survey Procedure

The response from any type of surveys either the postal or the Electronic (web or email) surveys still low. This builds a challenging the researchers to get more feedback and improve this ratio. Scholar's noticed that the presentation of the email surveys that contain both cover letter and survey always cause a strong negative reaction (Mehta & Sivadas, 1995; Cho & LaRose, 1999; Sheehan, 2001; Witmer et al, 1999). Smith (1997) and Sheehan & Hoy (1999) agreed that the reminder email is used to follow up with participants to respond on filling the surveys helps to increase the ratio of participation. To increase the resonance

ration and reduce the errors for the electronics surveys Dillman (2000) proposed Total Design Method (TDM) to structure the survey procedures (Dillman, 1972; 1978; 1983; Dillman et al., 1974). This method developed the questionnaire implementation process to get more response if the following instruction considered:

- Reduce the perceived cost by making the questionnaire more simple and looking easier to reduce the consuming time to complete it.
- Increase the perceived rewards by making the questionnaire interested to fill out and not boring.
- Increase the trust of participation on this survey by using official research organisation name.

Dillman (2000) recommended several issues to be considered when the researcher designs the online survey questionnaire:

- 1- The cover letter must be clear and had full details about the research aim and describe it well.
- 2- The question orders must be systematic and clear for the participant to keep the attraction and focusing on completing the survey.
- 3- The question could contain graphical design also multi question-writing principles so the participant can understand the question easily and know how to read it and answer it.
- 4- The questionnaire preferred to be printed in booklet format with motivating cover page.
- 5- Using small font size and organize the questionnaire to look shorter and easy to complete.
- 6- Consider the use of four spaced mailings carefully.
- 7- A follow-up is important to consider after one week from the original mailing.

The researcher understands Dillman's (2000) Survey process and tries to implement it on this case study. The researcher apply Dillman Survey process through sending the first pilot test of questionnaire to (5) academic and research members in Brunel business school whose are not involved in this study. Using "think out loud" protocols, requesting from them to answer the questionnaire and get their feedbacks, and implemented in the questionnaire version that will be send to John Lewis heritage centre staff. These feedbacks improve the understanding of the questionnaire and ensure that all questions are clear and relevant. In addition, the researcher is taking into consideration their feedback on the survey layout. The second pilot test attracts the members of John Lewis heritage centre (employees and Volunteers) to make sure that the research questions protect the company procedure and policy also to take their approval regarding the questions. A privet meeting with John Lewis heritage centre management requested to discuss the final version that will be send to all John Lewis survey participants as this research study their corporate heritage brand identity. Finally, after updating and agreeing with John Lewis management on the final version of the survey question. The survey is going to be published online and spread to all survey participants.

The researcher is going to follow up after one week of publishing the survey with all online participants to make sure that the survey delivered to them and get more response from their side.

The following figure showing the Web-Base Survey procedure for this research
Figure (4-2)

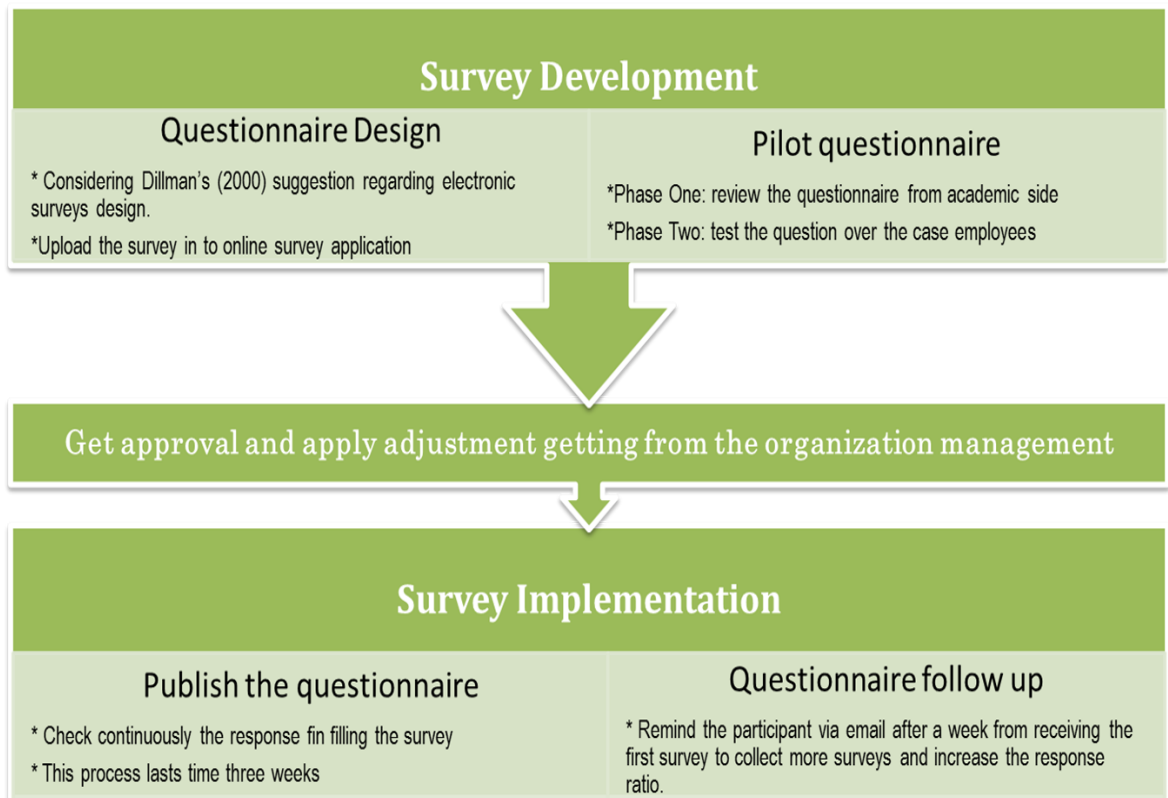


Figure 4- 2Web-Based survey Procedure (adopted from Dillman's (2000) techniques)

Within 45 days the researcher with a group of data collectors managed to collect (596) Surveys from different locations and using different types of survey collections. As the target was John Lewis partnership customers, the researcher got permission from John Lewis heritage centre to collect surveys inside their heritage centre. John Lewis invited their visitor after they finished their tour to participate on this survey. Also, the researcher was approached several sites for John Lewis stores in the United Kingdom. The researcher and (4) collectors from different universities in London worked as a team to cover the most important shopping centres for John Lewis. the collectors with the researcher follow the instructions that was agreed with John Lewis before starting the data collection in how to approach the customer and the limitation that the researcher or any data collector have. Over than 70 participants respond to the researcher survey and participate with this survey, as shows in table 4-1.

Date	Location	No. of Participants	Hours
John Lewis shopping centre			
23.Jan.17	Kingston	3	5
27.Jan.17	Brent Cross	4	5
31.Jan.17	John Lewis St Pancras	5	8
24.Feb.17	John Lewis St Pancras	3	6
29.Jan.17	Oxford Street	4	7
17.Feb.17	Stratford City	6	8
21.Feb.17	Liverpool	2	4
30.Jan.17	Leicester	4	5
18.Feb.17	Reading	3	4
19.Feb.17	Reading	5	5
11.Feb.17	Manchester Trafford Centre	4	6
22.Feb.17	Southampton	5	4
London shopping centre			
02.Feb.17	Westfield shopping centre	5	8
06.Feb.17	Ealing Broadway shopping centre	4	8
10.Feb.17	Ealing Broadway shopping centre	5	8
11.Feb.17	Ealing Broadway shopping centre	2	4
Local Library			
25.Jan.17	Ealing Road Library	2	2
Universities			
23.Jan.17	Kingston University	4	4
14.Feb.17	University of Greenwich	5	8
16.Feb.17	University of East London	4	8

Table 4-1 John Lewis Site survey respond participants' number and hours of survey time

The researcher and the collector team were collecting data from shopping centres, train stations, universities, and local libraries using survey hard copies smart. Moreover, the researcher used the Facebook, twitter, YouTube, Instagram and google plus reviewers contacts and approached them privately to participate with the online survey link. Over than (5000) John Lewis customers were approached. A mail letter was sent to some commercial residents in some London areas such as East London 'Mild End' and West London 'Kensington and Hayes' (more than 350 surveys were sent).

The researcher also shares the survey using his personal page on LinkedIn, and tweet the survey on his personal Twitter account. The researcher used google plus to design and spread this survey. Brunel University intra web page was used to collect some online surveys from Brunel employee and student community.

4. 4.3 Data Analysis Methods

This part of this research covers the methodology which implemented for the data analysis. R-Studio as statistical software package is selected to implement the statistical analysis. As explained in section 4.5, this research is adapted the data analysis model founded by Bagozzi's (1980). Several statistical techniques are used in this research according to the nature of the data and the research design.

The techniques that used for data analysis are:

- Descriptive statistics.
- Factor analysis (FA).
- Correlation analysis
- Reliability and validity test
- Regression analysis
- Structural equation model (SEM) using Partial Least Square (PLS)

4. 4.3.1 Descriptive Analysis

As Sekaran (2000) and Sekaran and Bougie (2016) clarified that the researcher can get an indication for the data by acquisition a visual summary or through testing the central tendency and the dispersion of the research variable. Several elements in descriptive analysis such as (the range, the mean, the standard deviation, and the variance) plays a role to give the researcher a positive indication of how the respondents have answered to each item in the survey. Moreover, how powerful the item and the measures are. This analysis applied to get the maximum scores, mean, standard deviation, variance, and any other statistics data through using R-Studio. It will also demonstrate whether the responses range acceptably over the scale. Moreover, the results of the frequencies, means and standard deviations gives realise to the dependant variables in the research and study its relation with the independent variables.

4. 4.3.2 Factor Analysis

According to Coakes and Steed (2003) Factor analysis (FA) is a data reduction methods. It is applied on any research to decrease a large number of variables to a small number. It is noticed the structure in the relationship between variables, which is also to categorise variables. Byrne identify the uses of (FA) as “used when the researcher has some knowledge of the underlying latent variable structure. Based on knowledge of the theory, empirical research, or both, he or she postulates relations between the observed measures and the underlying factors a priori and then tests this hypothesized structure statistically” (Byrne, 2001, P.6). Stevens (2012) confirmed that factor analysis increases the goodness of the collected data. This research applied factor analysis to decrease needless variables.

4. 4.3.3 Correlation Analysis

Correlation analysis is helpful in testing the power and the strength of the relation between two variables (Boyd et al., 1990). The Correlation coefficient (r) is the most efficient and actual analysis to test the relation between variable if it is strength. Moreover, the correlation coefficient is considered as a quantitative method of Bivariate analysis because Bivariate techniques involved in testing the relationship between two variables. In addition to that, the Pearson product-moment correlation coefficient is a measure tool to check if the two variables are linearly association. This research is conducting the correlation analysis to test the relationships within each construct and to define whether it is suitable to go ahead toward next step of the analysis.

4. 4.3.4 Reliability and Validity Test

This research is testing the reliability (Cronbach's alpha) and validity (convergent and discriminant validity) of the data, both are used to check the quality of the data. The reliability of a measure is determined by experimenting

both consistency and stability. Cronbach's alpha is a reliability coefficient which reflects if the items in a set are completely correlated to one another. To consider that the item is reliable, the Cronbach's alpha α must higher than 0.7, the optimum value for Cronbach's α is near to 1.0 (Kline, 2013; George & Mallery, 2003; DeVellis, 2016). Convergent and discriminant validity considered as a sub-type of construct validity, which refers to the level of the covenant of indicators hypothesized to test a construct and the difference between those indicators and indicators of other constructs (Bagozzi and Youjjae, 2012). To test the validity of construct, this required to examine the correlation of the measure that assessed with variables that are known to be connected and linked to the construct (Campbell & Fiske, 1959). Convergence is the reasonable modulation that various measures of the same phenomenon should be highly correlated. Correlations appropriating the expected pattern are assumed to contribute to evidence of construct validity and the construct validity (Myers and Sweeney, 2008).

4. 4.3.5 Regression Analysis

This research tested the hypotheses using regression analysis. Regression analysis considered as the main technique for testing decades in quantitative research. Churchill (1999) explains it as a technique that used to develop an equation that shares the measured variable to one or more predictor variables. Regression analysis divided into two techniques; 1- Simple regression 2- Multi Regression. This study is using Multi regression technique to explore and find more expected results from different predictors (Field, 2005). The regression line is a straight line that 'best fits' the data, also this line explained algebraically by the regression equation that expresses the relationship between the two variables. Best fits line defines as a linear line that reduces the squared perpendicular space between the data points and the line. The regression line is defined by two terms: (1) the slope or the line or the gradient (which always represented by β_1). (2) The point at which the straight line crosses the vertical

axis of the graph (identified as the intercept of the line β_0). The regression line is represented by the following equation:

$$Y_i = (\beta_0 + \beta_1 X_i) + \epsilon_i .$$

Where Y is called response variable or dependent variable it is the outcome that needs to be calculated, β_0 is the Y_i intercept, X_i is called the predictor variable, explanatory variable or independent variable and it is the participant's score on the predictor variable. While β_1 is the slope of the straight line (regression line). Both β_0 and β_1 are known as regression coefficients. ϵ_i is representing the difference between the score predicted by the regression line for single participant i and the score that the single participant i obtained. Moreover, the gradient of the regression line reflects the character of the relationship. If the regression line a positive gradient value this means the relationship is positive between variables, while, negative gradient express that the relation is negative.

4. 4.3.6 SEM Model Testing – Using PLS

Based on the structure of the conceptual framework for this research. The researcher is considering multiple regression analysis in testing the research model shown in Figure (2-4). This research framework continues a variable (Corporate heritage brand experience) which consider as the dependent variable in some equations and also it is the independent variable in another equation (Corporate heritage brand experience is independent variable when this research analyses the customers' satisfaction). This type of variable is called as mediator variable (Gerdin and Greve, 2004). To solve this issue and increase the complexity of regression analysis, the path analysis is to utilize. Path analysis is a method that studying the direct and the indirect consequence of independent variable on dependent variable as Wright (1960) explained. It also involves testing several relations between the variables, in case the dependent variable in a case becomes an independent variable in another case. On the other hand, path analysis has limitations. As multiple regression analysis, path analysis presumes

unidirectional stream of relations between variables as Maruyama (1997) clarified. The mutual relations between variables can't be differentiated. Additionally, path analysis does not detect the coefficient of each independent variable for approximated measurement error.

Structural equation modelling (SEM) is defined as the statistical method that is permitting a simultaneous test of a chain of organized equations as Teo and Khine (2009) clarified. Structural equation modelling (SEM) is used to solve the question of the variable when a dependent variable in one of the equations turn into an independent variable in another equation 'mediator variable' (Hair et al., 1998; 2010; Kaplan, 2000; Smith and Langfield-Smith, 2004). SEM is commonly used in social science researchers, it is used in testing causal relationships, it functional in confirmatory analysis rather than exploratory analysis (Recker, 2012). It also decreases some limitations and restrictions of both multiple regression analysis and path analysis. Smith and Langfield-Smith (2004, P. 50) provide several features for SEM over multiple regression and path analysis:

- There is no limit in examined several types of relation in SEM, its allows to a range of relations to be recognised in the analysis, while if SEM compared to multiple regression analysis, the difference clear that Multi regression analysis deal with one dependent variable and a number of independent variables. Also SEM can test relation either recursive or non-recursive. So, one of the main advantages of SEM that it can be interoperate with other multivariate models (Hershberger, 2003, P.44). SEM allows the researcher to adopt a more holistic approach to the research model. The level of prediction and explanation can still be estimated with both multiple regression analysis and path analysis, addition to that the hypothesis can still test by the assessment of the significance of the path constants. The reasonable use of a range of measures can provide a basic evaluation of the whole research model to the researcher.

- One of the most important difference between SEM and both path analysis and multiple regression analysis is that SEM is able to estimate the measurement error of latent variables. This is most pertinent to the research when complex measures are used to measure constructs. Using some interaction terms in multiple regression analysis can raise this problem. Interaction terms in multiple regression analysis can include significant measurement error, especially when used with composite variables. This can direct to prejudice in the estimation of coefficients of interaction terms and can damage significance tests (Jaccard and Wan, 1996).

A structural equation modelling technique (SEM) using Partial Least Square (PLS), was chosen to analyse the conceptual framework in the research (Wold, 1985). Partial Least Square (PLS) is a method that uses a collection of principal components analysis, path analysis, and regression to altogether assess theory and data (Pedhazur, 1982; Wold, 1985). The path analysis in a PLS structural model is a standard regression coefficient. The data loadings can be explained as factor loadings (Hox and Bechger, 1998). Sridhar (2012, P.46) explained PLS as “PLS is ideally suited to the early stages of theory development and testing - as is the case here - and has been used by a growing number of researchers from a variety of disciplines (e.g. Birkinshaw et al., 1995; Higgins et al., 1992)”.

Barclay et al. (1995) provides a comprehensive discussion of the application of PLS in an information systems situation, also a comparison between PLS and LISREL. The descriptive strength of the model is examined by testing the sign, size and statistical significance of the path coefficients between all factors in the framework. The statistics data for the path analysis are produced using a jackknifing technique (Fornell and Barclay, 1983). The analytical ability of a PLS model can also be checked by testing the variance demonstrated (i. e R²) in the dependent framework (Sridhar, 2012). The objective of a PLS analysis is to clarify variance in the constructs, instead of repeating the experiential covariance matrix as is the case with covariance structure methods (such as LISREL). Nevertheless, one important outcome of using a variance-minimization

objective is the lack of overall suitable statistics for PLS models (Hulland, 1999, Gefen et al., 2000).

In view of the features and the advantages of SEM comparing to multiple regression analysis and path analysis, SEM is suited more into this research model analysis desires. The summary of the survey method that obtained in this research shows in Table 4-2.

<i>Procedures</i>	<i>Contents</i>
1. Research Design	
A- Research Philosophy	Pragmatic research philosophy
B- Survey type	Observation, electronic email and web-based survey, causal and statistical study
C- Mix of research methods	A single research method
D- Unit of analysis	John Lewis corporate brand
E- Respondents	John Lewis Employees (retired), Partners and Customers
F- Research hypotheses	Five hypothesis related to corporate heritage brand identity, experience, Word of Mouth, innovation, multiple time dimensions and customers' satisfaction
G- Design of data analysis	Multiple Regression, Structured Equation Model using (PLS)
2. Sampling Procedures (Main Survey)	
A- Type of sampling	Nonprobability sampling
B- Criterion	Non-systematic selection
C- Sample size	Convenience (over 6000 surveys)
D- Survey type	Online survey and Observation
3. Data Collections	
A1- Pre-test of questions	with John Lewis heritage centre manager and the employees
A2- Main Questions	with John Lewis partners, retired employees and customers
B- Response rate	\596/6000/ (9.93%)
C- Mix of data collections	Single methods
4. Data Analysis	
A- Testing method	Multiple Regression, SEM (PLS)
B- Level of Significant	P-value (0.01)
C- Analysis tool	R-Studio and SPSS

Table 4- 2 Summary of Survey Method for this study

4.5 Summary

The objective of this chapter is demonstrating the research philosophy and research methodology selected in clarifying the goal of this research. In addition to that this chapter provides a justification for using the mixed method (**Qualitative and Quantitative**) approach and how it achieves the research objectives. Moreover, this chapter explains the details of the data sampling, data collection, and data analysis methods. The following chapter (**Chapter 5**) will concentrate on the findings from the qualitative and the quantitative studies.

Chapter 5

QUALITATIVE DATA: Findings and Analysis

Overview

This chapter discusses the research data findings and analysis. As clarified in Chapter 4, the qualitative research is using observations and semi-structured interviews in collecting data. In this research the data was collected from John Lewis partnership employees, managers, directors and also their loyal customers in order to identify the measurements of the corporate heritage brand identity. Moreover, validate corporate brand experience dimensions that were created by Brakus et al. (2009). The chapter is organized to represent several themes as follows: Section 5.1 explained the corporate heritage brand identity dimensions that affect the corporate heritage brand experience and customer satisfaction. These dimensions were identified within the interviews with John Lewis partnership customers and employees.

5.1 Findings from John Lewis partnership in-depth interviews

This researcher applied qualitative study to increase the validity of that study and enhance the research conceptual framework. This type of study used to inform the main qualitative survey design through identifying the main characteristics of the corporate heritage brand identity, corporate heritage brand experience and customers' satisfaction, also developing measures for these factors suitable for the heritage retail brand context. The qualitative study that used on this research applied semi-structured interviews that facilitate a focus approaching of the topics of interest, though permitting topics of importance to appear. This chapter argues the findings on the corporate heritage brand identity factors (price, quality, symbol and design), and the how the corporate heritage brand identity consequences: corporate heritage brand experience and

customers satisfaction of the heritage retail brand affect this study. Moreover, the role what the multiple time dimensions, brand innovation and word of mouth plays a role as moderators for the relationship between corporate heritage brand identity and both corporate heritage brand experience and customers satisfaction at this research.

As discussed in section 2.3.1, corporate heritage brand identity dimensions created using corporate heritage brand theory which supported by the following scholars (Balmer et al., 2006; Urde et al., 2007; Balmer, 2009a, 2011a; Blomba"ck and Brunninge, 2009; Hudson, 2011; Wiedmann et al., 2011; Hudson and Balmer, 2013; Schroeder et al, 2015; Santos et al., 2016). The corporate heritage brand experience dimensions were adapted from Brakus et al. (2009) research findings. Customer satisfaction was confirmed as a consequence of this research using the approach of Brakus et al. (2009) and Iglesias et al (2011). Word of mouth, multiple time dimensions and brand innovation were used as moderators to enhance the relationship between the main constructs.

Table 5-1 shows the background of interviewees during the interviews that were held at John Lewis heritage centre for more than 5 weeks (2 directors, 1 senior manager, 3 managers, 2 employees, and 6 loyal customers).

The findings from the 14 semi-structured interviews discovered the corporate heritage brand identity dimensions that effect on John Lewis heritage retail brand. The four dimensions which give a strong identity for the corporate heritage brand are price, quality, design and symbol. Based on the conceptual framework of this study, the results from the qualitative findings will help in defining the measures of the survey constructs.

Case No.	Age	Gender	Occupation	Qualification	Interview length (min)	Interview date	Relation with John Lewis (Year)
1	65	Male	Retired Manager / John Lewis Optical department	Undergraduate	33 min	15.Oct.16	Over than 35 Years
2	59	Female	Loyal customer recommended by JL management	Undergraduate	29 min	15.Oct.16	Over than 35 Years
3	61	Male	Loyal customer recommended by JL management	Undergraduate	30min	15.Oct.16	Over than 35 Years
4	31	Female	Junior Employee / Archivist	Postgraduate / Master	37 min	20.Oct.16	Over than 2 Years
5	49	Female	Senior Manager / Administrative	Undergraduate	31 min	20.Oct.16	Over than 6 Years
6	38	Male	Manager / Corporate communication	Postgraduate / Master	44 min	20.Oct.16	Over than 23 Years
7	55	Female	Director / Business development	Postgraduate / Master	66 min	24.Oct.16	Over than 39 Years
8	71	Female	Retired Employee / Reading Store	Collage	45 min	29.Oct.16	Over than 50 Years
9	74	Female	Loyal customer recommended by JL management	Collage	29 min	02.Nov.16	Over than 40 Years
10	65	Male	Retired Director / Factory Engineer	Undergraduate	36 min	02.Nov.16	Over than 40 Years
11	60	Female	Retired Manager /Head Office	Undergraduate	28 min	02.Nov.16	Over than 40 Years
12	83	Female	Loyal customer recommended by JL management	High school	26 min	05.Nov.16	Over than 60 Years
13	63	Female	Loyal customer recommended by JL management	Collage	35 min	09.Nov.16	Over than 40 Years
14	32	Male	Loyal customer recommended by JL management	Undergraduate	29 min	09.Nov.16	Over than 11 Years

Table 5- 1 Research interviewee's background

5.2 Interviews themes

5.2.1 Corporate heritage brand identity (CHBI)

5.2.1.1 Brand price

As discussed in section 2.3.2 corporate heritage brand can be identified by the product or service price as were justified by some scholars (Sirdeshmukh et al., 2002; Liu et al., 2013). Most of the marketing scholars agreed that the price plays an important role to build a position for any corporate organisation, and it is been selected as one of the four marketing mix strategy's (Nandan, 2005). Also, it is a part of the organisation strategy to sustain their heritage brand and keep it powerful (Balmer, 1998; 2010; 2013). While the researchers couldn't find any studies that consider the product or service price as one of corporate heritage brand traits. The previous academic studies were discussed the important role which the price of any service or product played to sustain the corporate brand (Balmer, 1998; 2010; Keller, 2011; Wiedmann et al., 2015; Balmer and Grayser, 2006, Aaker, 2004; Fionda and Moore, 2009). This clearly gives a contribution to increase the understanding of the position that the service or product price participate in building the identity for the corporate heritage brand.

John Lewis heritage centre director informed the researcher that John Lewis Partnership price identity founded since 1925, and it's a heritage strategy that still works until this moment. She said that: "John Lewis price identity goes back to 1925 when never knowingly undersold introduced, introduced by Spedan Lewis as a means to ensure that the buyers would sell their goods by the goods from the wholesaler as a lower price because there will be limited by the amount they could market sell them that then be recognized by customers and has been a strong selling point ever seen." (Case 7)

Her feedback gave a strong clarification that John Lewis price strategy is founded on the past time, and which still valid today to provide the best price to John Lewis Partnership brand customer. This strategy leads the customer to identify JLP brand on the market as well build a strong relationship with it.

As Aaker (1991; 2004) research findings show that the corporate heritage price identity symbolises brand quality, performance, brand longevity, and heritage. The corporate communication manager in John Lewis explains their price identity as: “A UK wide brand of department stores, which attempt to offer the best possible product, the best to possible quality, and they attempt to make available the best possible price, I will describe it as a solid middle-class brand.”
(Case 6)

John Lewis heritage brand is known for its good price and quality. The good price is not affordable of all customer segments; it’s targeted only the middle and upper class of customer.

A number of interviewees (**Case 1, 2, 5, 9, and 13**) pointed that John Lewis “Never knowingly undersold” slogan become a heritage term which most of retail started to follow on their sales strategy, which gives John Lewis the strength as a founder for this strategy on identifying their brand and organisation.

Customers who approach John Lewis to buying their brands know that they are getting the acceptable price with good recommendation from John Lewis staff member due to their knowledge and the best service that keeps the customer satisfied as John Lewis department manager explains: “We supposed to be at least same price if not lower, so getting good value so should be able to coming into the shop knowing that if you are looking for a product that it is available in

few other heritage stores, and heritage store I assumed you are talking about thing things like Debenhams , House of Fraser , Harrods for example: most probably our price is the lowest in London area anyway, you know that your price could be the same or cheaper and give you that trust if you would find it cheaper in another shop then you can come back and tell John Lewis and within a reason of space and time they give you the difference back.” (Case 1)

Through the known price slogan ‘Never knowingly undersold’ John Lewis committed to provide the best price to all their customers and have a price match with any other high street store, this gave the customer a trust and a satisfaction toward the brand.

Since 1925, John Lewis introduced to the retail industry a slogan which became a part of their heritage image: ‘Never knowingly undersold’. This slogan is a part of JLP commitment to introduce the best quality at the best price to the market. John Lewis manager clarified this iconic heritage theme. “To make a clear statement because we are very conscious of it; since 1925 our slogan has been ‘Never knowingly undersold’, which for me means offering the best possible product at the best possible price. There is trust between the vendor and purchaser. What we are selling we make available, and in the best price we can; not necessarily stocking the cheapest products but always offering the best value.” (Case 6)

Several interviewees describe John Lewis price as affordable and very competitive compared to other heritage retail store in the high street market (Case 2, 4, 5, 8, and 13). They explain how the pricing strategy in John Lewis is clear; the John Lewis goods are valuable and targeting middle and upper class of customer segment.

John Lewis interviewed employee explained how they price strategy to identify them at the retail market by saying: “obviously we price match, we always identify our self in matching so if anyone finds any things cheaper we will allow pricing match that.” **(Case 4)**

Sirdeshmukh and other scholars (2002) explained how brand price played an important role in maintaining the relationship with the brand customer to keep the customer satisfied and build their loyalty. John Lewis loyal customer explain her experience in terms of getting the best price while she had shopping experience in John Lewis by says: “We bought some curtain and the price was different in another store, John Lewis went to deal and match the price because the material was in two different names, but they said No it’s the same material and they gave us the lowest price. I think they hit the market in the right place; they are very good in their prices.” **(Case 9)**

This comment is justifying how John Lewis employees are capable of dealing with all price matching cases. Also, how they are able to give their customers the best price at the moment.

Concerned with the quantitative survey development, this study will examine the corporate heritage brand price identity factor by investigating the degree of having a clear pricing strategy, affordable price with good value, also offering best deal with competitive price in the retail market.

5.2.1.2 Brand quality

As stated in section 2.3.3, corporate heritage brand quality identity most of the literature confirmed the importance of the brand quality in building the corporate heritage brand identity (Balmer, 1998, 2012, 2013; Lam et al, 2012). In addition to that, several types of research have studied the relation between the quality and heritage brand identity and they recommend sustaining the success of building high-quality standard and continue in developing the corporate heritage brand (Pappu et al., 2005; Yoo et al., 2000).

The interviews of this study tried to identify John Lewis heritage brand quality, the researchers noticed that most of the interviewees agreed in a high standard of quality that John Lewis partnership committed to introduce in the retail high street market (**Case 1, 3, 4, 5, 9, 11, and 14**).

John Lewis corporate communication manager identifies John Lewis as: “A UK wide brand of department stores, which attempt to offer the best possible product, the best to possible quality.” (**Case 6**) This reflects how John Lewis looks to their brand identity, which confirmed Blamer (2013) corporate heritage brand traits. Balmer (2013) considered the brand quality as a part of the institution constancy trait which is important for keeping the brand sustained in the market as (Balmer and Grayser, 2006; Balmer, 1995; 2001a; 2001b; and 2012) explained.

John Lewis gave a high attention on keeping their brand durable to shows their longevity in serving their customers with the best quality that sustain their brand. As several scholars were confirmed the importance of keeping the heritage brand durable and well maintained (Aaker, 1991; Pappu et al., 2005; Yoo et al., 2000). The retired JLP Factory Engineer director said: “The quality

means what ultimately the goal of our customers, so they need to see it durable, feels good, very attractive and can be used for some time not today also the other day. The product of John Lewis tested in the laboratory before selling it to the customers from several points, light fastness, wash fastness, durability and shrinkage, and it must be below standard.”(Case 10)

Providing customer with a long time of brand warranties gives an indication for the brand customers how this brand is strong. Also, it shows that the brand is well developed and tested as several scholars discussed (Aaker, 1991; Netemeyer et al., 2004). Cases (1, 2, 6, and 11) explained that customer can identify John Lewis white goods than others goods in the retail market due to more warranty years they provided to the buyer, the standard manufactory warranty for most white goods is 3 years while John Lewis offers for its own brand 5 years.

The heritage centre director in John Lewis explained that John Lewis as a heritage corporation delivered a high-quality standard in reasonable price that customer can own such brand. She mentioned that: “John Lewis brand quality is perceived to be of above the standard product, it is not classed as the luxury it is supposed to be the best quality you can get for a reasonable price, what reasonable is: is its tie to customer decides.”(Case 7)

This is clearly reflected the covenant that John Lewis provides to their customer in terms of building a satisfaction with the brand, and sustain the good reputation that was founded since 1864.

During the interview with John Lewis loyal customer which has a long experience with JL brand for over that 50 years. She was explained about their experience with John Lewis brand quality and how John Lewis brand is strong to

deliver her happiness by saying that: “I never had any argument about their quality, if I bought any things I didn’t have reason to complain about it, it is doing well, I used it for a long time and their standard makes me quite happy. The quality is pretty good, looking presentable, hard-working; it does the job that it’s meant to very well.” **(Case12)**

The above statement clearly shows how John Lewis partnership builds a strong reputation on his customer mind, the brand transferred from its tangible or intangible position to be a source of happiness to the customers. This completely reflects the importance of brand quality on building the identity to any corporate heritage brand.

John Lewis partnership gave their product or their service a big attention to be under a unique standard; the retired director who was responsible for managing one of the owned factories that produce fabric to John Lewis explained to the researcher the mechanism that John Lewis set to test their product quality. In early 1900’s, the owner John Spedan Lewis gave their customers the full care, and reflect that on any service or product introduce to their customers.

Another Loyal customer who aware about technology and innovation explained to the researcher how John Lewis partnership quality is maintained, he concluded his words by saying its reliable brand: “as I said before about the quality of their products, they generally have a very good quality. They made well, and to cover this term (Made well) I think it covers a lot of different topics; it’s about physical, manufacturing, design, it about functionality as well. I am sure it is reliable, they choose the right products that have done and introduced in the right way: it is not flimsy or plastic, they do things probably.”**(Case 14)**

John Lewis Partnership brand is produced to survive; it is a reliable brand that customers could ensure it would be last longer compared to any other retail brand.

Regarding the development of the quantitative survey, this study will examine the corporate heritage brand quality factor by investigating the degree of maintaining, developing the corporate heritage brand, the reliability and durability of the brand. Moreover, how the corporate heritage brand must be solid and strong to build identity for this brand. Finally, the warranty that such heritage retail corporate brand provides to their customers to build strong reputation and satisfaction toward their corporation.

5.2.1.3 Brand design

As mentioned in section 2.3.4, the corporate heritage brand design is considered as one of the main corporate heritage brand traits as Balmer (2013) discuss. Also back to Urde (2003) and Urde et al. (2007) work the corporate brand design is a key element for brand core values which build the identity of the corporate heritage brand. Corporate heritage brand design should be powerful, creative and innovative to sustain the brand at the market. This means that heritage brand design must not reflect the old time, but it reflects the years of experience and practice to serve different styles in different multiple time frames (Balmer, 2011a,b; Hudson & Balmer, 2013).

In section 2.3.4, it is stated that corporate heritage brand design must be recognisable as cited in different brand design authors (Nueno and Quelch, 1998; Alleres, 2003; Oknokwo, 2007; Fionda and Moore, 2009). Cases **(1, 3, 4, 8, and 14)** agreed that John Lewis partnership brand is recognisable; it targets the majority of the middle-level class customers. The secondary data that was collected through the researcher visits to John Lewis partnership heritage centre

gave clear vision in how John Lewis design was and still recognisable. The piece of fabric that was used in RMS Titanic the British passenger's rooms, where one of the designs that John Lewis selling it today to demonstrate the heritage design in modern, authentic, and creative manner. This clearly reflects that heritage designs can be used today and will be used tomorrow if they designed well.

John Lewis Loyal customer confirmed that heritage designs could be used anytime, as she said that: "Some of John Lewis designs are very old but you can see them working now because it is quite a fashion, some other designers are coming out with similar things now ... it is a timeless design, it inputs of skilled worker produces these brand. There is a lot of variety if you purchase John Lewis towels today and we look them 10 years' time you they don't understand them being are out of state."(Case2)

Both Arnault (2000) and Alleres (2003) clarified the importance of keeping the brand design creative. In addition to that, Oknokwo (2007) add to brand design characteristics the unique as a term which leads to attract the customer and reflect the brand well production. During the interview with John Lewis administrative manager, she explained what she thought about John Lewis brand since her experience exceed 20 years at John Lewis partnership. She clarified how their brand is unique by saying that: "I think we have to have a balance of uniqueness in our design as well as following the current trend and be up-to-date." (Case5)

Moreover, John Lewis corporate communication manager informed the researcher that John Lewis design theme represented on their shop's layout, bags, fabrics and some of their special design. He said that: "I think in terms of how we design packaging, shopping space, and our online interface, I think the design is on the stated clearly, clarity, elegance, efficiency. I think of the product we sell we design select me to feel contemporary and classic." (Case6)

Now a day's John Lewis started to cover some of their newly renovated shops with some of the heritage fabric and textile designs such as John Lewis Leicester, Leeds and Westfield White City London. These types of heritage designs architecture gives the viewer more attention to recognise the store as Case (5 and 6) discussed.

John Lewis these days sold several luxury brands which identify them as one of the British high-street luxuries retails due to luxury designs that sold in their stores. The heritage centre director explained that John Lewis since 1864 till today think outside the box and believe to serve the customer and deliver the requested needs in the main time that also will be valid in the future. She said regarding John Lewis brand design that: "John Lewis worked with some of the best brightest new designers in the market; they are always looking at what is going on around and outside the business so we have somebody whose knows whose drag whose charged looking outside the business, so we should beat-up any new unusual ideas, so we will always try something and see if the customer wants and never be afraid to wait until somebody else try it first." (Case7)

John Lewis as a heritage corporate retailer in the British high street market believed that their brand must survive because their brand is presenting John Lewis name and business which founded and sustained over than 150 years.

John Lewis retired director who was responsible to manage one of John Lewis fabric factories described during the interview with him John Lewis design strategy. Few words were repeated from his side which are attractive, creative and valid. He said regarding John Lewis heritage brand that: "the design very attractive and acceptable all over the world... there is a design that was printed 150 years still used because of it attractive to the eye, a colour compensation. " (Case10)

Balmer (2011a,b) explained that the heritage brand must be sustained for at least three generations, he considered the corporate brand as a heritage if it has a multiple time frame which represents the past time in the present and will continue what is developed at the present in the future time. So John Lewis customers will always notice the modernity on their designs. A loyal customer who cross the 80's of age with over 60 years' experience in dealing with this brand describes that John Lewis brand design as: "John Lewis has a nice design selection and they are usually up-to-date within different age groups, and this is important for ladies from young to old style changes so they found the style that suits their age group this good and important for us as ladies." (Case12)

Relating to the quantitative survey development, this study will examine the corporate heritage brand identity (design factors) by looking at the degree to which the heritage brand design is attractive, modern, unique, maintained well, and reflects its heritage experience and fashion.

5.2.1.4 Brand symbol

As stated in section 2.3.5, the symbol of corporate heritage brand is measured as one of the main dimensions of corporate brand heritage based on Urde, Greyser and Balmer (2007) thought. Moreover, Balmer and several scholars explained how the brand symbol builds a unique identity for the corporate heritage organisation (Balmer, 2008; 2012; Balmer and Gray, 2003; Aaker, 1991; 2004; Urde et al., 2007; Erdem and Swait, 2004).

John Lewis symbol is very recognizable, easily identifiable. It is clear writing representing the founder name that represents the brand longevity since 1864. The senior administrative manager in John Lewis partnership said that "The

company didn't have change names it has added bits to it; it becomes from John Lewis to John Lewis partnership so our customer can see that all what we were done is grown rather than the shrink, John Lewis symbol hasn't been changed, I think it is recognizable you can recognize the John Lewis brand instantly, John Lewis bag instantly, it is so recognizable because of its simplicity. It is unique, Green is quite significant in partnership anyway." (Case 5)

The clear simple logo that John Lewis used to represent their name over their bags, flags or signs reflects their heritage name. Schultz et al. (2000) study explained the importance of the colour to identify the brand. This confirmed the manager speech about John Lewis unique green colour that was used since early 1930's and all customer satisfaction with it. As a note, the green colour is chosen by Spedan John Lewis the partnership founder. It was his favourite colour using it in his signature and writing and nowadays this colour reflects this partnership which most of the customer can identify it toward this brand name.

During the interview with John Lewis heritage centre director Mrs. Judy Faraday, she explained what the word and logo means to the partnership by saying that: "I think both the word and logo have very carefully chosen so both reflect the John Lewis brand, I think they can be used together or they can be used apart, but both of them still have the same value." (Case7)

The logo of John Lewis is unique even if it was changed several times. It was kept to reflect the heritage name of the founder and the value of this partnership. The symbol of John Lewis is always designed to identify them as one of the British high street department stores.

John Lewis retired employee explained the powerful of John Lewis sign, it's recognisable easily to anybody. She said that: "The company logo is very strong, and part of the logo I would say high street, when you travelling even from the motorway you can identify building the John Lewis sign on, it is a quite powerful

sign, because it's simply two name John Lewis that, of course, the name is powerful John Lewis, short, tailored which is neat." (Case 8)

John Lewis partnership consider their symbol as one of the organisation identity, their signs covered their stores building to attract the customer. This confirmed Dowling (1994) approach of how the sign or any symbol element attract the visual sense for the brand customer, which also build a communication link between the customer and the brand through powerful sign symbol. Several cases agreed in the strong communication link between the brand symbol and the customers (Cases 1, 3, 6, 13).

The researcher discussed John Lewis symbol with one of the retired directors at the partnership. This interviewee has over than 40 years' experience with John Lewis brand in his position as Fabric factory engineering department director. He was arguing since he started explaining that John Lewis has unique symbol and design. Moreover, the researcher was tried to see is feedback regarding the symbol colour and shape. Therefore, he talked that: "the symbol is unique because if you buy a product with that name you will get some sought of guarantee. The colour is very attractive and the people love it if you change the colour I don't think it will succeed so much." (Case 10)

The symbol plays an important position to reflect the organisation identity success. If the organisation failed to build a trust and satisfaction with their stakeholders, this will reflect on the brand symbol because customers are sensitive and they notice the symbol with all it is shape. They will remember directly the story bound this brand. In case (10) the interviewee is engaged deeply with John Lewis corporate brand, he refused to accept any changes to their symbol.

The name of any corporate brand has a big meaning to all their users, as a word over shopping stores, or logo on the shopping bags; The customer is highly engaged with what they see and recognise, they remember the past directly. A loyal customer for over than 60 years dealing with John Lewis as a brand said to us that: “if I see the logo I feel confident in buying from this brand, I think John Lewis name means to me quality and value, it gives a feeling that it is something that has been for so long, and It was a part of our life.” **(Case 12)**

John Lewis symbol is a part of most John Lewis customer life, they feel happy to deal with this brand because of the longevity of experience on shopping at this department store. This clarifies the research definition of the brand symbol as communication tools between the brand and the customers to build a strong identity.

In summary, regarding the development of the quantitative survey for the brand symbol as a one of the corporate heritage brand identity characteristics. This study will investigate the degree of symbol colour uniqueness, symbol simplicity and identifiable, brand logo recognisable, the heritage of the symbol and finally how the symbol is in the memory of its customers.

5.2.2 Corporate heritage brand Experience (CHBE)

5.2.2.1 Sensory experience

As one of the most vital factors of brand experience, sensory is effected customer brand experience, and satisfaction (Barkus et al, 2009, Schmitt, 1999). As pointed in section 2.4.1, the sensory is attracting the customer of any brand and engaging them more to it. Sight, scent, taste, sound and touch are the elements that customers recognise once they dealing with any corporate heritage brand. Several previous pieces of brand experience literature are considered it as a mediator between customer identity or personality and customer satisfaction. According to the findings from the interviews, all participants were talk that their human senses affect their identity toward the brand, which will lead them to be satisfied from what this brand introduced to them (**Cases 1, 2, 4, 8, 9, 12, and 13**). They clarified how John Lewis as a British heritage brand attracts their senses. In addition, how their positive sensory experience keeps them satisfied and loyal over the time through what this brand offer and produce to them.

John Lewis loyal customer mentioned during the interview with him that: “There is nothing playing in the background, and like any large building which is like that busy there will be echo, sometimes it is quite sometimes no, depend on which time you go and when you go, there is no special sounding it is clear, and I prefer it quite like it is, I don’t like the distraction in such place like that. I like things very clear and well maintained, John Lewis brand is very agronomic and very straightforward. And John Lewis does that very well.... they are very well maintained stores very clean and tidy and as I say clear, this is a good thing, well designed and well layout and label in categories so it is easy to find things, their food taste definitely very high standard, and I like their product more than other high street brands, and John Lewis usually gets the best to the best.” (**Case14**)

These though are reflecting how John Lewis brand management cares to provide the best shopping experience to their customers. They attract their customers' sight through their organised layout. They kept the store area clear without any music or sound to let their shoppers feel relaxed and focused during the shopping time. As a middle and upper-class store, John Lewis provided a high quality of foods which attracting their customers to taste their food section. In addition, as one of the limited stores, John Lewis displays all their products that allow their customers to touch and feel what they going to buy.

John Lewis retired manager gave her shopping feedback as a normal customer, she said that: "The shop is set up in a different way; there is no a lot of pollution like buzz and disturbing it quite charm allows you to shop peace. It is very clean and uncluttered the stores, so you feel you what to buy. I like John Lewis Store because it is very open and very logically arranged. In the food halls (they are many 4-5 sections in John Lewis) the product quite high-end, we go their normally to buy somethings special. ... If you need to buy something like bellows or fabrics the way they layout you can actually touch them, handle them".
(Case11)

This feedback agreed with several interviews comment, added to them that John Lewis management consider their customers demand to reflect its identity as one of the main British corporate well-known heritage brands. Referring to what Balmer (2001) justify that each corporate brand had its iconic identity to facilitate differentiation from other brands.

Moreover, John Lewis customers are considering the store as a social place to visit. Another John Lewis Loyal customer talked that: "It's always nicely setup, you can find the right department easily, I didn't notice any music at particular moment, that's good from my point of view, because it nice to be able to touch

things peacefully, we goes with friends to chat about things and set in their café, we don't need a lot of noise." (Case 2)

John Lewis stores are innovated to allow their customers to spend more time and enjoyed their shopping day. They have a café area which attract customers to relax, have chat, enjoy the food, and communicate during their shopping. This idea gave their customers more comfortable feeling; which also leads to their satisfaction.

From management point view, John Lewis manager describe their business through how they build a successful customers shopping experience toward their brand by said that: "I think inside the store it kept clean its kept tidy, you can find the shop assistance easy you can find the way around easily, the shop signposted, rarely change around and I think that's made different. Some department stores will regularly change all their assortment brand where is I think we tend to keep it for maybe longer than the other. We don't have music because we know it can actually affect the mood of our customer, if it is a song you don't know you maybe disrupt to go out the shop, sound in John Lewis is captured to a minimum. The smell is clean and nice; there is normally a demo item for everything so you can handle the item that you wish to purchase. If there is a demo item there is somebody will open the product for you and let you explore it."(Case 5)

The administrative manager gave the corporation believes through how they caring to satisfy their customers, they believed that human senses are important to sustain their business. In addition, she clarified that John Lewis is one of the limited stores that had high standards to convince their customers to buy from them. Schmitt (1999) and Brakus et al. (2009) agreed in the importance of attracting customers' senses to build positive brand experience.

It was very important to hear from John Lewis customers their comments about it, a loyal customer explained that: “The clean lines of how things displayed is always very clean and tidy, the product arranged nicely, the staff always there to help you, it is a general feeling of care, The products are beautiful layout. I love the coffee shop it always looks appealing, the food is delicious. The towels are fabulous, high-density cotton one. I enjoy touching the fabric.” **(Case 9)**

The John Lewis customers satisfied from what the corporation introduce to them. In addition, most of John Lewis customers agreed that they got the best shopping experience which keeping them loyal and in love with this brand.

John Lewis is engaging with their customer through monitoring their attitudes during their shopping and improves any gap on their shops. John Lewis employees (Partners) are on the shops to support the customer once they need without bothering them. These above comments clarified the research definition of the brand sensory experience as the five human senses (sight, sound, scent, taste, touch) that affect any corporate heritage brand by engaging the customers and build a strong relationship with it.

Regarding the development of the quantitative survey, this study will examine the sensory experience factors by investigating the degree of the strong influence on customers’ senses through keeping the customers’ feeling comfortable. This implemented through having clean, clear, fancy, tidy, tasty, and high standard brand.

5.2.2.2 Affective experience

As stated in section 2.4.2, the affective brand experience is one of the strategic factors that affect the corporate heritage brand experience. Scmith (1999) paper draws the map for most of the brand experience researchers to follow and develop his approach. Several important scholars discussed the importance of brand experience to build brand identity, personality and image (Scmitt, 1999; Balmer, 2001; Meyer and Schwager, 2007; Shaw, 2007; Zarantonello, 2008; Brakus et al., 2009). The affective brand experience is defined in this research as the capability of the corporate heritage brand to affect its customer mood, feeling, attention and emotion through engaging with them to have a strong experience and relation toward this heritage brand. It also considered as the connecting link between brand identity and customer satisfaction (Balmer, 2001; Brakus et al., 2009).

Most of the corporate heritage brand managers are taking the affective experience under their consideration. They believe that it helps to build brand satisfaction as well reflect the brand identity. John Lewis partnership management gave attention to keep their customer positive toward their brand. They work on their brand quality, design, price and symbol to attract customer emotions, feelings, moods and attention. Most of the interview cases agreed in how they feel that John Lewis is part of their life (**Cases 1, 2, 3, 8, 9, 12, and 13**).

During the interview with one of the John Lewis loyal customer, he explained what his feeling toward John Lewis is. He said that: "Closest is important, we actually always near to John Lewis since 20 years, I like this interactive thing. They do have their loyalty schemes they send us free vouchers just for free coffee and cake. Me and my daughter like this because we went and have lovely afternoon tea, browse around a bit once I need to talk to her closely."(**Case 3**)

The customers expect from any brand corporation to communicate with them and update them with any news or information. A loyalty program that most of the main brands used is one of the tools to engage the customer toward their brands which help to build affective experience. Some of John Lewis customers feel proud that they use this brand. Other John Lewis customers feel that this brand is part of their life. The statement above reflects how John Lewis Loyalty scheme engaged the customer by providing them with a free shopping voucher to keep them near to this brand.

John Lewis communication manager explain the how their Christmas advertisement is attracting the customer emotions and feeling by saying that: “if you look to our charismas advertising we are not advertising a product we advertising John Lewis theme or lifestyle. So, for instance, the last 3 years of charismas advertising complains the “man on the moon, Monty the Penguin, The Bear and the Hare”, you didn’t see any product or pricing. You saw John Lewis told a story about charismas telling you that John Lewis and charismas are in extra end twins telling you that John Lewis has something’s to do with Christmas and if you what Christmas success then John Lewis will be part of that seems to me a very strong emotional message.”(Case 6)

Attracting customer attention toward the brand is important to enhance the identity of this brand also will lead to build a satisfaction toward this heritage brand. John Lewis since 10 years started to deliver a clear message to their customers and stakeholders that John Lewis is not only a trading brand; it is a corporate heritage brand which founded to serve the society. All their Christmas advertisements were delivering a message about the community and social life. It is more to engage with the market stakeholders but not to push him toward the brand.

The heritage centre director of John Lewis Partnership Mrs Judy Faraday said that John Lewis brand has a special commitment on most of the brand shoppers. They used this brand since ages to buy their special moment products. She clarify this by saying that: “John Lewis has a special place in a heart of many people in this country, people recall to John Lewis for special things and whether it will be first pared school shoes or whether is the dress fabric to make their wedding dress or whether is a present for their mum and father 50th wedding anniversary, they have bought for special purpose have a special place in people’s hearts and this one of the reasons why John Lewis is very special to most of the people.”(Case 7)

This highlighted the importance of how the corporate heritage brand must build a positive and success feeling for his customer. This will lead the brand customers to remember these moments later and return to buy it or to tell and communicate with others about their experience with this brand. John Lewis during the years of experience is not a normal shopping store. It is a place where most of the people consider buying their special event things because they used to buy from this place at the past time. This explained that the history of this brand built a strong reputation at the past time, which now reflected on engaging the customer with this brand. This because of the trust and the loyalty which still on the minds of John Lewis brand customers that keeps them satisfied always from what they got from this heritage brand.

Several loyal customers explained their positive affective experience by saying that: “Always positive because I think John Lewis goes back extra miles for the customer and they care about them, you know that you can come out with what you’re looking for. If you want to buy a certain thing you know that you will come out with that product, in a good price, feeling happy.”(Case 9)

Moreover, another loyal customer explained that: “in my experience, well known, well respected, it’s very well respected company from years back with all generations and it seems respected by generations they go their buy from there. John Lewis, most of the time finds a solution to the problems, I like to look around, I like to see new things and I like to taste things as I said before, I like things to be simplistic and nice straightforward not complicated and it works, and the staff there is very nice.”(Case 14)

Both of John Lewis loyal customers clarified on their personal way the feature of this brand which makes them positive and happy toward John Lewis products and services. Customers always remember their successful experience with this brand through their staff attitudes, product quality and design, honest price, and the after-sale values. The elements that the brand delivered build a positive mood and feeling toward the brand, also attract the attention to deal with this brand again and again.

In sum, affective is considers as a strategic effecting tools to build a successful corporate heritage brand experience. For the design of the survey, this study will examine the degree of affective experience through attracting brand customer moods, feelings, emotions, and attention to sustain its success which was and still remains powerful and strong.

5.2.2.3 Behavioural experience

As mentioned in section 2.4.3, the behavioural brand experience is affecting customer attention to buy or deal with this heritage brand. It is also can be influenced through corporation members attendees and behaviours toward the heritage brand or their brand customer as several scholars discussed (Brakus et

al., 2009; Barnes et al.,2014; Nysveen et al.,2013; Evans et al, 2012; Balmer, 2013).

Scholars such (Van Riel and Balmer, 1997; Urde, et al, 2013; Balmer; 2012a, p. 28) agreed in the role that the organisation behaviour play in building its identity which this research obtained. The staff of any organisation can attract customer behaviour toward their corporate heritage brand and outcome with brand satisfaction.

This research noticed that John Lewis partnership aware to keep their employees knowledgeable to provide the customers with their advice and support. John Lewis Partnership are listening to their customers' feedback and comments and trying to improve and develop their products and services to meet customer expectations. All these criteria's have an impact on the customers' feeling to keep them positive and satisfied toward John Lewis heritage brand (**Cases 2, 3, 9, 12, and 13**).

The corporate communication manager on the partnership explained the business strategy to attract customers' behaviours. He said that: "I will go on and explained about the unique were the business is owned structured to be a cooperative business and the positive around how that affect customer experience formally and that the people who are serving you are in them of practice the owner of the business and there they should treat the customer differently if there are employees." (**Case 6**)

The partnership idea which was implemented in 1925 by the founder John Spedan Lewis encourages the employees (partners) to treat the customer well and with all respect. Customers are their priority because customers lead the business to satisfy and they will build a positive corporate reputation. On their Constitution, the founder gave the customer a big attention to attract their behaviours, as well, John Lewis partner followed the founder strategy, John

Spedan Lewis mentioned that: “the happiness of its members” which reflects the business purpose to sustain in keeping their employees satisfied to reflect their positive attitudes toward their brand and customers’ (John Lewis Constitution, 1925).

John Lewis heritage centre manager confirmed that: “Customer experience is reflected in merchandise that we sell and the service we offer if the customer wants something we will aim to get it. So we are driven by what our customer wants, we respond to the customer needs that the mandatory things, we must know our customers and we must understand what they need are to be a successful retailer.” **(Case7)**

The business keeps their eyes on their customers’ needs, they tried hard to deliver what the customers want and expect from the business. The store’s employees always asked the customers to leave their comments and feedback on their online website. They believed that these comments would help other customers to figure the advantage of the products and services they sold in their stores. If there is something wrong, John Lewis interacts with it directly to keep their customers satisfied.

The retired manager discussed how the stores employees are knowledgeable to advise the customer on the right solution and not to push the customers to buy. They always gave the customers the space to think before taking their decision to buy. She said that: “you want to buy something you can get good information from the staff because the staffs are quite knowledgeable of what you what to buy, they are able to give you more information’s rather than other shops.” **(Case11)**

Once the customer entered their shops, (he/she) will get a grateful welcome with a smile. The sales advisor told the customer that if they need any help (he/she) are glad to help them to take the right decision. This attitude kept the customers confident that they are going to get the best shopping service and it will reflect on their shopping experience positively.

Customers explained during the interviews that they got the best service, a loyal customer said that: “They look after their customers, their policies are cleared and their staff are well trained, I generally find the staff happier, they are more focusing on looking after the customer and the customer service. The staffs at John Lewis generally comes across in a positive way when you ask them questions they answer it properly when you got a problem they deal with it in a correct way. They listen to the feedback from the customer and react to it.” (**Case 14**)

The organisation member’s attitudes and behaviours always affect the business. Balmer (2013) agreed that corporate brand management must be aware on how to attract the customers’ toward their brand through having a positive organisation behaviour to reflect this positive action on their sales and continuity. The interviewees explain how the staff behaviour affects their attention to deal with John Lewis brand. John Lewis staff attitudes justify all corporate brand scholars’ thoughts about brand behaviour (Balmer, 1994; 1995; Van Riel, 1992; 1995; Van Riel and Balmer, 1997, Urde, et al, 2013, Balmer, 2013).

Cases (**4 and 5**) confirmed John Lewis corporate policy toward their customers. In addition, how John Lewis care to build their organisation identity through building positive customer experience to get a satisfaction to their brand. They said from their point of view as employees at John Lewis partnership that: “obviously, partners are caring about the business, so they give customer service

more attention; we try to help all customers to build their satisfaction with our brand.”(Case 4)

“I think we are very good to listen to our customers and give them the opportunity to feedback to us and help them to guard our business, a shop floor partners in Peter Jones can pick up all things in what customer said and can feed it to their in-branch channel which can feed it to their area channel and eventually can works with the chairman if needed.”(Case 5)

As a conclusion from the last two statements, John Lewis as a corporate heritage retail brand is fully aware that customers’ behaviours can impacts their business, so they work hard to keep their customer behaviour positive and engage them with their brand to get their customers satisfaction. The comments from the research interviews on brand behavioural experience clarified the research definition that all customers’ attitude and belief is keeping the customers’ satisfied with the corporate heritage brand experience and build a satisfaction toward the brand. This also required from the corporation to deal with their customers’ in a positive manners through having the right knowledgeable staff at their stores.

Regarding the development of the quantitative survey, this study will examine the behavioural experience factors by investigating the degree of the corporate brand staff knowledge. The authority that the corporate brand is giving to their customers to explain their comments and feedbacks. The level of respect which the corporate brand provides to their customers. How the corporate brand tried to make its customers happy during their shopping, and provided them with after sales support.

5.2.2.4 Intellectual experience

As stated in section 2.4.4, the intellectual brand experience is one of the factors which Brakus and others introduced to identify the brand experience. Brakus et al. (2009) confirmed the importance of intellectual experiences because it is the outcome of knowledge. They used to reviewed several research on intelligence and cognitive to clarify this factor. Moreover, they used some literature on creative thinking to approve this factor importance toward brand experience (Guilford 1956; Smith and Yang 2004).

This research understands that Intellectual customer experience generated from customer thinking of this heritage brand by stimulating curiosity and problem solving. Furthermore, intellectual is the cognitive of brand customers regarding the corporate heritage to create activities with these heritage corporate brands.

Interviewees were explained that several brand activities lead them to engage more with the heritage brand. These activities important for them to keep thinking about the new idea which this brand going to deliver to them on the present time or near future (**Cases 1, 2, 3, and 12**).

John Lewis loyal customer explained how she thinks about this brand because of the comfortable shopping that she feels it. She said that: “John Lewis is a comfortable shopping place, and I think it is always being there in my head. Everybody is waiting for the Christmas advert because I think it always going to become something newly excited. It is something to talk about it. People always like to talk about advertising. Sometimes you say Ooh they really hit the spot. Also, their magazine is very good and their actual recipe magazine is very good.”(**Case 9**)

To encourage the customers in keeping thinking about the brand, the brand management must introduce a new idea to the market to lead the customer to follow them as a retail heritage brand. The customers of John Lewis are always waiting for their new ideas and stories on their Christmas advertisement; because John Lewis introduces every year a new message to the market using the social media. This kept the customer more engaged with the brand and waiting to discover what new things John Lewis is going to deliver for them.

Another loyal customer explained that John Lewis always surprised him by the new idea that John Lewis delivered to the market. He said that: “When you look around the store, and somebody display it very different and this can be surprising, so when you walk around and you see a product that you didn’t expect them to sell it this keep you surprising.”(Case14)

John Lewis partnership is believed to be innovative and creative. They are always the first retail corporation that sell a new up to date product on their shop floors. The customers noticed and figured this easily, which leads them to engage more and be satisfied from what John Lewis offered them.

During the research interview, the senior manager in John Lewis informed us that they had a large database which they used to communicate with their customers to inform them about any new product or service. She said that: “we have a database through our loyalty card scheme and through our credit card scheme if you purchase anything online the website will ask you if you wish to be on the mailing list. I think we have this biggest network that we can send items out in varies format letter, telephone call or email, and we make our customers aware of the new product or new service that we going to.” (Case 5)

Trading on a retail sector with highly competitive brands is not easy these days. Engaging customer by keep them thinking about the brand is a hard Job; and if the corporation success on keeping customer attention this will lead for sustaining the brand and build brand satisfaction. John Lewis used all their recourses to keep their customers' attention toward their brand by informed them with their latest product and service. It is also a part of brand knowledge to build brand cognitive as Brakus and other researchers justified (Brakus et al., 2009).

The archive partner at the heritage centre informed the researcher that the loyalty card scheme attracts the customers to spend more time during their shopping in John Lewis. She mentioned that: "John Lewis attracts their customers to be closer to them via their cards that allow them to have tea and coffee while they doing shopping and also spend more time on doing shopping rather a couple of minutes."(Case 4)

The strategy beyond the loyalty card scheme is to keep the customers with contact toward the brand; it is one of the engagement tools that John Lewis used to inform their customers of their updated products and services. Also, it encourages the customer to spend more hours browsing the store's product and discover the latest updated fashions, designs, technology, and materials that John Lewis sell in their stores. This strategy kept the customer knowledgeable about John Lewis brand and thinking about the future of this brand.

John Lewis corporate communication manager informed the researcher about how their advertisement tools lead the customer to think about the brand and engage with it. He said that: "I get lots of emails, so I get constant updates on my email. Also, advertising becomes more important, television advertising, online advertising, and loyalty schemes such as my John Lewis and my Waitrose. There

is now a lot of engagement to our customer so it keeps them back to us.” (Case 6)

Customers are kept aware of the brand that they had a successful experience with it during the time. So they know that if they face any problem John Lewis team is going to sort it for them. Moreover, they preferred to buy from John Lewis as the first choice for them because this brand is on their mind for a long time.

To conclude, intellectual is bearing in mind as it is the thinking tool to engage the customer with their successful corporate heritage brand experience. In summary, regarding the development of the quantitative survey for the intellectual brand experience factor. This study will investigate the degree of intellectual experience by testing the ways that the brand management used to surprise their customers and keep the customer thinking about their brands. The level of the knowledgeable information that the brand customers get to keep thinking about the brand. These kinds of information will keep them thinking how this brand is going to achieve their needs.

5.2.3 Brand innovation

As mentioned in section 2.5, Innovation is one of the main factors which enhance the corporate heritage brand identity and build a strong brand experience toward brand customers. The recent studies on corporate heritage brand highlighted the importance of brand innovation to build a powerful identity. Balmer and Chen (2016) informed on their (TRT study) that innovation has a strong impact on building the identity of any corporate heritage brand. Several research scholars clarified that customers' look to the heritage brand as innovated brand and they respect the heritage brand reputation, which engaged

the heritage brand with its customers to build a positive experience with this brand (Silverstein and Fiske, 2003, 2005; Tucker, 2001; Greyser, 1999; Kay, 2006, Balmer, 2013; 2011a; Balmer and Chen, 2016).

John Lewis retired manager explained that: “If you go into their store and you see what new innovation, they attract me by having a special product that I might find only in special stores, over the last 10 years they made a quite big development, they try to bring what the store looks now. If you go to electronics area you can see the innovation. They have to keep modernising their designs for their product to keep your attention. They look after the customer needs.” **(Case 11)**

John Lewis Partnership as one of the main high street retailers is aware that innovation attracts customer attention toward their brand. They invested to update their stores with the latest products and service for is the current customers demand. They display the newest goods at the market. Moreover, they tried to modernise their stores to be one of the best shopping stores at the retail industry.

A loyal customer noticed that John Lewis is an innovated store. He said that: “They remain current and up-to-date, they have many teams to stay them up to date with current trends and reacting to that, they quick to move, their displays is good and they make sure that things going on over things relative to the year it is happening, honestly I talk about all stores because there is creating things you can get it in John Lewis you can get it anywhere.” **(Case 14)**

Most of the retailers at this industry focused on displaying the most recent updated goods to their customers; because most of the customers are aware about the recent trend at the market and they requested to own such innovated products and

services. JLP sales and marketing department did a good research to be one of the first stores that display such goods to their customers to sustain their brand in a highly competitive market.

On another hand, customers noticed brand innovation and they considered it as essential for brand sustainability. A loyal customer explained during the interview that: “They moved by the time because they think forward-looking in their shops. I think they are moving forward, they seem continuously looking and modernising. They are moving forward with their designs and products.”(Case 9)

Corporate heritage brand continuity leads most of the retailer to think how to modernise their shops, goods, and their designs to attract their customers to build a strong identity for their brand. Balmer (2013) study encouraged the heritage corporation to develop their products and services to continue the success that they build since a long time of experience that will lead to customers’ engagement and satisfaction toward their corporate brand.

The Corporate communication manager discussed the partnership strategy in innovation by saying that: “The Partnerships is seeking to be innovative in the product and service that it offers and will offer, I think that we developed our shops and we understand how to use innovation to attract our customers, so it becomes a fact.”(Case 6)

Innovation strategy develops the brand position in the retail industry. Several scholars agreed in the fact of brand innovation improved the performance of the brand. This fact will lead to build a positive reputation and brand value toward the retail customers’ needs (Weerawardena et al., 2006; Doyle, 2001; Noble et al., 2002; Agarwal et al., 2003).

John Lewis partnership heritage centre director concluded her thoughts about John Lewis brand innovation by saying that: “John Lewis worked with some of the best brightest new designers in the market; they are always looking at what is going on around and outside the business so we have somebody whose knows whose drag whose charged looking outside the business, so we should beat-up any new unusual ideas, so we will always try something and see if the customer wants and never be afraid to wait until somebody else try it first.” (Case7)

The above message from John Lewis heritage centre director clarified their approach regarding innovation. They think outside the box to be a unique retailer in providing innovated and developed brand to their customers. John Lewis worked with several disrupters, designers and wholesalers to provide their customers with the latest products or services that their customers expected from them.

To summarise, brand innovation is leading to sustain the brand and build a powerful identity and reputation toward customers' satisfaction. According to the development of the quantitative survey for the corporate heritage brand innovation, this study will examine the degree of innovation brand by the strategy which the corporation used to develop their brand, the new idea that they introduce to the market, the development of the products and services that they introduce to give unique shape to their brand. Finally, the modernity that is necessary to improve the relationship between brand identity and corporate heritage brand experience to keep that brand credible and continue the corporation brand success during the time.

5.2.4 Word of Mouth (WOM)

As discussed in section 2.6, Word of mouth is an effective factor that improves the corporate heritage brand experience by spreading information and knowledge about the heritage brand. This will leads finally to have a strong brand satisfaction from brand customers' side. Most of the corporate brand studies agreed that word of mouth is an important dimension for corporate communication (Balmer, 2001; 2013; Bartholmé & Melewar, 2009; 2011; Urde, 2003). Corporate brand studies finding confirmed the role that word of mouth plays to build the corporate heritage brand identity and experience (Balmer and Gray, 1999; Balmer, Balmer, 2011a; 2013; Melewar et al., 2005). Studies about the effect of word of mouth on the corporate brand noticed its significant impact toward the corporate brand. Word of mouth could affect the corporate heritage brand identity, corporate heritage brand experience, satisfaction, customers trust and loyalty toward the corporate brand as several studies clarified (Carroll and Ahuvia, 2006; Kuenzel and Halliday, 2008; Cheung et al., 2008; Nguyen et al., 2015).

Through our interview with John Lewis department manager, he explained the reasons which leads him to promote for John Lewis brand sing word of mouth by saying that: "I use to talk about John Lewis because they offer me a good value, a good design, a good product and you know you can be treated well." (**Case 1**)

Customers used their word of mouth to promote for the brand by telling their shopping experience to others customers which impact the brand identity and customers satisfaction. John Lewis partnership carried to provide the best quality, value and design to their customers. This helps to advertise positively the corporate brand to build a strong brand reputation and identity as Kuenzel and Halliday (2008) supported this idea. In addition, satisfied shopping

experiences through treating the customer in good manners lead to build a positive word of mouth about the corporate brand.

The feedback from John Lewis employee reflects John Lewis customers' positive word of mouth regarding the brand. She said that: "Word of mouth is iconic so as a partnership you talk about your company ethos with others. Once I hear our customers' feedback, it's positive." (**Case 4**)

John Lewis partners and stakeholders communicate together about the brand activities and news. John Lewis always listens to their customers' feedback and comments which helps to engage the customers with the corporate brand and build a positive relationship. John Lewis understands the important effect of customers' word of mouth which can build and sustain their brand. Therefore, they encourage their employees (partners) to talk about their brand values and strategy to build their satisfaction toward John Lewis corporate heritage brand.

One of the loyal customers to John Lewis brand explained how he used his word of mouth to promote for John Lewis brand to other customers by saying that: "People talk to each other definitely, when someone buys something and had a good experience they going to say that. I talk about them if you are looking for particularly a good quality item; there are a lot of items you can find them in their stores while difficult to find it in other places. Honestly, I talk about all stores because there is creating things you can get it in John Lewis but you can't get it any ware." (**Case 14**)

Customers' satisfaction enhanced the role of the word of mouth. John Lewis customers noticed a good service and wide range of up-to-date products which leads them to share this information with other customers. John Lewis corporation strategy is to provide their customers with the best brand quality

and value that they might not find it in any other high street retailer shops. This strategy leads their customers to promote for them and share their experience and satisfaction with their communities. Carroll and Ahuvia (2006) research results agreed that positive experience would build a strong word of mouth toward the corporate brand.

The heritage centre manager of John Lewis partnership said that: “Up to 1993 had no press or PR teams, the whole of our reputation and all of our advertising done by Word of Mouth, so unlike any other organisation we rely on word of Mouth to be our way of communicating and for the customer to be our best adverts.” (Case 7)

John Lewis longevity and sustainability was built through the trust which this corporation built in their customers' minds since long years. Customers until the end of 1999's used their words to talk and describe their experience and satisfaction toward John Lewis products and services that they used to buy. John Lewis gave a strong attention at that time to involve their customers with their activities to have a good reputation at the market. They succeeded to engage their customers with their brand through customer word of mouth channels which expressed John Lewis partners' positive attitude in dealing with them. It is also reflecting John Lewis product and service development. In addition to that John Lewis customer satisfaction shopping experience which they had at their stores.

On another hand, John Lewis loyal customer explained during the interview her engagement with John Lewis brand and how she used her word of mouth to promote for them by saying that: “everybody is waiting for the Christmas advert. I think it's always going to become something newly exciting. It's something to talk about it. People always like to talk about advertising. Sometimes you say Ooh, they really hit the spot. Also, their magazine is very good and their actual recipe magazine is very good. I recommended to my friends and I am always

talking at social events, generally chatting, and you know one thing leads to another. I am very pleased to talk about John Lewis.” (Case 9)

The communication corporate strategy that John Lewis partnership follows leads the customer to engage with their brand. Their communication channels were attractive since John Lewis partnership started to introduce their Christmas adverts.

As Balmer’s mentioned corporate communication channels play a role in building institution constancy traits (Balmer, 2013). John Lewis customers are waiting for these adverts to talk about the story contents which delivered a message for the community. Since most of their customers satisfied from what John Lewis introduces to the market, their word of mouth becomes more positive and powerful toward the brand. This gave John Lewis heritage brand a powerful identity on the British retail market.

A powerful explanation was highlighted from a retired director at one of John Lewis partnership factories. He said that: “The John Lewis name is more important, it has been a very successful company that what it is, if it’s successful, it goes around and people talk about it and they use their product and there are very satisfied. Their experience is actually when telling other people how good the company is, so people will recommend buying it. It is communication. Communicate that the product is good and its guarantee.” (Case 10)

The last case feedback (case 10) about John Lewis partnership clarified how the corporation builds a strong identity during the time though keeping their customers satisfied. Customers always used word of mouth to communicate about their experience and satisfaction toward the brand. This gave a clear image that word of mouth reflects customers’ engagement and attention as several

academic scholars justified (Balmer and Gray, 1999; Brown et al., 2005; Myers and Sweeney, 2008; Goldman, 2008).

Regarding the development of the quantitative survey, this study will examine the word of mouth toward the corporate heritage brand by investigating the degree of the strong communication strategy which leads the heritage brand to sustain. How stakeholder's word of mouth communication played a role to affect brand identity. This applies through spreading the corporate heritage brand activity and achievement to engage multi-generation with the heritage brand. Moreover, the powerful function of the electronic word of mouth in expressing customers' comments and feedback toward the brand these days. Finally, how word of mouth enhanced the relationship between corporate heritage brand experience and customer satisfaction.

5.2.5 Multiple time dimensions

As discussed in section 2.3.1. The Past, the present and the prospected future are key effective elements to enhance the relationship between corporate heritage brand identity and corporate heritage brand experience. In addition to that, the multiple time dimensions have a strong impact on corporate heritage brand experience to build customer satisfaction. Based on Balmer's theory in corporate heritage brand, multiple time dimensions are considered as traits for any corporate heritage brand (Balmer, 2013). Several scholars agreed in the role that multiple time dimensions (Past, present and prospected future) played to inform the stakeholders about the powerful identity and experience of the corporate heritage brand (Aaker 1991; 1996; 2004; Balmer et al., 2006; Urde et al., 2007; Merchant and rose, 2013; Balmer, 2011a; b; 2013; Balmer and Chen, 2016).

John Lewis as a British heritage corporate retail brand identifies their corporation through their longevity. A retired manager in the partnership explained the time from his point of view by saying that: “I think they were moving with times, they try to pick up the younger generation because they are the most important people they are the future of the business. Obviously, modernity has slighted things slightly differently. But the principle of the business is the same in 2016 as they were in 1864 from customers point view, and also the way they look after the people who are working for the business, also they take breaks deal of care for their employees.” (Case 1)

John Lewis developed their business by the time. They considered the multi-generation needs. The interviewee clarified that John Lewis brand is developed all the time which lead the brand to survive in the retail market. Balmer clarified that the ceaseless multigenerational stakeholder utility is represented by the authenticity of the corporate heritage brand. Also how this brand carried the brand values and meaning during the time. It's reflecting the ability to meet all stakeholders' needs and apply change for the better (Balmer, 2011a, 2013).

In addition to that, multiple time dimensions must reflect the success story of the brand in the past. While the present and the future time shows the brand ability to sustain and continue the development. John Lewis manager said that: “It is a business that has a fabulous historical story, and because of its story and because of its uniqueness. We remind our customer of our story and of our heritage, of our never knowingly undersold slogan that been around since 1920's, I think we just been known as a high street retailer that you can trust, I think back to confidence again. I think because our story is quite unique, and most of our customers know that we own the business they can tell us face to face what they like what they don't like and then we can react to it. Without the past will be any other retailer, without Spedan fallen from his horse and having the idea that we can be a co-owner and set up this unique business, we just been same as any other. So our past is obviously important today as is tomorrow.

Present equally important to tomorrow and the future defiantly important retailing is tough it very tough at that moment.” (Case 5)

John Lewis partnership has a unique story through involving the employees to be a partner in the business. This story builds a trust between customers and the organisations that lead to their sustainability. Their present is to continue the success of the business and build a positive brand experience to their customers. Their prospected future is reflected by how the John Lewis going to follow their past and present successful strategies. Business future is going to sustain their customer satisfaction toward their brand.

Mrs Faraday the John Lewis heritage centre director explained the past, the present and the future by saying that: “John Lewis identity is something which has evolved over a number of years. It’s very Important to its customers and to it’s the people whose working in the business. It has created now very well-known and respected brand and very important. The brand is used across both the national and now the international field which we tried the brand for us is incredibly important. The present time is everything is now branded as John Lewis. Moreover, the future time is to remain in that way.” (Case 7)

The identity of John Lewis has built during their longevity in the British retail business. Balmer, Greyser and Urde confirmed on their papers the importance of time flow in the business. They clarified that the multiple time dimensions have a strong effect on the corporate brand identity (Balmer et al., 2006; Urde et al., 2007). The heritage centre director agreed that John Lewis history creates their strong identity. She informed that they sustained on the retail market through their development which makes their present time success. The future means to them to continue their success through follow their current strategy.

From customer point view, John Lewis loyal customer express her feeling regarding the brand multiple time dimension by saying that: “I was thinking as a child, my mom and dad were taking us up to Oxford Street and it was one of the main shops that you want to go pass and looking on the window. The window will be beautifully displayed everywhere. I think they are moving forward, they seem continuously looking and modernising. They are moving forward with their designs and products. John Lewis is a part of our everyday activates it is a part of your life.” **(Case 9)**

To sustain the heritage brand, customers’ needs must be considered. John Lewis is aware that time is moved forward and they tried to reflect the time on their brand. They are keeping their brand design and quality up to date to achieve the market needs. As well, they believed to keep their brand modern and developed all the time.

Moreover, another feedback from one of John Lewis loyal customers that were interviewed clarifies their development during the time. The participant said that: “I do remember when I was a little girl in Oxford Street I remember their open half a day on Saturday, for years and years and years they didn’t copy other stores, and this makes them different than other department stores. What John Lewis was when it started it is different from now, now it’s changed, their product the way they presented, the type of product they sell.” **(Case 13)**

As a summary of the above feedback, John Lewis is expanding their brand. They invest to develop all their product and service which leads them to sustain at the meantime.

One of John Lewis loyal customers informed us that: “it’s very well respected company from years back with all generations and it seems respected by generations they go their buy from there. John Lewis most of the time finds the solution to the problems.” **(Case 14)**

The long years of being on business gave John Lewis the heritage identity on the British retail market. They respect their customers and involve a different level of generation to engage with their brand. Attracting different generation builds a strong identity toward their brand, and encourages the customers to enjoy their brand experience.

As a conclusion, multiple time dimensions are important to build brand heritage identity and enhance brand experience. For the design of the survey, this research will study the degree of the powerful history which kept the customer remembering the successful memories of the brand. The brand modernity and improvement are leading the brand to sustain at the present time. Finally, continuing brand development is the method to build a successful future for the brand.

5.2.6 Customers Satisfaction (CS)

As discussed in corporate heritage brand experience section 2.4 Customers' satisfaction is represented the positive experience that customers owned by using the brand as several scholars justified (Barnes et al., 2014; Brakus et al., 2009; Iglesias et al., 2011; Kim et al., 2015; Schmitt, 1999; Nysveen et al., 2013). Scholars noticed the strong relationship between corporate brand experience and customer satisfaction. They justified their argument through the level of customers' acceptance of the brand. The level of brand acceptance leads the customers to feel that they owned the best products or services which leads the customers to feel satisfied. Moreover, attract the customer attention and build a positive level of customer service helps to build a powerful level of satisfied experience which leads them to be satisfied from the brand. John Lewis Partnership was aware on how to build a powerful brand experience through providing the best quality, service, and design to get their shoppers respect. The

following interviews feedback reflects John Lewis partnership employees and customer comments about satisfaction.

During the interview with John Lewis corporate communication manager, he explained the reasons beyond achieving customers' services by saying that: "Customer satisfied because of our availability, assortment, service, pricing, answering customer complaints coming to customer service. Also, Waitrose they have a scheme called measuring the magic. Where you giving a slip by the person serve you and you can rate your experience. Customers can respond to us on our website. Also, they can talk to our customer service." **(Case 6)**

This clear message gave an indication about the reasons that lead John Lewis customers to be satisfied. John Lewis attracts their customer by their unique services and affordable prices. As well, they engaged with their customer through after sales service and hearing to their customers' comments and feedback. These points are leading John Lewis Partnership to satisfy their customers' needs and build a successful brand experience and customers' satisfaction.

John Lewis is investing on delivering the right products and services to the market. John Lewis heritage centre director justified their customer satisfaction toward John Lewis brand by telling that: "We have the right goods at the right place, and a right time for a right price, with the right customer." **(Case 7)**

To build customer satisfaction toward any corporate brand; the corporation must consider their customers' needs through providing them with the best available product at the market. Also, to build a positive brand experience; the corporation must consider their customers behavioural, senses and feelings to attract them. John Lewis Partnership corporation tried to choose the right time in the right place to build their customer satisfaction.

Customers' satisfaction considered as an outcome of a successful experience. Several corporations tried to satisfy their customers by providing them with the best shopping experience. John Lewis retired director said that: "John Lewis has consultancies with the customers to get an idea of what they are looking for and get a feedback. Also, interview some customers to get their feedback and expectations. The company is doing a lot to satisfy the customer. If you were satisfied with an item, you will go and speak to people or your friends and encourage them to buy it. All the time I talk to my friend about John Lewis product because I am satisfied. We are all human. Once you are satisfied with a product, John Lewis brand always there. It is a relation between me and John Lewis product." **(Case 10)**

The positive experience of any brand leads the customers to feels satisfied from what this brand offers them. Satisfied customers used their word of mouth to promote for their satisfaction. It is important to have this strong relationship between the corporate brand and their customers by understanding their needs and listen to their comments and feedback. This attention will give the customer a confidence on using the brand and enhance customer satisfaction.

Through asking one of John Lewis current customers also she was a retired employee at Reading store about what leads her to be satisfied with John Lewis brand. She answered and said: "Assortment leads me to be satisfied with John Lewis, Pricing and also NKU never knowingly undersold and quality." **(Case 8)**

Customers requested products and services assortments which met all their desires. In addition, to keep the customers satisfied the brand must fulfil all customers' needs and expectations in terms of quality and design. Moreover, the brand price must be acceptable for what customers expect from this brand.

The customers' always emotional and sensitive's toward the brand quality. This reflected on their satisfaction and acceptance toward the brand. One of John Lewis loyal customer talked to us and said that: "I think I am really happy with the customer service I get not only a point of sale, if I had any problem it will be sorted, sometimes you get an issue with your laptop and the staff quite happy to help you. So would go to them to buy a lot of things." **(Case 11)**

To get customer satisfaction corporate brand organisations must consider their brand after sales support, through providing customers with a full care and support during their shopping and after their purchasing the brand to build a strong satisfaction toward the brand products and services.

Another explanation from John Lewis loyal customer about her satisfaction toward this brand. She said that: "I am satisfied, you can go there and you can find what you are looking for. So you know you can go there and you will be relaxing and the staff will be friendly and helpful. It that reliability, if you need to buy such things there is certain main things of product in John Lewis you will find it definitely. What you want and at the price you want." **(Case 2)**

This customer explained her feeling toward the brand. As she said; to reach for a strong satisfaction level the corporate brand must desire customers' needs and expectation. As well, the brand employee has to show the customers a full respect and support to attract them back to do shopping at their store. John Lewis succeeds on building customers satisfaction for a long time. Most of the customers' generation are still talking about their positive shopping experience toward this brand which leads them to be satisfied.

Finally, being a respectful brand at the retail industry is one of the major elements to attract customers to be satisfied with the brand. A loyal customer for John Lewis brand said that: "I had a good experience with them, I bought some white goods from them and it was good, I like the quality of things. When I had an issue on things and I go back to the staff, they are good in dealing and handling of it. If you had a problem with a product they will refund it. They are well respected. I like the fact they clearly respect themselves. In order to get your customer satisfaction and to let them like you, you need to show a respect for yourself. They look after things, they keep everything clean, tidy not damaged, functional and always customer service has been good. So you trust them." **(Case 14)**

Customers' satisfaction is leading for brand continuity and sustainability. It has an impact on building a future for the brand. In addition, it effected through customers word of mouth and their experience toward the brand.

In summary, customer satisfaction is reflecting a powerful corporate brand experience as several scholars studies finding agreed in its importance (Brakus et al., 2009; Schmitt, 1999; Nysveen et al., 2013). For the design of the survey, this study will examine the degree of customer satisfaction through desiring customer needs. Keeping customers pleased from what they purchased. Providing customers with the right advice and support. Finally, attracting customers attention toward the corporate brand.

5.3 Conceptual framework development

The qualitative findings of this research confirm that John Lewis partnership as a heritage British brand has strong identity traits (price, quality, design and symbol) which give it the ability to sustain. Corporate heritage brand identity dimensions were proposed using several theoretical approaches on corporate brand, heritage identity and brand management. The literature justified that corporate heritage brand identity can be expressed through brand time, price, quality, design and symbol. To support the literature and build the suggested case study framework, fourteen semi-structured in-depth interviews were considered in this study. The interviews were organised through the John Lewis Heritage Centre. The interviewees consisted of John Lewis Partnership directors, senior managers, retired partners, current partners (employees), and loyal customers chosen through John Lewis management. Based on the findings of the qualitative analysis which approved the strength of the proposed model, John Lewis corporate heritage brand identity is a multi-dimensional contract that can highlighted through their brand price, quality, design and symbol. While the multiple time stream (past, present and prospect future) effect the relationship between the corporate heritage brand identity and customer satisfaction.

This research will cover several dimensions to study the impact of corporate heritage brand identity and experience on customers' satisfaction. The research will consider brand innovation, word of mouth and multiple time dimensions as moderating on the proposed conceptual framework. The Figure (5-1) shows the proposed framework diagram.

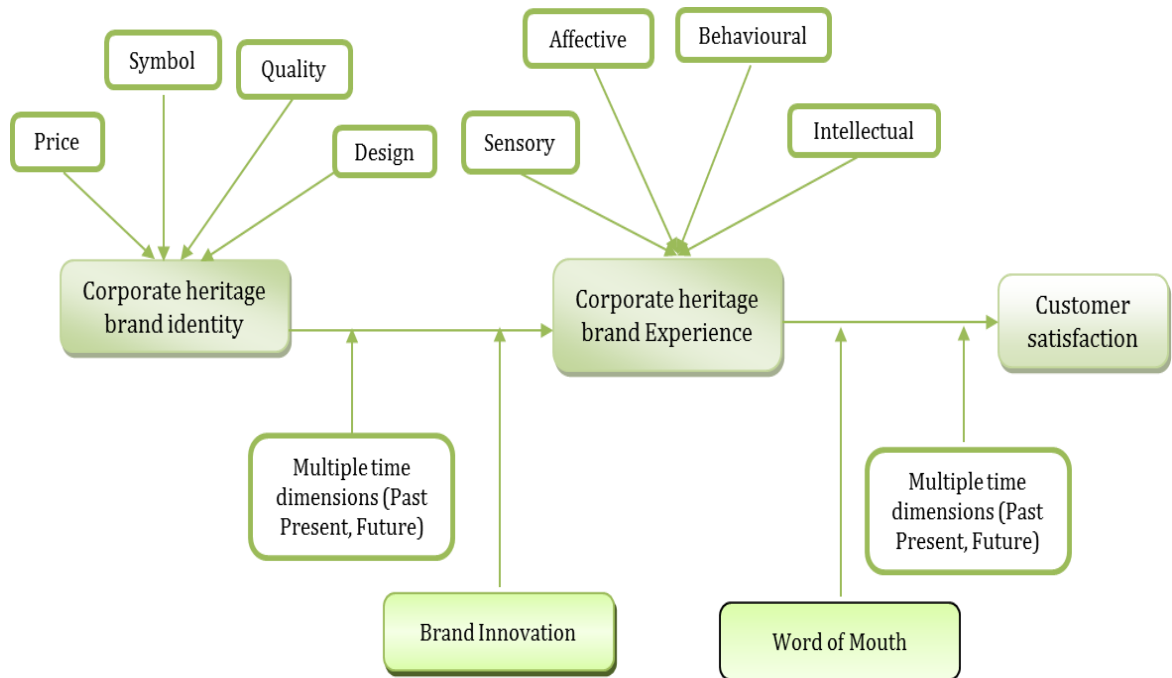


Figure 5- 1 The enhanced research framework (Final conceptual Framework)

5.4 Survey Development

To support the quantitative survey design, the qualitative analysis in section 5.1, literature review and framework development in chapter 2 and chapter 3 enhanced the dimensions and the measurement model of this research. This research used two steps to test the proposed framework: 1) Develop new measures to validate the theoretical dimensions. 2) test the relationship between the proposed theoretical dimensions to validate the research hypotheses.

As clarified in section 4.4, Bagozzi's (1980) criteria were used in this research to validate the research constructs. These criteria's were found to fulfil the symmetry between theoretical constructs and observational constructs. These criteria's can be applied in this research design. The first two criteria's (Theoretical and Observational meaningfulness of concepts) are used to guide how to develop the measurement that used in the research. While the remaining criteria's can apply to ensure that relationships between theoretical constructs analysed through the measure constructs. The Bagozzi's (1980) criteria's which adapted to use in this study are summarised in the below table (5-2)

Bagozzi's Criteria	This research
Theoretical meaningfulness of concepts	Integrative view model is obtained from previous research on corporate heritage brand identity and experience framework, empirical study, and various theories
Observational meaningfulness of concepts	Using a previously validated measure in addition to new measures that are tested in the pilot study
Internal consistency of operationalisation's	Using multiple-item constructs and testing Cronbach's alpha coefficient
Convergent validity	Using multiple-item constructs and testing with item-to-total correlation
Discriminant validity	Using multiple-item constructs and tested with factor analysis
Nomological validity	The results of the research should be consistent with a larger body of theory and contribute to the reference field

Table 5- 2 Bagozzi's (1980) Criteria which used in this research

5.5 Survey Measurement

Based on the literature review and qualitative data (in-depth interview) analysis, the measurement of the constructs of this study can be summarised as shown in Table 5-3. For the online survey, a multiple-item method was applied in the research survey. Moreover, each item was measured based on a 5-point Likert scale from 'Strongly Disagree' then 'Agree' then 'Neutral' then 'Disagree' to 'Strongly Agree'. The functional definitions of measurements and their related literature are clarified in the table (5- 3).

Factors	Variables	Cases	Conceptual Definition	Related Literature	Measurement	Indicator	Item
Corporate heritage brand identity	Price	1, 2, 4, 5, 6, 7, 8, 9, 13,	The value that reveals longevity, investment, development and innovation of the service or the product during a long history in dealing with the customer to serve them with the best price. This value shows the strategy that keeps the brand in a good position and reaches to a heritage level.	Aaker 1991 Balmer 1998, 2010 Sirdeshmukh et al 2002 Erdem and Swait, 2004 Netemeyer et al. 2004	The degree of having a clear pricing strategy, affordable price with good value, also offering best deal with competitive price in the retail market	5 items 5 scale	I:1:1)-5)
	Quality	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 14	Providing and maintaining a reliable, durable, and excellent feature for any corporate product or service. In addition to that, reflect the heritage brand experience in building high standard for this brand during the time.	Balmer 1998, 2012, 2013 Lam et al. 2012 Pappu et al. 2005 Yoo et al. 2000	The degree of maintaining, developing the corporate heritage brand, the reliability and durability of the brand. Brand warranty and how to keep it solid and strong.	4 items 5 scale	I:2:1)-4)

	Design	1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 14	The shape, the style or the architecture of any corporate brand that represents its heritage meaning and shows the past in a present way and to reflect the design attractive, innovation, modernity, fashionable, unique and creative.	Balmer 2013 Urde 2003 Urde et al. 2007 Keller 1993, 2001 Aaker 1991, 1997 Lieven 2014 Fionda and Moore 2009	The degree to which the heritage brand design is attractive, modern, unique, maintained well reflects its heritage experience and fashion.	5 items 5 scale	I:3:1)- 5)
	Symbol	1, 3, 5, 6, 7, 8, 10, 12, 13	The visual communication tools that affect the customers or any other stakeholders to engage with the brand and feel the meaning of this brand to build a unique identity with it. Moreover, the symbol of any brand can be represented by shape, colour, word, flag, sign, stamp and mark.	Balmer 2008 & 2012 Balmer and Gray 2003 Keller 1993, 2001 Aaker 1991, 1997 & 2004 Urde et al. 2007 Erdem and Swait 2004	The degree of symbol colour uniqueness, symbol simplicity and identifiable, brand logo recognisable, the heritage of the symbol and finally how the symbol is in the memory of its customers.	4 items 5 scale	I:4:1)- 4)
Corporate heritage brand experience	Sensory	1, 2, 4, 5, 8, 9, 11, 12, 13, 14	The five human senses (sight, sound, scent, taste, touch) that affect the corporate heritage brand.	Brakus et al. 2009 Schmitt 1999	The degree of the strong influence on customers' senses through keeping the customers' feeling comfortable. This implemented through having clean, clear, fancy, tidy, tasty, and high standard brand.	6 items 5 scale	II:1:1)- 6)

Affective	1, 2, 3, 6, 7, 8, 9, 12, 13, 14	The customer mood, feeling, attention and emotion toward the corporate heritage brand.	Brakus et al. 2009 Han et al. 2008 Balmer, 2001; Meyer and Schwager 2007 Lam et al. 2013 Zarantonello, 2008	The degree of affective experience through attracting brand customer moods, feelings, emotions, and attention to sustain its success with was and still remain powerful and strong.	4 items 5 scale	II:2:1)-4)
Behavioural	2, 3, 4, 5, 6, 7, 9, 12, 13, 14	The attitude and the belief of customers which kept them satisfied with the corporate heritage brand experience they have.	Brakus et al. 2009 Schmitt 1999 Barnes et al.,2014 Nysveen et al.,2013 Evans et al, 2012 Balmer, 2013	The degree of how the corporate brand staff knowledge. The authority that the corporate brand is giving to their customers to explain their comments and feedbacks. The level of respect which the corporate brand provides to their customers. How the corporate brand tried to make its customers happy during their shopping, and provided them with after sales support.	4 items 5 scale	II:3:1)-4)
Intellectual	1, 2, 3, 4, 5, 6, 9, 12, 14	How the customers think of these heritage brands by stimulating curiosity and problem solving, it's cognitive of the customers and the management regarding the corporate heritage brand and how they create activities with these brands.	Brakus et al. 2009 Schmitt 1999 Guilford 1956 Smith and Yang 2004 Han et al. 2008	The degree of how brand management surprises their brand customers, keeping the customer thinking about the brand and the knowledgeable information that the customers about the brand.	5 items 5 scale	II:4:1)-5)

Brand innovation	Brand innovation	6, 7, 9, 11, 14	Keeping the heritage brand attractive and vital to their customer by differentiating it from other brands to be a unique and improved the corporate heritage brand to meet customer and society requirements. Innovation will build at this stage more credibility to continue the success of any corporate heritage brand during the time.	Silverstein and Fiske, 2003, 2005 Tucker, 2001 Kay, 2006 Balmer, 2013; 2011a Balmer and Chen, 2016 Weerawardena et al., 2006 Noble et al., 2002 Völckner and Sattler, 2006; 2013 Nguyen et al. 2015	The degree of brand development, the new brand idea that introduces to the market, the modernity and uniqueness of the brand	5 items 5 scale	III:1:1)-4)
WORD OF MOUTH (WOM)	Word of Mouth	1, 4, 7, 9, 10, 14	Any tools of communication that promote and advertise for the corporate heritage brand. It's kept the heritage brand name over the customer minds to build credibility, loyalty, respectful and sociable between the corporate heritage brand and their customers.	Balmer, 2001; 2013 Bartholmé & Melewar 2009; 2011 Balmer and Gray, 1999 Balmer, 2011a; 2013 Melewar et al., 2005 Carroll and Ahuvia, 2006 Kuenzel and Halliday, 2008; Cheung et al., 2008 Nguyen et al., 2015 Brown et al., 2005 Carroll and Ahuvia, 2006	The degree of the strong communication strategy which leads the heritage brand to sustain. How stakeholder's word of mouth communication played a role to affect brand identity.	6 items 5 scale	IV:1:1)-5)

Multiple time dimensions (Past, Present and Future)	Past, Present and Future	1, 5, 7, 9, 13, 14	The past of the heritage brand, which reflects its origin and show the history of the brand, the present that follow the past to keep its reputation but also developing the brand based on the progress and the experience, the prospect future that helps the heritage brand to keep their identity through innovating the brand to sustain its identity.	Aaker 1991; 1996; 2004 Balmer et al., 2006 Urde et al., 2007 Merchant and rose 2013 Balmer, 2011a; b; 2013 Balmer and Chen, 2016	The degree of the powerful history which reflects the memories of the brand. The brand modernity and improvement that represents the present time. The continuing of brand development to sustain the brand in the future.	12 items 5 scale	V:1:1)-4)
Customers' satisfaction	Customers' satisfaction	2, 6, 7, 8, 10, 11, 14	The level which brand customer feel comfortable, happy and impressed of what this corporate heritage brand provide to them. It's a positive indicator of getting the best quality and meeting the expectation of what the customer is looking for	Barnes et al., 2014 Brakus et al., 2009 Iglesias et al., 2011 Kim et al., 2015 Nysveen et al., 2012 Han et al. 2008 Balmer and Chen, 2017	The degree of desiring customer needs. Keeping customers pleased from what they purchased. Providing the customers with the right advice and support and attracting customers' attention toward the brand.	5 items 5 scale	VI:1:1)-5)

Table 5- 3 Conceptual Definitions and measurements for corporate heritage brand identity, experience and customer satisfaction constructs of this study

The research constructs have been validated in several studies on corporate brand management, corporate heritage, brand experience, corporate heritage brand, and corporate brand identity. For example, corporate heritage brand identity dimensions items have been clarified by (Aaker1996; 2004; Keller, 1993; Netemeyer et al., 2004; Yoo et al., 2000; Balmer and Chen, 2016).

Brand experience measurement inters have been already validation by (Brakus et al., 2009; Schmitt, 1999). Questionnaire items for the multiple time dimensions were validated and used by (Merchant and Rose, 2013; Aaker, 1996; 2004).Moreover, the brand innovation construct was validated and used by (Nguyen et al. 2015; Weerawardena et al.,2006). While the customer satisfaction items were validated and used by Han et al., (2008).

The Table 5-3 above clarified the structure of the questionnaire through the online survey that developed to come with the quantitative study. The survey questions were designed to measure the relationships between the corporate heritage brand identity and customer satisfaction through considered corporate heritage brand experience as mediation for this relation. In addition to that, this survey is measuring the impacts of multiple time dimensions, brand innovations and word of mouth to enhance these relationships. All the dimensions that used to justify this relationship were listed in Table 5-3. Each item was measured through Likert scale assessment ranging from 5 (strongly agree) to 1 (strongly disagree). The online survey and the questionnaire sample can be found in **Appendix F**.

Chapter 6

Quantitative Data Analysis and Findings

Overview

This chapter presents the findings from the quantitative data analysis of this research. As stated in Chapter 4, the quantitative investigation involves collecting data through web-based online surveys. This chapter is organised as follows: Section 6.1 discusses the data sample and data collection results. Section 6.2 analyses the data distribution and frequency. The research hypotheses and model testing are explained in Section 6.3, which presents reliability and validity test, regression analysis, and model test (SEM/PLS). Section 6.4 discusses the quantitative results and findings. Section 6.5 summarizes in this chapter the implication of the results drawn from this chapter will be discussed in chapter 7.

6.1 Sample and Data Collection

As mentioned in section 4.3.1, this research studied John Lewis Partnership heritage brand identity, the data sample was selected data from British retail market customers. The quantitative survey was targeted John Lewis partnership customers whose are fully knowledgeable about the corporation and its products and services. The survey was distributed in five main cities in the United Kingdom. Also, it was targeted the corporation online customers and followers. This survey was submitted to 6000 participants electronically and face to face. The completed received surveys were 596 individuals. As a result, an overall (9.93%) response rate was achieved (596/6000). The response rate was reasonable for online survey and face to face survey. It was fairly lengthy (110

questions, 8 pages). Table 6-1 summarises the respondent's demographic characteristics outcome.

Respondents demographic characteristics		
	Results (Frequency)	Results (Percent)
Age Group		
Under 18	9	2%
18 - 30 Yrs	100	17%
31-45 Yrs	212	36%
46-60 Yrs	157	26%
Over 60 Yrs	118	20%
Gender		
Male	248	42%
Female	348	58%
Frequent Visit		
Weekly	107	18%
Monthly	49	8%
Yearly	195	33%
Occasionally	245	41%
Frequent Shop		
Weekly	139	23%
Monthly	49	8%
Yearly	182	31%
Occasionally	226	38%
Income Level		
Less than 12,999	156	26%
13,000 - 25,999	239	40%
26,000 - 47,999	89	15%
48,000 - 63,999	79	13%
over 64,000	33	6%
Education Level		
High school	25	4%
College degree	96	16%
Undergraduate Degree	327	55%
Master Postgraduate Degree	114	19%
PhD	29	5%
Others	5	1%
Mobile Application		
Yes	267	45%
No	329	55%
Online shopping		
Yes	432	72%
No	164	28%
Social Media User		
Yes	446	75%
No	150	25%

Table 6- 1 Respondents demographic characteristics of the research sample

From Table 6-1, the majority of the respondents (82%) are over 30 years old and (31%) of the participants have shopped in John Lewis stores at least monthly or weekly basis. One-third of the respondents were middle and upper-class income (34%). Most of the responses (79%) are educated, which gave an indication of positive responses on answering the survey questions.

The cross-tabulation analysis between age and income is showing that this research targeted middle and upper-class customers with middle range income. The results show that 229 customers are over 31 years old and their average annual wages between 26K- 47.99 GBP (38%). Moreover, 20 percent earn over 48K GBP annually. Table (6-2) and Chart (6-1) demonstrate these results.

Age * Income Crosstabulation							
Count							
		Income					Total
		Less 13000	13K-25.99	26K-47.99	48K-63.99	Over 64K	
Age	Under 18	7	1	1	0	0	9
	18-30	51	33	9	4	3	100
	31-45	7	53	107	38	7	212
	46-60	4	16	81	39	17	157
	Over60	10	53	41	8	6	118
Total		79	156	239	89	33	596

Table 6- 2 Crossabulation between age and income

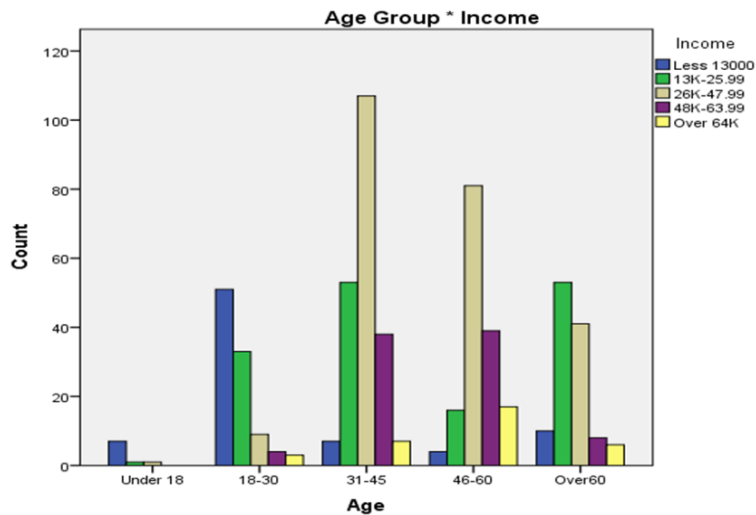


Chart 6- 1 Age group relation with participant’s income

Over 70% of the survey respondents used John Lewis online shopping website and following their brand news through social media applications. This gave an indication that most of John Lewis partnership customers giving attention to technology innovation.

The finding shows that 55% of John Lewis survey participants are using their mobile application. The middle ages (31-45 years) are more engaged to follow John Lewis news and product using social media applications. Figure (6-1) and Chart (6-2) present these findings.

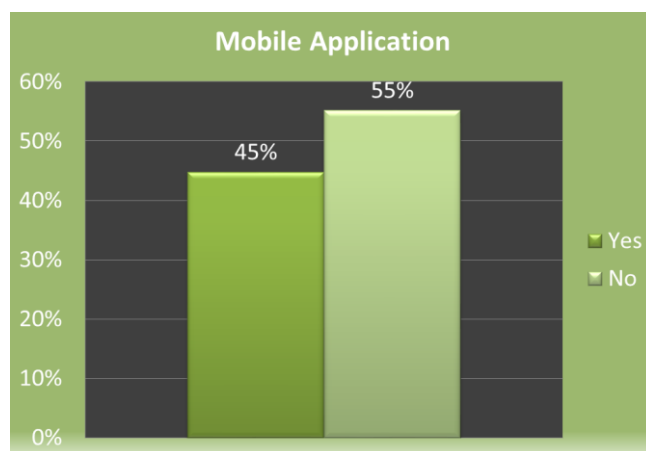


Figure 6- 1 Mobile Application user’s ratio

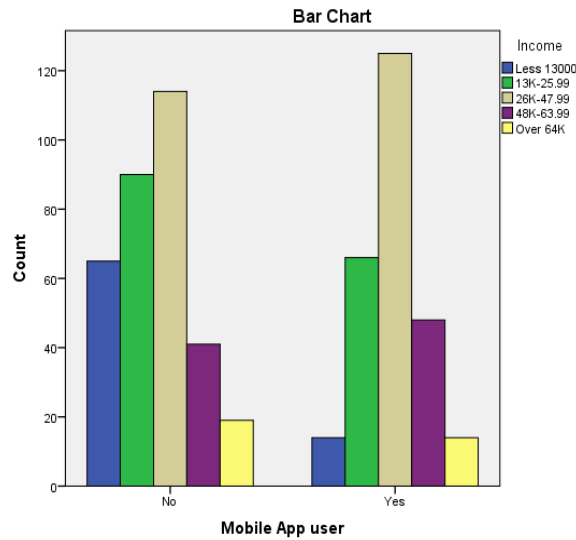


Chart 6- 2 Mobile Application users cross with participant’s income

Technology and internet revolution noticed in this study. John Lewis participants started to do their shopping online. 72% used their online shopping applications to buy their goods from John Lewis stores. Moreover, customers are still using to visit John Lewis stores to recognise, feel and purchase their products. Figure 6-2 represents this percentage.



Figure 6- 2 Online shopping user’s ratio

6.2 Frequency Analysis

The finding of the frequency distribution of survey results is presented in **(Appendix G)**. Generally, the findings of this study are positive. Results are showing that the corporate heritage brand identity dimensions are valid. This reflects the nature of the research sample which the survey's data were collected from because this research was attracted John Lewis loyal customer as mentioned in section 4.4.1. Corporate heritage brand is the key identification word for such type of case study business. As John Lewis is one of the main corporate heritage brands in the British high street retailing market. Within a very competitive and growing market, John Lewis partnership sustained and built a strong identity for their brand and business. To reflect the accurate and realistic feedback for this study, more than 70 percent of the participants were engaged with John Lewis corporate brand through following their social media or shopping online. Furthermore, the finding shows that more than 30% of the survey participants are a frequent shopper for John Lewis stores (See Table 6- 1).

This reflects that the survey participants gave their precise feedback regarding John Lewis brand identity, brand experience and their satisfaction level toward JLP brand. Addition to that, the survey participants were fully aware of John Lewis innovation and history. John Lewis used different communication channels such as word of mouth and social media to promote their brand. All these reasons lead to get rational and precise resonances from survey participants.

Corporate heritage brand identity

The majority of these survey respondents explained their acceptance that John Lewis has a heritage identity through its brand price, quality, design and symbol. More than 90% identify John Lewis as a heritage retail British high street brand. The four corporate heritage brand identity dimensions reflect that John Lewis customers agreed that they identify JLP brand. Approximately 88% of the resonances agreed that the brand price has a strategic role to build the corporate heritage identity for John Lewis brand. 92% believed that brand quality is a part of John Lewis identity. However, 90% considered the brand design as a part of their own identity. Finally, 93% of these survey participants recognised the brand symbol as an important dimension to identify it.

Corporate heritage brand identity/Price

According to the survey respondents' feedback, 64 % of customers' strongly agreed that John Lewis partnership slogan "never knowingly undersold" reflects the organisation heritage price strategy. John Lewis customer strongly agreed that they got a competitive price in John Lewis, 58% respond to this point of view. However, 89% of survey feedbacks agreed that John Lewis product and service prices are affordable to most of the people. This gives a clear indication that John Lewis customer categorised this brand in terms of price as competitive, affordable, heritage price strategy, and has a good price value. According to these positive responses, 88% of this survey respondents agreed that JLP brand price is identifying the organisation heritage brand.

Corporate heritage brand identity/Quality

The respondents have fully agreed that brand quality built the brand identity, 92% shown this feedback. Customer believed that JLP brand quality is well maintained, 58% were strongly agreed and 36% agreed in this fact. In addition to that, 56% of the survey respondents strongly agreed that they know that John Lewis brand is durable. However, 53% strongly agreed that JLP brand quality is reliable. The fact that 92 percent of the participants stated that JLP brand offers excellent features in terms of brand quality. From the previous result, the respondents agreed that John Lewis brand quality is durable, reliable, well maintained every time and have an excellent feature which leads them to choose this brand rather than another brand at the British retail market.

Corporate heritage brand identity/Design

As mentioned previously, approximately 90% of respondents agreed that John Lewis design reflects its British identity as one of the heritage corporation in the retail sector. A 58% of respondents have strongly agreed that John Lewis brand designs are attractive. Over 92 percent of John Lewis customers agreed that John Lewis brand reflects its superior production design. As well, more than 90% of this survey results show that John Lewis product design is following the current market trend. John Lewis customers strongly agreed that this brand has a unique style, 54% totally agreed of this. While 32% agreed that John Lewis brand design has a unique style more than other brands. Both percentages reflected that JLP as a heritage corporation focused on developing their brand design all the time to meet their customer expectations. In addition, they follow the retail market trend through introduce a modern and a fashionable design every year to the market.

Corporate heritage brand identity/Symbol

The brand symbol is easy to be recognised through human vision; customers are more attached to the symbol to identify the corporate heritage brand. These were reflected in the brand symbol results. A 93 percent of the survey respondents agreed that they could identify JLP corporate brand from their symbol. Customers recognised JLP symbol as heritage, 62% were strongly agreed. Moreover, more than 95% of the survey participants agreed that John Lewis partnership brand symbol is recognisable to them, so they can identify the brands easily. However, 27% of John Lewis customers remembered their brand symbol, 64% were strongly agreed that John Lewis brand symbol is in their memory. A 94% agreed that John Lewis brand symbol is easy to and not complicated to identify.

Corporate heritage brand experience

Brand experience is important to reflect the corporate heritage brand identity and build a strong customer satisfaction toward the corporate heritage brand. Almost, an 89 present of these survey participants agreed that John Lewis as a heritage corporate brand had a strong experience due to its longevity in the British retail high-street market. This study followed Barkus et al. (2009) theory regarding brand experience. The brand experience was represented by four dimensions (sensory, affective, behaviour and intellectual) as agreed by some scholars (Barkus et al., 2009).

A 92 present of the survey participants agreed that sensory effect positively their experience toward the brand. An 87% of these participants were approved that effective has a positive impact on the brand experience. However, the corporate brand behaviour is highly affected by brand experience, 90% agreed in that.

Finally, 87% of survey participants agreed that intellectual is one of the main dimensions of corporate heritage brand experience.

Corporate heritage brand experience/Sensory

According to the survey responses, the five human senses played an important role to build brand experience. A 94 present agreed that (taste, sight, touch, smell and hearing) could affect their shopping experience. More than 57% highly agreed that John Lewis stores are tidy which affect their sight sense and 35% are agreed as well in this state. John Lewis customers' believed that the store sound is clear; no noise can be noticed at the stores. More than 92% confirmed this point. A pleasant smell can be noticed in all JLP stores, 91% of John Lewis shoppers agreed that their stores smell is leading them to have comfortable shopping experience. John Lewis partnership as one of the main heritage brand produced and sold several ranges of food products. In addition, they owned Waitrose grocery-shopping store which gave the partnership strength in the retail market, an 89 present of their customers agreed that they got a high standard of food taste at their shops.

Corporate heritage brand experience/Affective

The majority of the survey respondents (87%) agreed that they're pleased with what John Lewis partnership offered them. Survey participants recognised that John Lewis brand have them comfortable feeling, positive shopping mood and they agreed that John Lewis as a heritage brand is in their heart. A 49% of customers strongly agreed that JLP brand made their shopping mood positive. Moreover, a 39% agreed that John Lewis brand tried to sustain the relationship with their customers through keeping customer mood positive during their

shopping. JLP shopping experience is highly positive, 90% of their customers were feeling comfortable once they bought from their stores.

Corporate heritage brand experience/Behaviour

According to the responses (90%) agreed that brand John Lewis staff behaviour with their customers built a positive brand experience. Most of the participants agreed that John Lewis partnership employees are knowledgeable, 92% clarified that they got the right advice from JLP staff. 92% of John Lewis participant customers agreed that the staff of JLP is attentive and look after them. As this survey sample was consecrated on participating JLP customers, over than 90 percent respondents agreed that John Lewis staff gave them the full care, as well, they treated them well in a professional manner. All these study findings were highly agreed that corporate brand staff behaviour could affect positively the customers shopping experience.

Corporate heritage brand experience/Intellectual

The findings show that 87% of responses agreed that John Lewis brand affects their Intellectual experience positively. Almost, 87 percent of the participants agreed that John Lewis brand always surprises them with new things. However, 59% are highly agreed that they waiting to watch JLP Christmas adverts because every year they attract them with new positive and creative story. Customers' agreed that they consider John Lewis as their first choice, 55% strongly agreed in this point. However, 33% was only agreed. Most of the survey participants agreed that John Lewis brand always surprises and attract them. Moreover, John Lewis brand leads their customer to think more about their products and services which keep them close to their brand and continue shopping at their stores.

Brand Innovation

The majority of John Lewis partnership survey respondents (89%) recognized a high level of brand innovation. Almost (90%) acknowledged that John Lewis introduced the innovated product. 58% respondents were strongly agreed in this state and around 31% response with agree level. 89% of the participated customer on this survey accredited that John Lewis introduced a variety of new innovated products and services. Over 88% of John Lewis brand customers described it as developed, modern and up to date. This gave a clear outcome that John Lewis heritage brand sustained at the British retail market because of its innovation.

Word of Mouth

The results of participant's response regarding the importance of word of mouth to reach for a brand satisfaction were satisfied. An 87% of survey participants decided that word of mouth plays a significant role to enhance customer satisfaction. Mostly (89%) agreed that they recommended John Lewis brand to their community. Over 91% or the respondents acknowledged that they spoke positively about John Lewis brand most of the time. Using online websites for shopping was tested in this study, over than 75% of respondents used to buy online from John Lewis website. 52% of customers highly checked other customers' comments and reviews. However, a total 87% agreed to review all comments on John Lewis website before decided to buy any goods. An average of (51%) Participants have highly agreed that word of mouth as one of the communication tools is used by John Lewis customer to share their brand experience.

Multiple time Dimensions (Past, Present and future)

Most of the respondents agreed on the importance of the past, the present and the future to sustain the corporate heritage brand. A 92% of John Lewis survey participants accepted this important term. Past time means a lot to John Lewis brand customers. Around 94 percent agreed that time is important. However, 92 percent accredited that the present time is important for reflecting brand heritage. Finally, 91% recognised that the prospected future is going to sustain the heritage brand. Most of John Lewis respondents (63%) highly agreed that heritage brand had a strong history. The majority (over 60%) agreed that John Lewis is identified as the main heritage British high street retailer for over 150 years. Present time was reflected in this study through brand trustworthy, brand commitment, brand continuity and brand reliability. Over 60% of the survey respondents were agreed that the present time is essential for the heritage brand. Survey participants (60%) agreed that the prospected future is a long-term commitment from JLP brand to its customers. A 94 percent agreed that John Lewis is going to continue developing their product because John Lewis brand future central for them as 87% of participants confirmed.

Customers' satisfaction

Mostly, 93% of the participants satisfied overall from John Lewis partnership brand. A 62 present strongly agreed that John Lewis brand meets their expectations and 33% agree with this fact. Generally, 93% of John Lewis shoppers got a great shopping experience in their last visit to their stores. In addition, they had always a pleasurable shopping experience at John Lewis. Asking the participants about considering John Lewis as a right place to have their shopping; the results show that 57% are strongly agreed and 35% are agreed on this subject. In addition to that, over that 92% of the survey

participants agreed that they took the right decision to buy their products and services from John Lewis partnership.

This clearly justified that most of the participants of this survey are highly satisfied with what John Lewis partnership offer them.

6.3 Quantitative Data Analysis

The research hypotheses and the (SEM/PLS) model are analysed in this section. Section 6.3.1; represent the factor analysis which applied to reduce the highly correlated measures. Section 6.3.2 shows the correlation analysis which used to examine the relationships between variables. In section 6.3.3 the reliability and validity of the collected data will be tested. Moreover, section 6.3.4 introduces the multiple regression methods which used in this study to test the hypotheses. Lastly, section 7.3.5 will shows the hypotheses findings.

6.3.1 Factor Analysis

Factor analysis is a data reduction method which used to reduce a large number of variables to a small number as identified in section 4.4.3.2. It is important to use Factor analyses before the correlation analysis and reliability test because of its check and reduce the highly correlated indicator variables. Moreover, Factor analysis increases the goodness of the collected data as Stevens (2012) confirmed. Based on MacCallum et al. (1999) clarification, samples between 100 -200 are sufficient to provide a relative few factors, each with few numbers of variables with commonalities in the 0.5 range. If the communality is over 0.5 this means that the collected data will be reliable.

Kerlinger (1986) agreed that factor analysis can be used to test the discriminant validity. Since each variable was tested through multi-item construct, and to test the unidimensionality among items, factor analysis with varimax will be used in this study. Due to good sample size, any factor loading lower than 0.5 will be deleted and any items that have factor loading over 0.5 will be considered as reliable.

Table 6-3 summarises the factor analysis results for the corporate heritage brand identity and experience variables, also the customers' satisfaction.

(A) Rotated Component Matrix(a) for Items of Corporate heritage brand Enablers

Rotated Factors Matrix ^a										
Variables	Factors									
	1	2	3	4	5	6	7	8	9	10
Price1					.624					
Price2					.548					
Price4					.467					
Price7					.532					
Price6					.506					
Price3					.442					
Price5					.484					
Quality1		.466								
Quality6		.451								
Quality3		.469								
Quality4		.469								
Quality2		.465								
Quality5		.420								
Design6						.717				
Design5						.661				
Design7						.642				
Design4						.569				
Design3						.496				
Design8						.482				
Design1						.432				
Design2						.418				
Symbol4				.642						
Symbol6				.612						
Symbol5				.612						
Symbol1				.317						
Symbol2				.508						
Symbol3				.503						

Variables	Factors									
	1	2	3	4	5	6	7	8	9	10
Sensory1				.534						
Sensory2				.405						
Sensory3				.423						
Sensory4				.525						
Sensory5				.415						
Sensory6				.357						
Sensory7				.448						
Affect1	.423									
Affect2	.313									
Affect3	.532									
Affect4	.609									
Affect5	.640									
Affect6	.612									
Affect7	.581									
Behav1	.442									
Behav2	.417									
Behav3	.326									
Behav4	.304									
Behav5	.555									
Behav6	.344									
Intellect1	.469									
Intellect2	.302									
Intellect3	.516									
Intellect4	.559									
Intellect5	.566									
Intellect6	.365									
Intellect7	.587									

Variables	Factors									
	1	2	3	4	5	6	7	8	9	10
Innov1									.385	
Innov2									.488	
Innov3									.540	
Innov4									.537	
Innov5									.510	
Innov6									.503	
Innov7									.441	
WOM1	.728									
WOM2	.700									
WOM3	.655									
WOM4	.703									
WOM5	.726									
WOM6	.515									
WOM7	.749									
WOM8	.698									
WOM9	.693									
WOM10	.663									
Time1.1		.516								
Time1.2		.566								
Time1.3		.645								
Time1.4		.656								
Time1.5		.653								
Time2.1		.557								
Time2.2		.684								
Time2.3		.625								
Time2.4		.665								
Time2.5		.630								
Time3.1		.624								
Time3.2		.626								
Time3.3		.596								
Time3.4		.463								
Time3.5		.488								
Sat1			.455							
Sat2			.478							
Sat3			.599							
Sat4			.561							
Sat5			.605							
Sat6			.616							
Sat7			.614							

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Table 6- 3 Rotated Factor Matrixes with Varimax Rotation analysis results

6.3.2 Correlation Analysis

The correlation analysis results of all the variables of this study conceptual framework are shown in Table 6-4. The correlation between variables was tested using 2-tailed Bivariate Pearson correlation method.

	Identity	Past	Present	Future	Innovation	WOM	Experience	Satisfaction
Identity	1							
Past	0.742	1						
Present	0.775	0.765	1					
Future	0.8	0.736	0.812	1				
Innovation	0.755	0.61	0.669	0.69	1			
WOM	0.73	0.603	0.685	0.711	0.783	1		
Experience	0.826	0.665	0.729	0.754	0.816	0.808	1	
Satisfaction	0.753	0.655	0.714	0.705	0.715	0.733	0.773	1

Table 6- 4 The correlation between framework variables

Corporate heritage brand identity ($r= 0.826$), Past time ($r= 0.665$), Present time ($r= 0.729$), Future time ($r= 0.754$), and corporate heritage brand Innovation ($r= .816$) are significantly correlated with corporate heritage brand experience at .01 level.

Corporate heritage brand experience ($r=0.773$), Past time ($r= 0.655$), Present time ($r= 0.714$), Future time ($r= 0.705$), and Word of Mouth ($r=0.733$) are significantly correlated with customer satisfaction at .01 level.

Most of the corporate heritage brand enablers (identity, experience, multiple time dimensions, innovation and word of mouth) are correlated with customers' satisfaction.

As a conclusion, the corporate heritage brand factors (identity, experience, multiple time dimensions, innovation and word of mouth and customers' satisfaction) are correlated with each other as shown in Table 6-4.

6.3.3 Reliability and Validity Test

This research applied the Cronbach's alpha to test the reliability of the data. Cronbach's alpha (α) is the reliability coefficient which reflects if the items in a set are completely correlated to another one, as mentioned in section (4.4.3.4). Cronbach's alpha calculation formula contained the number of the tested items and the average inter-correlation between the items.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

Alpha (α) is a range between 0 and 1.0, it equals to zero when all items true score is not measured at all and there is only an error component. While Alpha equals 1.0 when all items measured only the true score and there is no error component.

Dattalo (2013, P44) explained the role of the Cronbach's alpha as “the percent of variance the observed scale would explain in the hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same and using the same number of items” adapted from (Nunnally and Bernstein, 1994). To accept that the items on this research are reliable the Cronbach's alpha α must be more than 0.7 as the optimum value for Cronbach's α is near to 1.0 (Kline, 2013; George & Mallery, 2003; DeVellis, 2016).

Allen and Yen (2002) clarified that the lenient cut-off of .60 is common in exploratory. This means that the Cronbach's alpha (α) must be at least .07 or

higher to consider the item as an "adequate" scale; although several researchers agreed that the lenient cut-off of 80 for a "good scale" result (Allen and Yen, 2002).

To validate the collected data, A Convergent and Discriminant validity analysis is applied to this study. As mentioned in Section 4.4.3.4, Convergent validity is the scale to which the function is similar to (converges on) other functions that should be theoretically also similar. Convergent validity reflects the level of the covenant of hypothesised indicators to test the construct, also the difference between these indicators and the indicators of other constructs (Bagozzi and Yi, 2012). Scholars agreed that high level of correlation between test functions considered as an indication of a convergent validity. However, the discriminant validity explains the degree to which the operationalisation be different from other operationalisations which theoretically mustn't be similar. Regarding the discriminant validity value, there is no standard value but the results that are less than .85 inform us that discriminant validity possibly exists between the two scales. While if the results more than .85 this give an indication that the two constructs overlap to a significant degree and they are possibly measuring the same variable (John and Benet-Martinez, 2000).

Table 6-5 demonstrates an overview of the reliability and validity test results for this research data, the table 6-5 confirmed that the collected data are statistically reliable and valid. The full reliability tests results are shown in more details in the **appendix (I)**.

Variable	Number of Items	Mean	S.D	Reliability (Cronbach's alpha)	Convergent Validity (correlation of item with total score-item)	
Corporate heritage brand identity						
Price	7	4.39	0.658	0.925	.788	.821
					.752	.681
					.788	.765
					.767	
Quality	6	4.49	0.532	0.885	.710	.698
					.686	.689
					.740	.697
Design	8	4.41	0.564	0.917	.658	.703
					.689	.714
					.754	.768
					.778	.749
Symbol	6	4.55	0.552	0.895	.648	.790
					.721	.687
					.776	.703
Corporate heritage brand experience						
Sensory	7	4.45	0.546	0.888	.683	.653
					.627	.686
					.709	.702
					.742	
Affective	7	4.31	0.701	0.928	.677	.682
					.793	.830
					.825	.838
					.778	
Behaviour	6	4.46	0.592	0.911	.763	.766
					.724	.727
					.775	.765
Intellectual	7	4.37	0.706	0.93	.776	.711
					.768	.763
					.824	.771
					.820	
Corporate heritage brand innovation	7	4.4	0.612	0.928	.774	.797
					.783	.739
					.762	.766
					.779	

Word of Mouth	10	4.34	0.701	0.948	.755	.784
					.772	.775
					.846	.711
					.838	.765
					.768	.809
Multiple time dimensions						
Past	5	4.54	0.544	0.882	.745	.742
					.705	.704
					.691	
Present	5	4.52	0.545	0.879	.704	.703
					.733	.709
					.712	
Future	5	4.49	0.569	0.865	.695	.642
					.705	.709
					.694	
Customers satisfaction	7	4.47	0.547	0.916	.716	.754
					.679	.758
					.720	.795
					.777	

Table 6- 5 The statistical results for Reliability and validity test

As a conclusion the table 6-6 shows the validity and reliability results, The Composite Reliability (CR) of all the constructs is more than 0.7 suggesting adequate level of reliability. In terms of Convergent Validity, Average Variance Extracted (AVE) are all above 0.5. All the square roots of AVE are also greater than inter-construct correlations. Table 7-6 below suggests good validity of the measurement model.

Descriptive results	Mean	SD	CR	AVE	Identity	Past	Present	Future	Innovation	WOM	Experience	Satisfaction
Identity	4.479	0.505	0.906	0.706	0.84							
Past	4.542	0.544	0.900	0.691	0.742	0.83						
Present	4.523	0.545	0.902	0.697	0.775	0.765	0.835					
Future	4.498	0.569	0.890	0.668	0.8	0.736	0.812	0.817				
Innovation	4.404	0.612	0.923	0.705	0.755	0.61	0.669	0.69	0.84			
WOM	4.431	0.701	0.931	0.691	0.73	0.603	0.685	0.711	0.783	0.83		
Experience	4.398	0.591	0.924	0.752	0.826	0.665	0.729	0.754	0.816	0.808	0.87	
Satisfaction	4.478	0.547	0.913	0.677	0.753	0.655	0.714	0.705	0.715	0.733	0.773	0.82
** Correlation is significant at the 0.01 level (1-tailed).												

Table 6- 6 Research CFA Reliability and Validity results
Notes: Values on the diagonal are the square-root of AVE

6.3.4 Regression Analysis

As discussed in section 4.4.3.5, Regression analysis is used in this study to test the research hypotheses. As Churchill (1999) explained, regression analysis is one of the main techniques for testing decades in quantitative research. Regression analysis is also considered as a method which used to develop and enhance an equation that shares the measured variable to one or more predictor variables.

This study is using Regression technique is searching for the expected outcome from several predictors as Field (2005) justified. The regression technique studies the 'best fits' of the data and it demonstrates by the regression line. Furthermore, the slope of the regression line shows the character of the relationship. Therefore, if the regression line is in a positive slope value this means the relationship between variables is positive, while, if the slope is negative this confirmed that the relationship between the variable is negative.

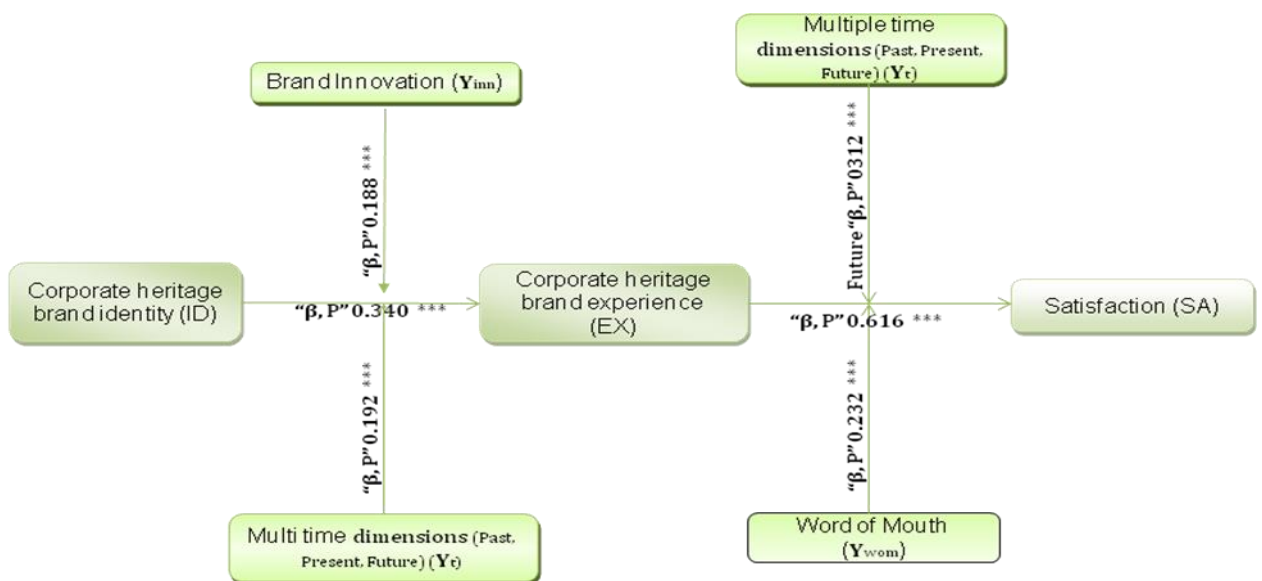


Figure 6- 3 Regression model

The full research model would be senseless if the correlation between corporate heritage brand identity and corporate heritage brand experience (EX) is not significant. Therefore, (EX) was treated as an aggregated variable, and its correlation is computed. This research tested each hypothesis to identify which variables have a significant impact on corporate heritage brand identity and experience; however, which corporate heritage brand experience is a mediator to customers' satisfaction. The figure 6-3 above shows the regression model for the full research framework.

To confirm the hypotheses of regression analysis, this study tested the linearity, constant variance, and normality (Hair et al., 1995; 2009). The linearity of the relationship between dependent and independent variables shows the degree of changes in the dependent variables connected with the predictor variables is fixed across a range of values for the independent variable. The idea of correlation is based on a linear relationship; therefore it makes a critical issue in regression analysis. The attendance of unequal variance (homoscedasticity) is considered as one of the most supposed violations. Diagnosis must test through residual plots or simple statistical tests.

The non-normality of the independent or dependent variables or both is most frequently encountered statement violation (Seer, 1984). The non-normality is simple; it is a very popular method. This method is different from residual plots in that the standardised residuals are evaluated through a normal distribution. Doing the test using SPSS statistical software program, the non-normality can be made through the Kolmogorov-Smirnov tests. The result from the normal probability plot and Kolmogorov-Smirnov tests shows no violation of normality (statistic = 0.050 - 0.096, $p > 0.200$). The regression test results are shown in **Appendix J**.

The Regression results of corporate heritage brand shows below in table 6-7.

	β	P
Controls		
Age → Experience	0.028	0.01
Income → Experience	0.044	***
Mobile App → Satisfaction	-0.038	***
Online shop → Satisfaction	0.037	0.001
Main Effect		
Identity (ID)	0.340	***
Mediator		
Identity (ID)	0.143	***
Experience (EXP)	0.616	***
Moderator		
Innovation (INN) → Experience	0.180	***
Word of Mouth (WOM) → Satisfaction	-0.052	***
Past time → Experience	-0.202	***
Present time → Experience	0.176	***
Future time → Experience	0.384	***
Past time → Satisfaction	0.260	***
Present time → Satisfaction	0.254	***
Future time → Satisfaction	-0.142	***
Interactions		
INN×ID	0.188	***
Past×ID	0.376	***
Present×ID	-0.265	***
Future×ID	-0.560	***
WOM×EXP	0.232	***
Past×EXP	-0.433	***
Present×EXP	-0.350	***
Future×EXP	0.312	***

All variables are significant, $p < 0.01$

Table 6- 7 Research Framework regression table

Based on the results shown below in Table 6-7, the corporate heritage brand experience is significantly affected by corporate heritage brand identity ($\beta=0.340$, $p < 0.01$) which support **(H1)**.

Brand innovation has a significant impact on corporate heritage brand experience ($\beta=0.180$, $p < 0.01$). However, brand innovation enhances the relationship between corporate heritage brand identity and corporate heritage

brand experience. It is a positive moderator for this relationship ($\beta=0.188$, $p<0.01$) which support **(H3)**. The Two-way interactions slope for this moderation relation shown in figure 6-4.

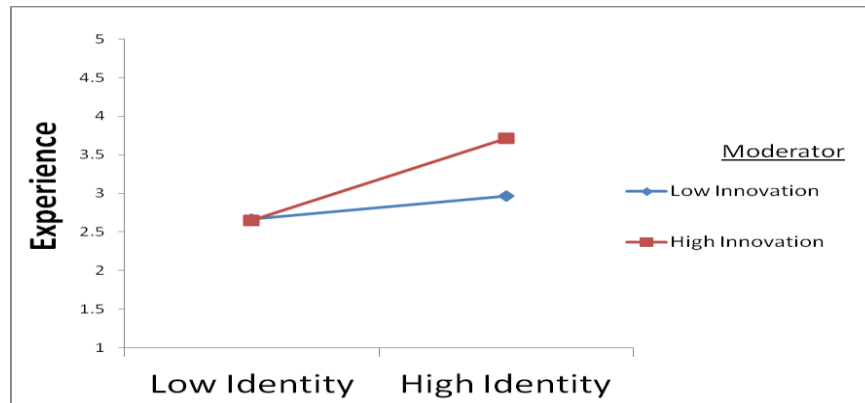


Figure 6- 4 The moderator effect of Brand Innovation

In particular, it is a significant predictor of all multiple time dimensions; it is positively correlated with corporate heritage brand experience for both (future and present time) while the (past time) has a negative correlation. Past time ($\beta=-0.202$, $p<0.01$); Present time ($\beta=0.176$, $p<0.01$); and future time ($\beta=0.384$, $p<0.01$).

Multiple time dimensions are considered in this study as a moderator which enhances the relationship between corporate heritage brand identity and corporate heritage brand experience. Only the past time have a positive impact to enhance this relationship ($\beta=0.376$, $p<0.01$). While both present time and future time have a negative impact on this relationship Present time ($\beta=-0.265$, $p<0.01$) &Future time ($\beta=-0.560$, $p<0.01$). As a conclusion, the Past time is only the dimension which supports **(H5a)** ($\beta=0.376$, $p<0.01$). The Two-way interactions slopes for these moderations relationship shown in figure 6-5, 6-6, 6-7

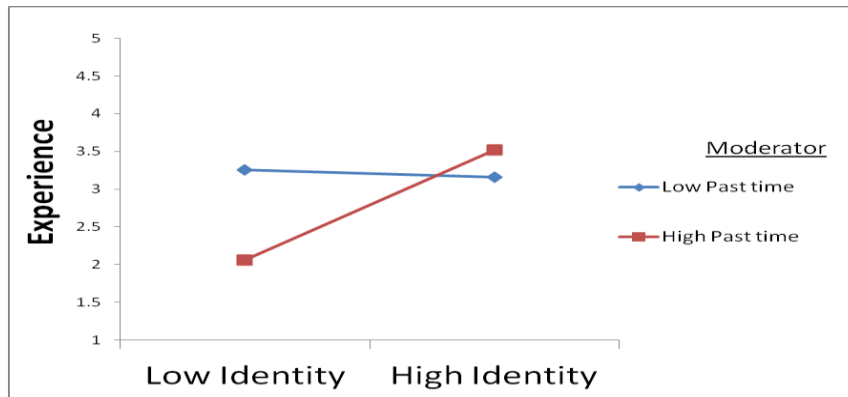


Figure 6- 5 The moderator effect of the past time

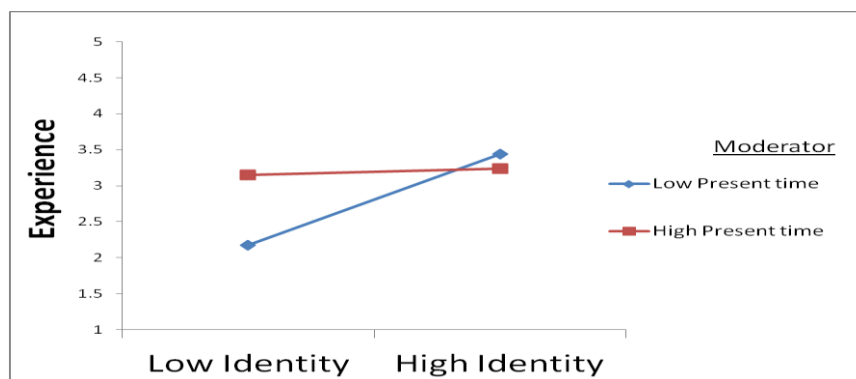


Figure 6- 6 The moderator effect of the present time

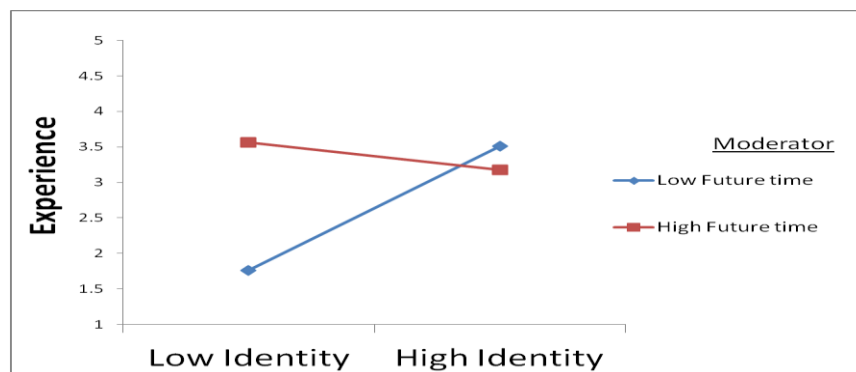


Figure 6- 7 The moderator effect of the future time

Based on the results shown in Table 6-7, corporate heritage brand experience has a significant partial mediation impact on customers satisfaction ($\beta=0.616$, $p<0.01$), which support **(H2)**. While the direct relation between corporate heritage brand identity and customer satisfaction is significant $\beta=0.143$, $p<0.01$).

Word of Mouth has a significant negative impact on customer satisfaction ($\beta = -0.052$, $p < 0.01$). However, Word of Mouth enhances positively the relationship between corporate heritage brand experience and customers satisfaction. It is a positive moderator for this relationship ($\beta = 0.232$, $p < 0.01$) which support **(H4)**. The Two-way interactions slope for this moderation relation shown in figure 6-8.

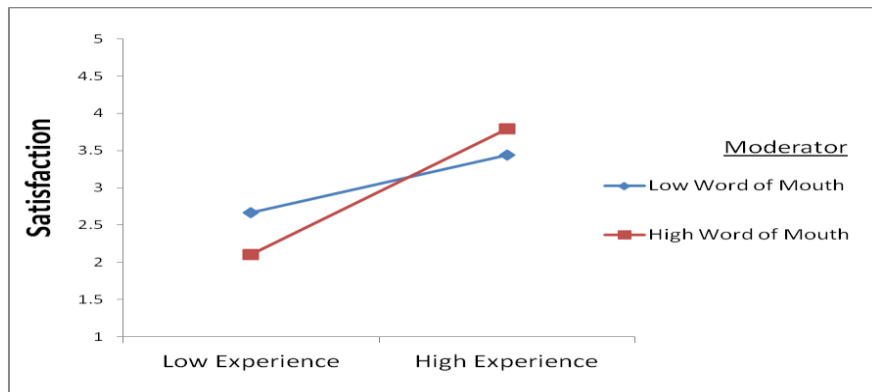


Figure 6- 8 Word of mouth moderator effect between CHBE and CS

Multiple time dimensions are considered in this study as a moderator which enhances the relationship between corporate heritage brand experience and customers satisfaction. Only the future time have a negative impact to enhance this relationship ($\beta = -0.142$, $p < 0.01$). While both present time and past time have a positive impact on this relationship Present time ($\beta = 0.254$, $p < 0.01$) & Past time ($\beta = 0.260$, $p < 0.01$).

To summarise the Future time is only the dimension which support **(H5b)** ($\beta = 0.312$, $p < 0.01$). The Two-way interactions slopes for these moderations relationship shown in figure 6-9, 6-10, 6-11

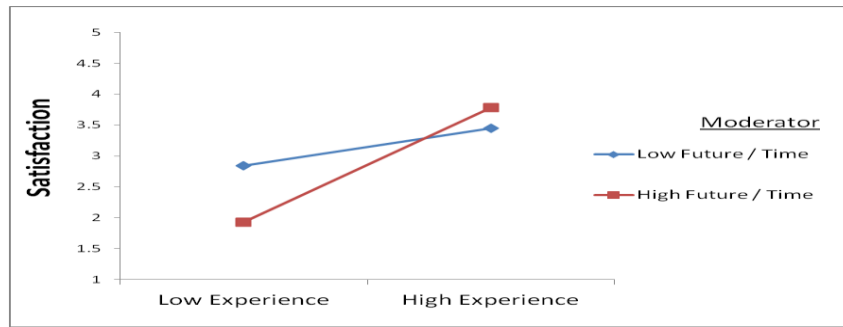


Figure 6- 9 Past time moderator effect between CHBE and CS

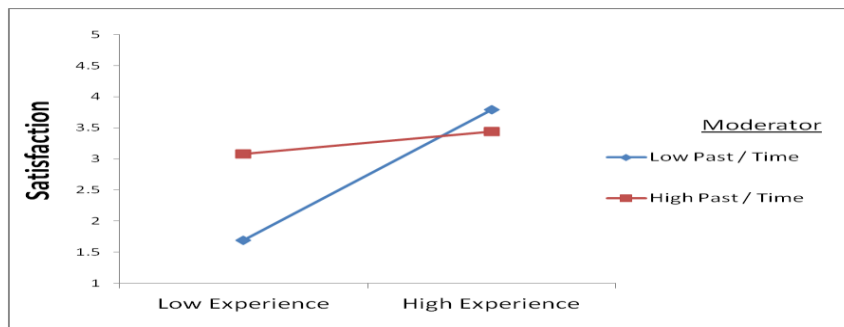


Figure 6- 10 Present time moderator effect between CHBE and CS

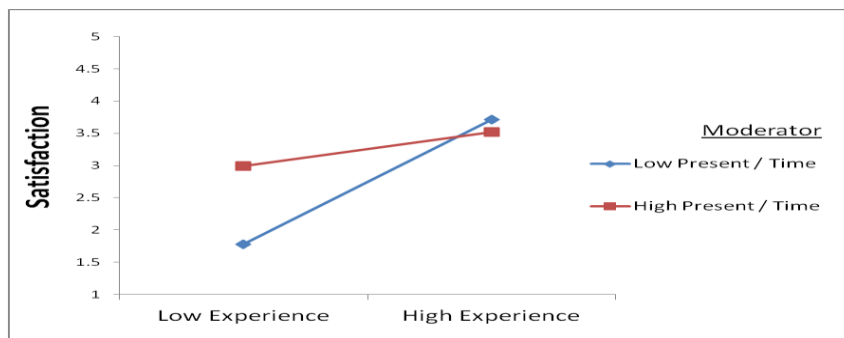


Figure 6- 11 Future time moderator effect between CHBE and CS

The effect role of the control variables (Age, Income, Mobile application and the online shopping) on the full model.

This study tried to clarify more the impact of come control variables on the relationship between corporate heritage brand identity and corporate heritage brand experience, also the relationship between corporate heritage brand experience and customers satisfaction. The results showed that both age and

income have a positive impact as a control variable for the relationship between corporate heritage brand identity and corporate heritage brand experience 'Age ($\beta=0.028$, $p<0.01$), Income ($\beta=0.044$, $p<0.01$)'.

As well, the results approved that mobile shopping application as a control variable on the relationship between corporate heritage brand experience and customers satisfaction has a significant negative impact ($\beta=-0.038$, $p<0.01$), while online shopping has a significant positive impact on the relationship between corporate heritage brand experience and customers satisfaction($\beta=0.037$, $p<0.01$). Table 6-7 shows the full results for the control variables.

6.3.5 Research hypotheses findings

As a result, the proposed model is acceptable according to the SEM/PLS model analysis. The hypotheses of this study confirmed the significant role that corporate heritage brand identity to archive customers' satisfaction.

The summary of the research Hypotheses and corresponding paths shown in able 6-8.

Hypotheses and corresponding paths	expected sign	Path coefficient	Support for Hypotheses
H1: Corporate heritage brand identity has a positive impact on its corporate heritage brand experience	+	0.340	YES
H2: Corporate heritage brand experience has a positive impact on customer satisfaction.	+	0.616	YES
H3: Brand innovation has a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience	+	0.188	YES
H4: Word of mouth (WOM) has a positive impact on the relation between corporate heritage brand experience and customer satisfaction	+	0.232	YES
H5a: The Past time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience	+	0.376	YES
H5a: The Present time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience	+	-0.265	NO
H5a: The Future time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand identity and corporate heritage brand experience	+	-0.560	NO
H5b: The Past time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand experience and customer satisfaction	+	-0.433	NO
H5b: The Present time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand experience and customer satisfaction	+	-0.350	NO
H5b: The Future time as one of the multiple time dimensions has a positive impact on the relation between corporate heritage brand experience and customer satisfaction	+	0.312	YES

Table 6- 8 Summary of Hypotheses and corresponding paths

6.4 Quantitative Results Discussion

This research explored the importance of corporate heritage brand identity in the retail sector to build customers satisfaction. However, this research studied the impact of corporate heritage brand experience on enhancing this relation positively.

The research extended corporate heritage brand identity scholars approach (Balmer et al, 2006; Urde et al, 2007; Balmer2011a; b; 2013; Urde and Geysler, 2015; Balmer and Chen, 2016). Measurement variables were developed to test the corporate heritage brand identity. As well, this research follows the brand experience definition that was justified by Schmitt (1999) and Brakus et al. (2009). All the previous research findings helped the researcher to build the full research model to test the corporate heritage brand identity influence in enhancing customers' satisfaction in any competitive retail market. Table (7 -8) explains a full summary regarding the research hypotheses. The path coefficients were confirmed on the PLS analysis for the model and the t-statistic values for each path. All these paths were statistically significant. Furthermore, these paths were reliable with the directions hypothesised and supporting the associated hypotheses.

The following sections will discuss the findings related to each hypothesis

6.4.1 Corporate heritage brand identity (CHBI)

This study suggested that corporate heritage brand identity has a positive impact on corporate heritage brand experience as clarified in section 2.3. The results shown in table 7-8 clarified that **(H1)** is approved ($\beta = 0.340$ and $P < 0.001$ Significant).

Back to the first study on developing the concept of corporate heritage identity, Balmer and other scholars agreed that heritage reflects the brand experience and longevity through giving the brand a powerful identity. These appeared clearly in this research findings that John Lewis customers building a strong identity with this corporation because they have a positive experience since a long time on dealing with John Lewis brand.

Aaker (1991; 2004) explained that the years of experience with a heritage brand builds a good value, which reflects the identity of this corporate heritage, brand. During the past years, John Lewis partnership tried to build a powerful brand through sustaining their heritage price policy. “Never knowingly undersold” considered as a heritage price slogan for John Lewis, they started on this policy since 1925 and it still valid until today. Fionda and Moore (2009) research findings confirmed that the heritage corporate brand has a unique luxury price due to their experience and longevity. This clearly applied to this research case because John Lewis brand is targeting the middle and upper-class customers.

In addition to that, John Lewis partnership improved their brand quality through working with different known suppliers to provide their customers with the best quality of products and services. Balmer (2013) considered that brand quality is one of corporate heritage brand traits. The high-quality level of products that John Lewis introduced and sold in their stores gave their brand a strong identity in the retail market. Lam et al. (2012) and both Corkindale and Belder (2009)

agreed in their research that corporate brand quality is important to build brand identity.

Moreover, John Lewis followed the market trend through having the best brand designs in their shops. Balmer explained that brand design is a trait of heritage brand identity (Balmer, 2013). Urde et al. (2007) clarified that attractive brand designs are considered as “extended core value” which they referred to it as one of corporate heritage brand elements. John Lewis partnerships are always corporate with several known designers to produce the latest fashion which customer appreciated from them as one of the main modernise heritage brands in the British retail market. Several brand design scholars supported this idea because of their believing that this leads to strong brand identity (Lieven, 2014; Arnault, 2000; Birtwistle, 2005; Oknokwo, 2007).

Finally, heritage brand must have a strong symbol to reflect its identity (Kapferer, 1997). John Lewis believed that their symbol is recognisable, clear, simple, and known to all their customers. Balmer (2011b) verified how visual identity is important to build the brand identity through its logo, word and sign. Using the symbol is one of the main corporate heritage brand dimensions that keep the heritage brand sustained and identified (Urde et al., 2007). Customers whose visiting John Lewis for the first time recognised easily their unique name over the shops. They can notice the green colour which is using in John Lewis store to present all their trading signs, labels and staff uniforms.

As this research defines the corporate heritage brand identity as a part of corporate strategy to reflect brand ‘price, quality, design and symbol’ dimensions to continue the heritage brand success which will lead for a powerful identity. The findings confirmed that corporate heritage brand identity dimensions have a positive impact on corporate heritage brand experience.

6.4.2 Corporate heritage brand experience (CHBE)

As hypothesized in section 2.4 corporate heritage brand experience has a positive impact on customer satisfaction **(H2)** ($\beta = 0.616$ and $P < 0.001$ Significant). The tested measurements of corporate heritage brand experience (sensory, affective, behaviour and intellectual experiences) were adapted from Brakus et al. (2009) study.

The brand sensory experience was tested through several scholars and their results were highly recommending that sensory is one of the brand experience elements (Schmitt, 1999; Brakus et al., 2009; Iglesias et al., 2011; Nysveen et al., 2012). John Lewis considered their customers' senses, they tried to attract them through their organised layout, clear space and bright lighting so customers vision can be utilised to focus on having a great shopping experience. Balmer (2001) agreed that visual sense is important to build a unique identity. John Lewis tried in the past few years to modernise their shops with a heritage shape. They believed that their customers are engaged with their heritage story and this will reflect on a good shopping experience once they sight their new stores.

John Lewis tried to minimise the noise at their store. The sound is kept to a minimum level so all John Lewis shoppers can enjoy their shopping experience and can be satisfied. The food taste is representing their long experience on delivering high quality and excellent taste to their customers. John Lewis shops are clean and tidy. They followed the store's hygiene standards to make their store's environment healthy. Finally, John Lewis displayed their products in front of their customers to allow them to try or touch these products. This is giving a satisfied feeling before the customer going to buy any products.

The affective experience is a key dimension of the corporate heritage brand experience; Scholars defined it as how the brand can affect the customer feeling,

attitudes, moods, or their emotions (Schmitt, 1999; Brakus et al., 2009). John Lewis partnership tried to be close to their customers through engaging them in their business activity and keeping them updated via commercial messages. John Lewis tried to keep the smile on their customers' faces through helping them to build successful shopping experience during their shopping. Rose et al., (2011; 2012) research findings confirmed that affective brand experience leads to positive shopping satisfaction.

The behaviour of the corporation with their customers built a respect for their brand. John Lewis is aware that they must treat their customers in a good manner and respect their opinion and feedback. Several scholars agreed that employees and management behaviour can affect the brand identity and reflected negatively on customers' satisfaction (Brakus et al., 2009; Barnes et al., 2014; Nysveen et al., 2012). The results show that John Lewis customers respected this corporation. The customers are feeling positively toward the brand because they found a good treatment from the staff and the organisation once they go shopping. As most of the high street retailers John Lewis slogan 'Customer comes first'. This reflects how John Lewis management taking into consideration all their customers comments and feedback. Also, respond to it positively to keep the customers satisfied with what the corporation offer them.

Intellectual brand experience is how the corporate brand organisation can keep their customers thinking about their brand. As well, stimulated customers interest in building a successful experience toward the brand as Schmitt (1999) explained. John Lewis customers are big fan followers of the company Christmas advert. Every Christmas period John Lewis customers are waiting and thinking about what the new story is this year. John Lewis tried to surprise their customers always with a new idea, or motivate the customer to visit their stores regularly to keep engaged with them. Schmitt (1999) and Brakus et al. (2009) concluded on their research that success intellectual brand experience leading to customers' satisfaction.

Finally, several brand experience scholars findings confirmed that customers' satisfaction is a consequence of successful brand experience (Brakus et al., 2009; Iglesias et al., 2011). These above findings gave the strength to this research hypothesis which confirmed that corporate heritage brand experience has a positive impact on customer satisfaction.

6.4.3 Brand Innovation

The research data analysis results shown in (table 6- 8) confirmed the role that brand innovation plays as positive moderator to enhance the relation between corporate heritage brand identity and corporate heritage brand experience **(H3)** ($\beta = .188$ and $P < 0.001$ Significant).

These results confirmed that John Lewis brand is innovated, and this innovation reflected to enhance the relationship between the corporate heritage brand identity and corporate heritage brand experience. Innovation scholars focused on innovation strategy without reflecting its importance on the corporate brand. While Balmer (2012) and Aaker (2004; 2007) clarified brand innovation importance to build brand credibility and ensure sustainability. John Lewis focused deeply on developing their brands. Also, they tried to be one of the first high street retailers that introduce any innovated products to the market. Customers considering John Lewis as an innovated corporate heritage brand due to their heritage experience in the market and they know their customer needs. John Lewis works with several partners to introduce the latest products on the market. Also, accept to hear any new idea that helps them to develop their brand strategy to sustain their identity and keep their brand experience positive.

According to Balmer and Chen (2016) thought, brand innovation is maintaining the heritage brand sustainability. John Lewis back few years, was selling old styles of fabrics and electronic products. Nowadays fabric designs started to be innovated with a different design idea and adding to those several materials that give a new look shape to their products. John Lewis searches always for the latest technology or idea on the trading market and tried to be the first seller of. These innovated brand strategies helped John Lewis to identify itself as heritage innovative corporation that can meet customers need anytime and anywhere.

Additionally, heritage means transformation (Conversion), reinterpretation and that is subject to change and development as Balmer (2011a) clarified. This informed clearly that heritage brand must be developed continuously to sustain. At this research, the results confirmed that John Lewis brand is modernised, developed and innovated all the time. They understand the brand innovation and products or services development can build a strong identity to their organisation.

Finally, from the survey results and literature related to corporate heritage brand innovation, this research confirmed that brand innovation played a moderating role to enhance the relationship between identity and experience of the corporate heritage brand.

6.4.4 Word of Mouth (WoM)

It was hypothesized that word of mouth has a positive impact on the relation between corporate heritage brand experience and customer satisfaction. The results confirmed that there are positive and statistically significant ($\beta = .232$ and $P < 0.001$ Significant) associations for the moderator role of the word of mouth to increase the relation between corporate heritage brand experience and customer satisfaction **(H4)**.

Back to the literature, Balmer and Gray (1999) discussed the importance of word of mouth to build the identity of the brand. They gave an example that applied in this study which clarified that classic word of mouth might be more powerful rather than using advertising to communicate with the brand. John Lewis has powerful communication channels between customers until today. They didn't rely on media channel such advertising or publications. The customers still considered as the main powerful force to spread the brand news and gave the impact about their experience with John Lewis brand.

Several scholars agreed that word of mouth and brand experience have an impact on building brand satisfaction (Chen, 2014; Beckman et al., 2013). These research findings confirmed their approach. John Lewis customer communicates about their experience continuously; they shared their comments, feedback, stories and experience to other customers or to their communities. The results agreed that those customers are still talking about John Lewis brand rather than using social media or any other communication channels. Customers are affected by hearing any news about the brand, which reflects positively or negatively on their experience or satisfaction.

Lam et al. (2012) research findings discussed how customer expressed their behaviours toward the brand through using their word of mouth. The result of

this research shows a positive interaction between word of mouth and brand experience to build strong customers satisfaction. John Lewis is considering the importance of Word of Mouth toward their brand carefully, they used all the communication channels to talk about their brand identity and share their customers' experience. They used local community events, several social activities and carnival to celebrate with their customers. So the customers can notice them everywhere and hear their news and share it with others.

Finally, new communication technology tools and social media applications started to transfer the word of mouth message from classic version to electronics version. Chu and Kim (2011) research highlighted the affected role which social media plays to replace the classic WOM function. The new generations are more engaged with social applications users. Therefore, John Lewis is considering this generation carefully and engaged with them. The result of this survey still shows a low percentage of John Lewis application, but by the time, the customers will be more attractive to communicate with such application to share their information's about the brand and their experience and satisfaction stories toward the brand.

6.4.5 Multiple time dimensions

The data analysis results (table 6 -8) suggests that multiple time dimensions have a positive moderator impact on the associations between corporate heritage brand identity and corporate heritage brand experience (**H5a**). Moreover, the associations between corporate heritage brand experience and customers satisfaction (**H5b**). The results reflect that the past time is only positively significant moderator for the relation between corporate heritage brand identity and corporate heritage brand experience. While the present and future time are a negative significant moderator for this relation (Past: $\beta = 0.376$ and $P < 0.001$ Significant; Present: $\beta = -0.265$ and $P < 0.001$ Significant; Future: $\beta = -0.560$ and $P < 0.001$ Significant) all items are statistically significant.

Referring to Balmer (2013) thought, multiple time dimensions (Past, present, and future) are one of the corporate heritage brand traits. Urde et al. (2007) paper explained that the past time of any corporate brand represented by showing the track record of the corporation history. Several scholars agreed that the past time reflects the corporation history (Rose et al., 2015; Burghausen and Balmer, 2015). John Lewis customers noticed the identity of the brand from its heritage. Past time is more important to them to describe the brand. Customers didn't refer to the identity at the present and future time, and this because the past is mean authenticity for them, it is the story that they remember it and proud to explain and tell it to other. The present time is representing the continuity which customers could not notice it once they explain the identity. In addition, the prospected future is the vision for what will happen next. Therefore, the identity can't refer to the expected time as well the current time. The theoretical approach that discussed by several schools from several perspectives that multiple time dimensions affect the relation between identity and experience might be right. Although, from customers' perspective identity is referring only to the past time that it is in their memory and can't be removed.

Back to the second part of this hypothesis (**H5b**) that the (past, present and future) are positive moderators for the relation between corporate heritage brand experience and customer satisfaction. The results reflect that the future time is only positively significant moderator for the relation between corporate heritage brand experience and customer satisfaction while the past and present time are a negative significant moderator for this relation (Past: $\beta = -0.433$ and $P < 0.001$ Significant; Present: $\beta = -0.350$ and $P < 0.001$ Significant; Future: $\beta = 0.312$ and $P < 0.001$ Significant) all items are statistically significant.

Past time after a certain period can be forgotten and removed from the human memory if any negative experience happened, while the positive experience replaces it. Customers always recognise the present to build their satisfaction toward any brand. Moreover, the present time is slightly neutral to many of John Lewis customers. To be satisfied the present time experience is not sufficient, customers expected to get more from the organisation. The future time is more important for them because satisfaction means saturation. They expected more and more to be achieved and delivered for them to be satisfied. This explanation supported by Lowenthal (1998) argument about the brand future. He was considering the heritage as the continuity which reflects all stages of progress and development. The corporate heritage brand must have the connection between the past and the present to build the future. Therefore, to reach satisfactory level customers expected a sustainable developed brand to continue with them in their future time.

6.5 Summary

The key results that are informed through by quantitative study finding are shown below.

Corporate heritage brand identity has significant positive impact on corporate heritage brand experience. The corporate heritage brand identity dimensions (price, quality, design and symbol) are strongly combined to build a powerful corporate brand identity. John Lewis customers expressed positively their interaction with the brand price, quality, design and symbol to build a strong identity with the brand.

This study also confirms that corporate heritage brand experience is positively related to customer satisfaction. The finding confirmed that Brakus and others approach in defining the brand experience is applicable to this study. The corporate heritage brand experience was informed by the following dimensions (sensory, affective, behaviour and intellectual) and all were strongly integrated to build a powerful corporate brand experience.

The findings of this study confirmed that John Lewis brand innovation is able to enhance the relationship between corporate heritage brand identity and corporate heritage brand experience. Another objective that this study investigates is the moderator effect of word of mouth on the relation between corporate heritage brand experience and customer satisfaction. The finding shows a positive significant result for this hypothesis.

Finally, multiple time dimensions were statistically significant as moderation for the two steps on this research. The first step is between corporate heritage brand identity and corporate heritage brand experience, and the second stage

between corporate heritage brand experience and customers satisfaction. The results clarified that the past time has a positive interaction on the relation between corporate heritage brand identity and corporate heritage brand experience; while the future time has a positive interaction on the relation between corporate heritage brand experience and customer satisfaction.

The research results noticed that John Lewis as a corporate heritage organisation is aware of their powerful identity and how to innovate their products and services to sustain their heritage. As well, they tried to keep their brand experience positive through engaging with their customers and meet their needs. Electronic word of mouth is a sensitive communication tool these days, which required them to develop it continuously.

The research result also suggests that the prospected future strategy must be shared with customers to involve them in sharing their needs continuously with the corporation. Moreover, word of mouth these days has a negative impact due to the latest Christmas advert (Buster the Boxer) which John Lewis was unlucky to choose its story. John Lewis wasn't aware that sensitive behavioural and negative emotion feeling for a certain group of customers might affect the word of mouth negatively even if these groups of customers are satisfied with the brand itself. “

Chapter 7

CONCLUSIONS, CONTRIBUTIONS, AND FUTURE RESEARCH

7.1 Summary of the Research

This study explores the corporate heritage brand identity impact on customer satisfaction through involving corporate heritage brand experience as mediation for this relation. Corporate heritage brand identity dimensions were proposed using several theoretical approaches on social identity, corporate brand, heritage identity and brand management. The literature justified that corporate heritage brand identity can be expressed through brand price, quality, design and symbol. Moreover, the research adapts (Barkus et al., 2009) dimension to define corporate heritage brand experience. Brand innovation, word of mouth and multiple time dimensions were applied as moderators to verify their impact on enhancing the relationship between the major construct on this research. This study is implemented in the John Lewis Partnership (JLP) brand, as one of the main heritage high street British retailers. This brand has a long history of success and sustainability for more than 150 years. This study implemented a mixed methods approach to validate the proposed conceptual model (Creswell, 2013).

To support the literature and build the suggested conceptual model, fourteen semi-structured in-depth interviews were considered in this study. The interviews were organised through the John Lewis Heritage Centre. The interviewees consisted of John Lewis Partnership directors, senior managers, retired partners, current partners (employees), and loyal customers chosen through John Lewis management.

Based on the findings of the qualitative analysis, which approved the strength of the proposed conceptual model, an online survey was designed and spread to around 6000 John Lewis customers and online brand followers. As a systematic method for 596 valid responses, and structural modelling analysis were adapted (using SPSS 23.0 and R-Studio).

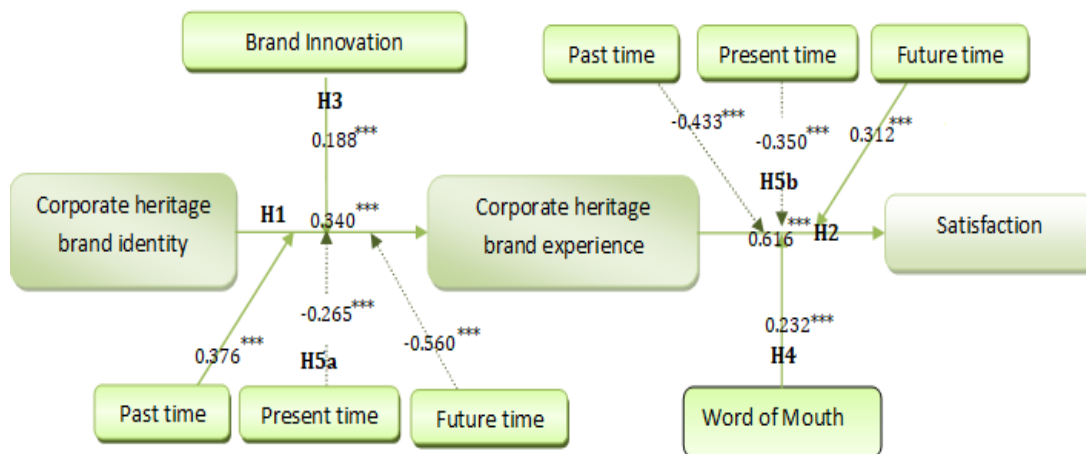


Figure 7- 1 Conceptual Model (final)

The figure 7-1 shows the relationship between corporate heritage brand identity, corporate heritage brand experience and customer satisfaction which represent the final study model. The research findings confirmed that John Lewis has a powerful identity on the retail British industry due to its experience over 150 years. One of the clearest messages to emerge from this study is that brand innovation enhances brand identity to keep the corporate heritage brand experience powerful sustain during the time.

The research results confirmed that corporate heritage brand experience has a positive impact on customers satisfaction. Moreover, this study confirms that word of mouth is positively related to the relationship between corporate heritage brand experience and customer satisfaction.

The past has a significant positive impact as a moderator in enhancing the relationship between corporate heritage brand identity and corporate heritage brand experience. Furthermore, the prospected future is positively linked to the relationship between corporate heritage brand experience and customers satisfaction. In addition to that, the present has a negative impact as a moderator on the full model.

The findings of this research confirm that John Lewis partnership as a heritage British brand has a strong identity which gives it the ability to sustain. As well, this identity has lead to building a strong customers satisfaction through positive brand experience since more than hundreds of years.

7.2 Theoretical Contributions

The study adds several theoretical contributions, summarised in the in points below

Firstly, this research developed a conceptual model through exploring corporate heritage brand identity dimensions. Most of the previous studies concentrate on defining the relationship between brand and corporate heritage identity. Scholars reflect on the impact of brand in several fields such as royalty, tourism, family business, heritage and sociality. This research is the first attempt to build an integrative vision of corporate heritage brand in a heritage high street origin. The proposed model defines corporate heritage brand identity dimensions from several perspectives such as price, quality, design and symbol. However, the developed corporate heritage brand identity model is significant for researchers and practitioners in the retail field. To the researcher, the corporate heritage brand identity model can be a starting point for further empirical research.

Additionally, it is developed from the approach that Balmer et al. (2006) and Urde et al. (2007) defended to build this theoretical base. Since, the corporate heritage brand identity model is created through measurable items, it will be easy to test. The research made use of the main five dimensions that defined this theory (core values, use symbols, track record, longevity, and History) to a measurable item that represents the brand.

This research model will provide corporate heritage brand managers with a guideline as to how to focus on their brand elements to sustain and enhance their identity to build a powerful brand experience which leads to customer satisfaction.

Secondly, this study clarifies the role which corporate heritage brand experience plays to enhance the relationship between corporate heritage brand identity and customer satisfaction. The corporate heritage brand experience dimensions were adapted from brand experience theory which was developed by (Brakus et al., 2009). This research noticed that the relationship between corporate heritage brand identity and customer satisfaction can be improved through taking into consideration the importance of brand experience. As well, this research was informed by social identity theory, stakeholder theory and corporate brand theory (**Section 2.2**). It possibly practised indirectly the conceptual and systematically framework informed by those theories empirically. However, this research does not suppose creating a substantial theoretical contribution to these theories. This result suggests the need for further studies to inform by such theories.

Thirdly, this study demonstrates how JLP corporate heritage brand innovation can be activated to enhance its corporate heritage brand identity. Brand innovation plays an important role in keeping any heritage brand sustainable. Innovation requested from brand managers the ability to meet their

stakeholders' requirements any time by considering the modernity to reflect their authenticity. This study is the first on testing the effect of brand innovation over corporate heritage brand identity to build a powerful corporate heritage brand experience, taking into consideration the corporate identity scholar's suggestion to highlight the effect of innovation of brand identity (Balmer, 2011a; b; Balmer and Chen, 2016). This research finding defends that brand innovation strategy must be considered to sustain corporate heritage brand identity and enhance brand experience success.

Fourthly, the research results confirm that word of mouth (WOM) can affect the relationship between corporate heritage brand experience and customer satisfaction. Word of mouth can enhance the corporate heritage brand experience if it is used in a positive way. Customers' habits are to share their experience through informing it directly or indirectly to others, this leads the receivers to believe their words and consider it. This research noticed that word of mouth has an impact on brand experience rather than brand identity. This requested deeply investigation from the organisation management side to improve it. Based on corporate heritage identity scholars suggest that word of mouth has strong positive impact on brand identity (Balmer, 2013; Balmer, 2011a; 2013; Urde et al., 2007; Burghausen and Balmer, 2014) The finding of this work disagree with their arguments, there is a need for further focus from brand managers to study the role of Word of mouth (WOM) to enhance corporate heritage brand identity.

Finally, the conceptual framework defines corporate heritage brand as a multiple time dimensional functions. The empirical study confirmed that past, present and prospective future times have a strong impact on corporate heritage brand. Corporate heritage brand theory defines that history and longevity are essential (Balmer et al., 2006; Urde et al., 2007, Balmer, 2011a;b;c; 2013; Balmer and Burghausen, 2015; Balmer and Chen, 2016). The quantitative findings confirmed that past time enhances the relationship between corporate heritage brand

identity and brand experience; while future time enhances the relationship between corporate heritage brand experience and customers satisfaction. While the present time was not added any positive impact on the relations on the conceptual framework as was suggested from the theoretical angle. This research focused on assessing the moderator position which multiple time dimensions participate to enhance the corporate heritage brand conceptual framework to add a new finding to the literature.

7.3 Implications for Practice

This research highlights several suggestions that brand managers and corporate brand stakeholders can consider to sustain their heritage brand identity and enhance their customer satisfaction. The below implication is determined from the observations and data analysis of this study:

- The research finding noticed that brand price, quality, design and symbol are key elements to build and sustain corporate heritage brand identity. Brand price represents the brand position and targeted segment which can identify brand strategy and focus. Concerning this case study, John Lewis' price for their heritage brand reflects that they approach to meet middle and upper-class customer needs. A clear pricing strategy represents the brand identity which is clearly noticed by their customers. Their pricing slogan presents their heritage strategy on providing the customer with the best price at the high street retail market. All marketing managers must be aware that brand price policy and strategy play a role in identifying their corporate brand in the retail sector, so they must give a consideration on its importance. Brand quality can enhance the corporate heritage brand identity through providing customers with the best quality on the market, good after sales support and excellent warranty terms at the retail market. The customer now a day's targeted the new modernise designs, heritage brand aware of their customers' demands and needs. Corporate brand management must keep their brand

designs up-to-date to meet current customer trend expectations in this competitive retail sector. This will help a corporate brand to sustain its identity as a heritage corporation which survives for many years. The symbol as visual identified tools helps to give a unique identity to any corporate brand. Customers are more likely to remember the corporate brand symbol and they engage with it the results encourage managers to sustain their heritage symbol because it represents the authenticity of their heritage corporation identity.

- These research findings indicate that key corporate heritage brand experience dimensions are helpful to enhance corporate heritage brand identity dimensions and reflect their strength in building strong customer satisfaction. This research gives giddiness for the brand managers to consider corporate heritage brand experience dimensions (sensory, affective, behaviour and intellectual) on their business to develop their brand. Human senses can play a role in attracting customer towards a brand. Affective experience draws customer emotions which leads them to engage with the brand. Behaviour experience must be considered through building a relationship between customers and brand corporation. Intellect can help customer stimulate their thinking regarding a brand, which will help build a strong understanding about the brand. All these four factors work together to provide a customer with a successful experience towards a brand. Managers must create tools and strategies to develop their brand experience which, in turn, leads to customer satisfaction.
- Innovation is essential to keep the identity of a brand, as most managers are aware of its strength. They are advised to share with their customers any new ideas they are going to introduce and also take into account their comments and feedback when creating their brand strategy. Brand

innovation must be created at the right time to attract customer attention and build a powerful relation towards the brand.

- Word of mouth is one of the communication tools that most brand managers use. The negative effect of word of mouth on the relation between corporate heritage brand identity and brand experience is a reasonable indicator of the lack of communication between a heritage brand and customers. This requires more attention from a heritage corporation to consider how to improve their communication channels with all their stakeholders about brand sustainability and success in the marketplace. On this case, John Lewis customers expressing their positive feedback and comments regarding their experience with John Lewis brand. This led to building positive customer satisfaction regarding the brand. Electronic word of mouth (EMOW) started to take a place these days on the way of how the people communicate with each other. All marketing and communication managers must consider this developed type of communication and focus on developing social media applications and web-pages to engage their customers.
- This research focuses on testing the multiple time dimension effect on a corporate heritage brand identity framework. The research findings encourage brand managers to communicate about their present time brand activities because the result shows that John Lewis heritage brand customers are not considering present time activities to identify the brand or to share their brand experiences. However, the present is a continuity of the past and the sustainability for a powerful future. Therefore, brand managers have to engage with their customers and present current news, development, activities and experiences with them.

- All other corporate heritage brand managers can consider these results and cross check if they have applied these recommendations on their brands to sustain their powerful identity and improve customer satisfaction.
- This research studied the corporate heritage brand using John Lewis Partnership as a single case study. The reason for taking this decision is based on the justification by Benbasat and others (1987) as they make a detailed clarification on their research regarding using a single case study. John Lewis as a heritage brand has a unique identity and special story which gives this study case uniqueness. Since this research analyse a social phenomenon, Yin (2009, P.4) suggested using a single case study to achieve this objective. Furthermore, John Lewis is one of the globally unique retails which are considered as a partnership business sharing incoming profit with all internal stakeholders; as well it has a unique identity due to the history that it carried over 150 years. John Lewis is considered as an iconic store in Oxford Street due to the values and records which customers carried over the generation for over than 150 years.

7.4 Limitations of the Research

This study makes several contributions to knowledge and extends the literature. This research was restricted by several situations such as theoretical, business environment, culture behaviour, financial, and empirical. All these situations have limited the research. Moreover, this research is one of the pioneering studies which highlights the importance of identity on a corporate heritage retail high street British brand (John Lewis).

The following points are some of the general limitations of this research.

- This study is a continuity for a new business management approach which has been highlighted in the academic field since 2006 by Balmer, Greyser and Urde. The theoretical ground on corporate heritage brand identity is still underdeveloped. Limited research focuses on this topic which restricts the theoretical resources.. Scholars have tried to understand several background theories to build this approach and have obtained the finding results.
- The business case study of this research (John Lewis Partnership) is critical in terms of market position, privacy, reputation, longevity and image. John Lewis set some restrictions which restricted the research and can be considered as a limitation for the data collection process. These boundaries are:

- 1- John Lewis believes that customers must enjoy their shopping time and must not be interrupted during their shopping in any of their stores. Accordingly, John Lewis management allowed

the researcher to collect research data by interviewing their partners and loyal customers inside their heritage centre museum in Cookham. However, the research survey was carried out outside John Lewis stores in a manner that did not interrupt shoppers.

- 2- John Lewis has their own privacy policy, so these research results was not be shared with the public sector especially their competitors or the media.
- 3- John Lewis asked the researcher to sign a Non-Disclosure agreement with them to summaries the confidential material and the information's that John Lewis will share it with the researcher to build the research framework.
- 4- John Lewis had the right to stop the researcher and cancel his participation if he did not follow their policies and instructions.
- 5- John Lewis asked the researcher to collect his qualitative data on their heritage centre in Cookham during a certain time that was agreed upon, because during December 2016 till the end of March.2017 John Lewis was not able support to any researcher or participate in any project due to these reasons: Christmas occasions, Winter – autumn sales time, and 2016 financial year closing.
- 6- John Lewis t asked the researcher to finish his interview data collection during Oct –Nov.2016, so that they could discuss the findings with him before publishing his thesis. Furthermore, they asked to get approval from their side regarding the customer survey questionnaire before collecting the data from the market.
- 7- John Lewis asked the researcher to provide them with his research outcome results, after being were analysed.

- This study has a limited sample due to the time frame that John Lewis imposed on the researcher. As well the limited financial budget that the researcher assigns to spend for collecting the data from the market.
- John Lewis controlled the survey participants; they allowed the researcher to interview the participants on their heritage centre under their approval. All interview participants were Internal stakeholders (directors, Managers, employees), loyal customers, and retired employees. So the sample size was limited and doesn't focus on involving other external stakeholders on this study.
- The survey was collected from John Lewis customers only and this impacted on the results through having a Lack of variance. This might impact the regression analysis, so readers must be careful in contributing my data because of the difficulties of collecting random data from large sample of participants. On the other hand, the result should contribute in such context.
- The research results were focused only on one of the heritage retail British brand limiting the research findings. Further empirical research involving data collection over two or more corporate heritage brands is necessary. It will be possible to adapt the same conceptual framework on any other heritage retail brand to test and compare the result deeply.

- Several theoretical mediations can be added to test this relation such as brand reputation, brand personality and brand image. Further studies can benefit from this research finding to build and develop the framework from different approaches.

7.5 Directions for Future Research

In more general terms, this thesis explored corporate heritage brand identity meaning in one of the main heritage retail companies in the world. As well, the John Lewis partnership case study is unique in the business management academic field. This research developed earlier theories about corporate heritage, corporate identity and heritage brand to deliver these results. It is hoped that future studies will embrace this idea and try to explore corporate heritage brand identity relationship with other management theories such as corporate image, communication, reputation or any other theories which can reflect the power of corporate heritage brand identity. This research considered a single case study to support the conceptual framework. Two or more comparison cases can be used to evaluate the degree of the heritage brand identity also, studying the antecedence that may affect the identity of any heritage brand. While high technology has made a revolution in our lives, Netnography as a technological research qualitative technique is suggested to be used in future studies to highlight customer comments and reactions towards brand identity.

Furthermore, this research considers brand innovation as a moderator factor to study its reaction to corporate heritage brand identity with brand experience. While, it is important to consider innovation as moderator for the relationship between corporate heritage brand experience and customers satisfaction. The results can add a contribution to this field.

A deep research on the effect of electronic word of mouth (EWOM) must be explored because customer behaviour started to correlate with social media and mobile application more than before. This research generalises the WOM definition which kept a gap for further studies to take a place and investigate the impact of social technology on the trading environment.

Finally, to enhance this project the researcher recommends considering t culture, business retail innovation, history, the strategy of sustainability and technology in future research. This will provide a deep clarification to all other businesses as to how to care about their multiple time dimensions (the Omni-temporality) which Balmer (2013) created to represent the identity for any powerful corporate heritage brand identity.

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Appendix A: Interview Protocol

Background Information of the Interviewee

- Date of the interview:
- Name:
- Age: (Optional)
- What is your Occupation? 'Only for John Lewis Partners'
- How many years have you been working or dealing with John Lewis?
- What is your highest qualification?

Part One: Employee and Manager Interviews

Corporate heritage brand Identity questions:

Would you tell me more about John Lewis identity?

Would you tell me more about John Lewis heritage?

How John Lewis used their heritage to reflect it in their brand identity

how you define John Lewis prices , design and quality

What heritage means to John Lewis brand name and symbol

What is John Lewis brand values

In what ways does the heritage of John Lewis contribute to their vision and mission

Corporate heritage brand experience questions:

How customer experience can affect a John Lewis brand

How John Lewis continues keeping their customer experience satisfied

How John Lewis keeps their customer approaching them and thinking to buy their brand

How John Lewis attracts their customer emotions and behaviour

How John Lewis brand attracts the customer senses and attention to their brand

Questions

Corporate heritage brand innovation

Could you please tell me about John Lewis brand innovation

Corporate heritage brand WOM

What the tools that John Lewis considers to communicate with their customers

Corporate heritage brand satisfaction

How John Lewis builds customer satisfaction

Part Two: Customer and heritage Centre interviews

Corporate heritage brand Identity questions:

What John Lewis identity means to you.

What elements that keep John Lewis continue their business.

What is the history of John Lewis?

How John Lewis prices reflect their identity

How you find John Lewis brand design

What John Lewis symbol means to you

How you find John Lewis brand quality

Corporate heritage brand experience

How you can describe your experience with John Lewis brand

How John Lewis attracts your senses

How John Lewis engaged with you

How you feel once you deal with John Lewis

How John Lewis surprised you and keep you thinking about their brand

Questions

Corporate heritage brand innovation

How you find John Lewis brand Development

Corporate heritage brand WOM

How word of mouth effect John Lewis brand


Corporate heritage brand satisfaction

Appendix B: SAMPLE CONSENT FORM

The participant should complete the whole of this sheet

Please tick the appropriate box

	YES	NO
Have you read the Research Participant Information Sheet?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had an opportunity to ask questions and discuss this study?	<input type="checkbox"/>	<input type="checkbox"/>
Have you received satisfactory answers to all your questions?	<input type="checkbox"/>	<input type="checkbox"/>
Who have you spoken to?		
Do you understand that you will not be referred to by name in any report concerning the study?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand that you are free to withdraw from the study:		
• at any time?	<input type="checkbox"/>	<input type="checkbox"/>
• without having to give a reason for withdrawing?	<input type="checkbox"/>	<input type="checkbox"/>
• (where relevant, adapt if necessary) without affecting your future care?	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to my interview being recorded.	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to the use of non-attributable direct quotes when the study is written up or published.	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree to take part in this study?	<input type="checkbox"/>	<input type="checkbox"/>

Signature of Research Participant:	
Date:	
Name in capitals:	
<u>Witness statement</u>	
I am satisfied that the above-named has given informed consent.	
Witnessed by:	
Date:	
Name in capitals:	

Researcher name:	Signature:
Supervisor name:	Signature:

Appendix C: PARTICIPANTS INFORMATION SHEET

Study title:

Corporate heritage brand identity and experience impact on customer's loyalty:
A case study on one of the British heritage corporate brand

Invitation Paragraph:

This research is focusing on studying the corporate heritage brand identity and experience; I would like to invite to take a part in this study that will give the researcher a clear feedback of your thought. All (Participants) information will treat in conditional way. And before you decide to take part at this study, you have to understand from the begging research purpose and how you need to be involved. Please take your time to read the instruction and ask any questions if needed. I would thank you for giving from your time to decide to be or not to be a part of this study.

What is the purpose of the study?

The Concept of Corporate heritage brand is new at the academic marketing field, so there is a big contribution to define and set factors for this concept, this study will define that concept and set factors that can measure this definition. The

research will verify the definition from the data that will be collected from the customer survey. The result will help the corporate brand managers to focus more on their heritage brands and take into consideration the factors that this research approved that its strong element for corporate heritage brand.

Why have been invited to participate?

Corporate heritage brand identity and experience will be measured by testing these constructs over the stakeholders (managements, employees and customers). Not more than 20 internal stakeholders will participate after getting approval from their organisation (management team & employee) and not more than 1000 customers (randomly selected) will participate in this study.

Do I have to take part?

You can decide to take a part of this study or refuse, you are free to withdraw at any time you feel didn't need to continue. The researcher describes for you the research study purpose and what your part in this study, so if you wish to continue we will ask you to sign a consent form for participation.

What will happen to me if I take part?

You need to give from your time 10 minutes as a corporate heritage customer to answer the survey questions, or 30 minutes if you are corporate heritage brand manager to interview you regarding this concept and its effect on your business. What do I have to do? As a customer (Random Participants) only you need to fill out a questionnaire that designed for this study and as a manager you need to answer the interview questions that designed to test the research objective.

What are the possible disadvantages and risks of taking part?

There is no risk at all; this research will have positive impact on the heritage brand organisation understanding only, Participants will not get in to any risk.

What if something goes wrong?

If the participants have any concern or unclear information, please speak directly to the researcher or contact him via his email:
ammar.sammour@brunel.ac.uk

Will my taking part in this study be kept confidential?

Customers (participants) personal information's such name or address is not requested, and all data will be with the researcher and it will be kept strictly confidential.

What will happen to the results of the research study?

The result will confirm the researcher approach and definition. It will clarify for the academia the measurement for this topic definition, and will add a powerful article for the academic literature.

Who is organising and funding the research?

Self-funded (the researcher), No any expenses or payment will be applied; the participation is on volunteer based.

What are the indemnity arrangements?

There isn't any indemnity arrangement papered. This study didn't have any risk.

Who has reviewed the study?

The Collage of Business, Arts and Social Sciences Research Ethics Committee.

"Brunel University is committed to compliance with the Universities UK Research Integrity Concordat. You are entitled to expect the highest level of integrity from our researchers during the course of their research."

Contact for further information and complaints

Ammar Sammour

ammar.sammour@brunel.ac.uk

Tel: +44 (01895) 67652

Appendix D: Research Ethics Approval Form

Appendix E: Case-study participation letter



John Lewis Partnership
171 Victoria Street, London
SW1E 5NN

Date: 29th of July.2016

Dear Sir Charlie Mayfield

We would be deeply honoured if you will consider allowing us to speak to you and your brand team about our research on corporate heritage brand identity and experience for London retails heritage store brand, of course, be delighted to discuss our work in greater depth with you. Currently, a team of academic researchers at Brunel University, London, are researching the above area. We are especially interested in **John Lewis Partnership (JLP)** in this regard and the specific corporate heritage brand identity that **John Lewis Partnership (JLP)** Owned. Our research has the potential to shed light on the meaningful corporate heritage attributes of your heritage brand and therefore may be of particular utility in terms of your brand strategy and corporate marketing endeavours.

It is our belief that this research could be of material benefit to your brand and your organisation, also has the potential to shed light on the importance of the British heritage retail brands in certain international markets and, therefore, could be of utility to **John Lewis Partnership (JLP)** continual success.

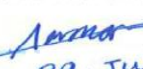
The team of researchers involved in this study are at the forefront of academic work on corporate heritage and one of the researchers (Professor Balmer) conceived and developed the corporate heritage identity notion and co-developed with scholars from Harvard Business School and Lund University (Sweden) the corporate heritage brand notion.

In the past, Professor Balmer has, for instance, worked with the Swedish Monarchy on their corporate brand heritage. The researchers (Prof Balmer & Dr Chen) won financial support in a competitive competition for innovative research projects provided by Brunel University and only a small number of scholars were given this award.

As a first step we would be greatly honoured if you would consider allowing us to visit your organisation so that we can discuss with you **John Lewis Partnership (JLP)** heritage and the English retail store heritage brand in general and, of course, and share our thoughts with you about our research.
With our cordial regards and best wishes.

Yours sincerely,

Ammar Sammour Eng., MSc.
Researcher in Corporate heritage brand
Brunel University, London
Email :Ammar.Sammour@brunel.ac.uk
Tel: 0044 18952 67652


29. Jul. 2016

John Lewis

Thank you.

We are undertaking research about John Lewis and we would be extremely appreciated if you could answer the following questions.

1. **What age group do you belong to?**
 - Under 18
 - 18 - 30
 - 31 – 45
 - 46 – 60
 - Over 60
2. **What is your gender?**
 - Male
 - Female
3. **How frequently do you visit John Lewis?**
 - Weekly
 - Monthly
 - Yearly
 - Occasionally
4. **How frequently do you shop in John Lewis?**
 - Weekly
 - Monthly
 - Yearly
 - Occasionally
5. **What is your yearly income level?**
 - Less than £12,999 GBP
 - £13,000 GBP-£25,999 GBP
 - £26,000 GBP-£47,999 GBP
 - £48,000 GBP-£63,999 GBP
 - £64,000 GBP or more
6. **What is your level of education?**
 - High School
 - College degree
 - Undergraduate degree
 - Master Postgraduate degree
 - PhD
 - Other
7. **Are you familiar with using John Lewis Mobile Application?**
 - Yes
 - No
8. **Did do shop via John Lewis website?**
 - Yes
 - No
9. **Are you familiar with giving feedback on John Lewis social media such as (Facebook, Twitter, instagram, or others)?**
 - Yes
 - No
10. **Do you Agree or Disagree on the following statements?**

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
My grandparents use John Lewis brand (Products and services)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My parents use John Lewis brand (Products and services)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I've used John Lewis brand (Products and services) since my childhood?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family use John Lewis brand (Products and services)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please tick your answer regarding the following statements on John Lewis history, present and future?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis is a heritage brand due to its history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand means longevity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is an honest old retail brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is a famous local British brand over 150 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is one of the main heritage British high street retailers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that John Lewis understands our needs, it's a reliable brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is a trustworthy brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is considered as a heritage brand, which meets our expectations continuously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand has a strong reputation in our minds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis has a long-term commitment that will not stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis promises to continue delivering us with the best service and products in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is a well respectful brand that won't disappear in the near future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will come back to visit John Lewis shops in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The future continuation of John Lewis is important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis management always thinks of how to develop it's brand for the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please tick your answer regarding the following statements on John Lewis brand price?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis brand always offers a competitive price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand always offers the best deal on their product prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis price match policy is applicable to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The price of John Lewis products and services represents their brand value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"never knowingly undersold" slogan reflects John Lewis heritage price strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other brands, John Lewis is a good value for the money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis product and service prices are affordable to most of the people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please tick your answer regarding the following statements on John Lewis brand quality?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
The quality of John Lewis products and service are well maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I buy a product from John Lewis I know that it is a durable brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of John Lewis products and services are reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis offer products and services with excellent features	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand would be my preferred choice due to their quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis offers me best warranties in the market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please tick your answer regarding the following statements on John Lewis brand design?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis product designs are attractive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The design of John Lewis products reflects its production well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The John Lewis designs shows their heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis product designs follow the current trend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis product design styles are elegant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis product designs are modern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis product design styles are fashionable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I agree that John Lewis has a unique style more than other brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please tick your answer regarding the following statements on John Lewis brand symbol?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis symbol reflects its heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The colour and the design of John Lewis brand is unique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The name and the Logo of John Lewis brand are powerful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis name and logo are recognizable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand symbol is in my memory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis symbol is not too complex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please tick your answer regarding the following statements on John Lewis brand experience (Sensory)?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis has a strong influence on my senses (taste, sight, touch, smell, and hearing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most of JL stores have good spaces, which allows me to see their product easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis stores are always tidy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The sound in John Lewis is not too loud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis allows me to touch their products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis stores have a pleasant smell	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The taste of John Lewis food is of high standard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please tick your answer regarding the following statements on John Lewis brand experience (Affective)?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
John Lewis brand make my mood positive when I buy their products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis products give me a feeling of comfort when I use them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel engaged with John Lewis brand, it's part of my life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone praises John Lewis brand, it feels like a personal compliment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would experience an emotional loss if I had to stop using John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a closeness towards John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand is in the heart of many people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Please tick your answer regarding the following statements on John Lewis brand experience (Behaviour)?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
John Lewis staff are knowledgeable, which is why I keep getting their advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis listens to my feedback and comments, so I believe in this brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis staff are always attentive, and look after me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy to buy John Lewis products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My feeling toward John Lewis brand is very strong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis gives me full care, they treat me well and in a respectful manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please tick your answer regarding the following statements on John Lewis brand experience (Intellectual)?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
John Lewis always surprises me with new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am always waiting to watch John Lewis Christmas adverts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis leads me to think more about its brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider John Lewis as my first choice, if I need to buy personal presents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis activities for loyal card customers encourages me to do shopping from their stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Every year John Lewis Christmas advert surprises me, and keeps me thinking of their next year advert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis attracts me to be closer to them via their loyalty card scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Please tick your answer regarding the following statements on John Lewis brand innovation?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
I have noticed that John Lewis brand is innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I notice improvements in John Lewis brand all the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis introduce a large variety of new innovated products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is continue to develop new products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis invests substantially in its product and service development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can notice the modernity in John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis brand always keeps me up to date with new product and service ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Please tick your answer regarding the following statements on John Lewis brand word of mouth?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
John Lewis brand always been appears on social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always hear people talk about John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me and my friends have highly recommended John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis social media application is easy to communicate with their staff if any additional information needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a person who follows John Lewis and promotes it to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will speak positively about John Lewis products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I talk about John Lewis brand a lot with my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis social media application reviewers rating and comments are helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am always checking the customer reviews of John Lewis products on their website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to encourage other people to buy John Lewis products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Please tick your answer regarding the following statements on John Lewis brand satisfaction?

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree	SA	A	N	D	SD
John Lewis brand meets my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am fully satisfied with John Lewis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My last shopping experience with John Lewis brand was great	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis services keep me satisfied with what they introduce to the market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a pleasurable shopping experience at John Lewis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am sure it was the right thing to buy products from John Lewis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am pleased with my decision to buy John Lewis products and service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please tick your answer regarding the following statements on John Lewis brand loyalty?

SA: <i>Strongly Agree</i> , A: <i>Agree</i> , N: <i>Neutral</i> , D: <i>Disagree</i> , SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
John Lewis is always my first choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a loyal customer to John Lewis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is my preferred brand to buy all my goods from	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will continue shopping at John Lewis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis loyalty card and schemes keep me buying from them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always visit John Lewis when I want to buy anything	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is in my mind always	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Lewis is in my heart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. In your own words please outline what John Lewis means to you as a corporate heritage brand:

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Appendix G: Frequency Distribution

Variable	Measurement	Results (percent)				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Multiple Time dimensions	1.1) John Lewis is a heritage brand due to its history	63.4	30.7	4.9	0.8	0.2
	1.2) John Lewis brand means longevity	59.2	32.9	6.9	0.8	0.2
	1.3) John Lewis is an honest old retail brand	64.8	27.2	7	0.7	0.3
	1.4) John Lewis is a famous local British brand over 150 years	59.6	34.2	5.5	0.5	0.2
	1.5) John Lewis is one of the main heritage British high street retailers	63.9	30	4.9	1	0.2
	2.1) I believe that John Lewis understands our needs, it's a reliable brand	59.8	31.5	7.4	1	0.3
	2.2) John Lewis is a trustworthy brand	62.9	32.2	4.5	0.2	0.2
	2.3) John Lewis is considered as a heritage brand, which meets our expectations continuously	60.2	30.9	7.6	1.3	N.A
	2.4) John Lewis brand has a strong reputation in our minds	61.9	32.1	5	1	N.A
	2.5) John Lewis has a long-term commitment that will not stop	59.7	31.2	8.6	0.5	N.A
	3.1) John Lewis promises to continue delivering us with the best service and products in the future	58.2	33.9	7.4	0.5	N.A
	3.2) John Lewis is a well respectful brand that won't disappear in the near future	62.6	31.4	4.7	1.3	N.A
	3.3) I will come back to visit John Lewis shops in the future	64.3	27.7	6.8	1.2	N.A
	3.4) The future continuation of John Lewis is important to me	61.2	25.7	9.7	2.7	0.7
	3.5) John Lewis management always thinks of how to develop it's brand for the future	57	32	10.1	0.7	0.2

Corporate heritage brand identity /Price	1) John Lewis brand always offers a competitive price	58.4	30.7	7.7	3	0.2
	2) John Lewis brand always offers the best deal on their product prices	50.2	35.4	11.6	2.6	0.2
	3) John Lewis price match policy is applicable to me	60.3	27.5	9.4	2.5	0.3
	4) The price of John Lewis products and services represents their brand value	54.5	36.8	7.4	1.3	N.A
	5) "never knowingly undersold" slogan reflects John Lewis heritage price strategy	64.1	23.7	10.9	1	0.3
	6) Compared to other brands, John Lewis is a good value for the money	49.5	33.8	9.7	5.7	1.3
	7) John Lewis product and service prices are affordable to most of the people	51.7	36.9	8.2	2.9	0.3
Corporate heritage brand identity /Quality	1) The quality of John Lewis products and service are well maintained	63.4	32.4	4	0.2	N.A
	2) When I buy a product from John Lewis I know that it is a durable brand	58.4	35.9	5.4	0.3	N.A
	3) The quality of John Lewis products and services are reliable	56.7	37.2	5.9	0.2	N.A
	4) John Lewis offer products and services with excellent features	53.4	38.8	7.5	0.3	N.A
	5) John Lewis brand would be my preferred choice due to their quality	57.6	31.7	8.7	1.7	0.3
	6) John Lewis offers me best warranties in the market	57.6	31.7	8.7	1.7	0.3
Corporate heritage brand identity /Design	1) John Lewis product designs are attractive	58.4	29.4	10.3	1.2	0.7
	2) The design of John Lewis products reflects its production well	54.7	37.6	7.2	0.5	N.A
	3) The John Lewis designs shows their heritage	46	42.3	10.2	1.5	N.A
	4) John Lewis product designs follow the current trend	50.3	40.5	7.7	1.5	N.A
	5) John Lewis product design styles are elegant	53.4	38.5	7	0.8	0.3
	6) John Lewis product designs are modern	53.3	37.4	7.7	1.3	0.3
	7) John Lewis product design styles are fashionable	52.9	35.7	9.5	1.7	0.2
	8) I agree that John Lewis has a unique style more than other brands	54.4	31.7	10.7	3	0.2

Corporate heritage brand identity /Symbol	1) John Lewis symbol reflects its heritage	62.2	28.9	7.6	1	0.3
	2) The colour and the design of John Lewis brand is unique	65.3	24.5	8.1	1.8	0.3
	3) The name and the Logo of John Lewis brand are powerful	60.1	33.2	5.5	0.7	0.5
	4) John Lewis name and logo are recognizable	67.1	28.6	4	0.3	N.A
	5) John Lewis brand symbol is in my memory	64.4	27.1	6.9	1.3	0.3
	6) John Lewis symbol is not too complex	65.1	29	4.7	1	0.2
Corporate heritage brand experience /Sensory	1) John Lewis has a strong influence on my senses (taste, sight, touch, smell, and hearing)	54.2	31	9.2	4.4	1.2
	2) Most of John Lewis stores have good spaces, which allows me to see their product easily	52.2	41.8	5	1	N.A
	3) John Lewis stores are always tidy	54	40.6	4.9	0.5	N.A
	4) The sound in John Lewis is not too loud	57.7	34.7	6.2	1.2	0.2
	5) John Lewis allows me to touch their products	61.1	31.7	6.2	0.8	0.2
	6) John Lewis stores have a pleasant smell	54.4	36.6	8	1	N.A
	7) The taste of John Lewis food is of high standard	57.4	31.7	9.6	1.1	0.2
Corporate heritage brand experience /Affective	1) John Lewis brand make my mood positive when I buy their products	48.8	39.4	10.9	0.7	0.2
	2) John Lewis products give me a feeling of comfort when I use them	46.1	43.6	9.6	0.7	N.A
	3) I feel engaged with John Lewis brand, it's part of my life	44.6	41.8	9.4	3.7	0.5
	4) When someone praises John Lewis brand, it feels like a personal compliment	50.3	34.7	9.3	3.7	2
	5) I would experience an emotional loss if I had to stop using John Lewis brand	50.5	35.4	7.7	3.4	3
	6) I feel a closeness towards John Lewis brand	50.8	34.6	8.9	3.4	2.3
	7) John Lewis brand is in the heart of many people	54.7	33.4	8.6	2.5	0.8

Corporate heritage brand experience /Behaviour	1) John Lewis staff are knowledgeable, which is why I keep getting their advice	66.4	25.7	6.9	0.8	0.2
	2) John Lewis listens to my feedback and comments, so I believe in this brand	55.5	32.8	10.7	0.8	0.2
	3) John Lewis staff are always attentive, and look after me	54.9	36.9	7.2	0.8	0.2
	4) I feel happy to buy John Lewis products and services	58.4	34.2	6.9	0.3	0.2
	5) My feeling toward John Lewis brand is very strong	57.2	31	8.4	2.2	1.2
	6) John Lewis gives me full care, they treat me well and in a respectful manner	55.9	33.7	9.6	0.8	N.A
Corporate heritage brand experience /Intellectual	1) John Lewis always surprises me with new things	51.8	35.3	9.2	3	0.7
	2) I am always waiting to watch John Lewis Christmas adverts	58.6	31.9	6.3	2.2	1
	3) John Lewis leads me to think more about its brand	51.5	37.1	8.2	3	0.2
	4) I consider John Lewis as my first choice, if I need to buy personal presents	54.7	32.6	8	3.4	1.3
	5) John Lewis activities for loyal card customers encourages me to do shopping from their stores	55.5	29.3	10.4	4	0.8
	6) Every year John Lewis Christmas advert surprises me, and keeps me thinking of their next year advert	57.1	32.1	7.7	1.8	1.3
	7) John Lewis attracts me to be closer to them via their loyalty card scheme	54.2	29.5	11.4	2.9	2
Corporate heritage brand innovation	1) I have noticed that John Lewis brand is innovative	58.6	30.9	8.7	1.8	N.A
	2) I notice improvements in John Lewis brand all the time	52	35.9	10.1	2	N.A
	3) John Lewis introduce a large variety of new innovated products and services	52.5	36.7	9.1	1.7	N.A
	4) John Lewis is continue to develop new products	50.9	38.9	9.7	0.5	N.A
	5) John Lewis invests substantially in its product and service development	54.4	34.4	10.5	0.5	0.2
	6) I can notice the modernity in John Lewis brand	50	38.9	9.2	1.7	0.2
	7) John Lewis brand always keeps me up to date with new product and service ideas	55.4	32.2	9.6	2.3	0.5

word of mouth	1) John Lewis brand always been appears on social media	53.2	34.4	9.2	2.7	0.5
	2) I always hear people talk about John Lewis brand	51.8	35.4	8.1	4	0.7
	3) Me and my friends have highly recommended John Lewis brand	53.7	35.6	7.6	1.8	1.3
	4) John Lewis social media application is easy to communicate with their staff if any additional information needed	45.8	37.6	14.3	1.8	0.5
	5) I am a person who follows John Lewis and promotes it to others	53	31.7	8.9	4.7	1.7
	6) I will speak positively about John Lewis products and services	55.4	35.7	6.9	0.8	1.2
	7) I talk about John Lewis brand a lot with my community	51.3	33.3	8.4	4.5	2.5
	8) John Lewis social media application reviewers rating and comments are helpful	51	34.1	12.5	1.7	0.7
	9) I am always checking the customer reviews of John Lewis products on their website	51.8	35.3	8.6	2.3	2
	10) I intend to encourage other people to buy John Lewis products and services	58.2	30.7	6.9	2.5	1.7
Customers satisfaction	1) John Lewis brand meets my expectations	61.1	33.1	5	0.6	0.2
	2) I am fully satisfied with John Lewis brand	58.9	34.6	5.6	0.7	0.2
	3) My last shopping experience with John Lewis brand was great	52	41.1	6.2	0.7	N.A
	4) John Lewis services keep me satisfied with what they introduce to the market	51.7	38.2	9.1	1	N.A
	5) I have a pleasurable shopping experience at John Lewis	55.5	37.7	5.7	0.8	0.3
	6) I am sure it was the right thing to buy products from John Lewis	56.9	35.2	6.4	1	0.5
	7) I am pleased with my decision to buy John Lewis products and service	59.6	32.7	6.7	0.7	0.3

Appendix H: Factor Analysis Results

Multiple time dimensions

Communalities

	Initial	Extraction
Time past 1	1.000	.562
Time past 2	1.000	.647
Time past 3	1.000	.590
Time past 4	1.000	.517
Time past 5	1.000	.542
Time present1	1.000	.614
Time present2	1.000	.586
Time present3	1.000	.637
Time present4	1.000	.571
Time present5	1.000	.613
Time Future1	1.000	.607
Time Future2	1.000	.544
Time Future3	1.000	.598
Time Future4	1.000	.575
Time Future5	1.000	.547

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.750	58.330	58.330	8.750	58.330	58.330
2	.889	5.923	64.254			
3	.584	3.894	68.148			
4	.576	3.837	71.984			
5	.550	3.668	75.652			
6	.527	3.511	79.163			
7	.498	3.320	82.483			
8	.434	2.892	85.375			
9	.384	2.561	87.936			
10	.354	2.362	90.298			
11	.336	2.241	92.539			
12	.323	2.155	94.693			
13	.303	2.019	96.713			
14	.269	1.796	98.508			
15	.224	1.492	100.000			

Extraction Method: Principal Component Analysis.

Price

Communalities

	Initial	Extraction
Price1	1.000	.723
Price2	1.000	.765
Price3	1.000	.676
Price4	1.000	.581
Price5	1.000	.723
Price6	1.000	.691
Price7	1.000	.692

Extraction Method:
Principal Component
Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.851	69.300	69.300	4.851	69.300	69.300
2	.513	7.333	76.634			
3	.427	6.107	82.741			
4	.374	5.339	88.080			
5	.324	4.622	92.702			
6	.281	4.018	96.719			
7	.230	3.281	100.000			

Extraction Method: Principal Component Analysis.

Quality

Communalities

	Initial	Extraction
Quality1	1.000	.655
Quality2	1.000	.648
Quality3	1.000	.626
Quality4	1.000	.617
Quality5	1.000	.679
Quality6	1.000	.625

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.850	64.166	64.166	3.850	64.166	64.166
2	.676	11.269	75.435			
3	.463	7.720	83.155			
4	.426	7.103	90.258			
5	.299	4.985	95.243			
6	.285	4.757	100.000			

Extraction Method: Principal Component Analysis.

Design

Communalities

	Initial	Extraction
Design1	1.000	.543
Design2	1.000	.602
Design3	1.000	.582
Design4	1.000	.618
Design5	1.000	.673
Design6	1.000	.693
Design7	1.000	.702
Design8	1.000	.663

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.075	63.444	63.444	5.075	63.444	63.444
2	.696	8.696	72.140			
3	.543	6.786	78.926			
4	.464	5.797	84.723			
5	.372	4.654	89.377			
6	.312	3.901	93.279			
7	.294	3.672	96.951			
8	.244	3.049	100.000			

Extraction Method: Principal Component Analysis.

Symbol

Communalities

	Initial	Extraction
Symbol1	1.000	.562
Symbol2	1.000	.744
Symbol3	1.000	.660
Symbol4	1.000	.618
Symbol5	1.000	.734
Symbol6	1.000	.639

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.958	65.960	65.960	3.958	65.960	65.960
2	.574	9.572	75.532			
3	.520	8.666	84.198			
4	.406	6.763	90.962			
5	.287	4.777	95.738			
6	.256	4.262	100.000			

Extraction Method: Principal Component Analysis.

Sensory

Communalities

	Initial	Extraction
Sensory1	1.000	.599
Sensory2	1.000	.558
Sensory3	1.000	.531
Sensory4	1.000	.606
Sensory5	1.000	.635
Sensory6	1.000	.626
Sensory7	1.000	.677

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.231	60.446	60.446	4.231	60.446	60.446
2	.623	8.897	69.343			
3	.558	7.975	77.318			
4	.484	6.919	84.237			
5	.440	6.284	90.521			
6	.353	5.045	95.566			
7	.310	4.434	100.000			

Extraction Method: Principal Component Analysis.

Affective

Communalities

	Initial	Extraction
Affective1	1.000	.578
Affective2	1.000	.583
Affective3	1.000	.727
Affective4	1.000	.774
Affective5	1.000	.765
Affective6	1.000	.783
Affective7	1.000	.704

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.913	70.193	70.193	4.913	70.193	70.193
2	.690	9.864	80.056			
3	.373	5.334	85.390			
4	.353	5.045	90.435			
5	.293	4.183	94.618			
6	.208	2.974	97.593			
7	.169	2.407	100.000			

Extraction Method: Principal Component Analysis.

Behaviour

Communalities

	Initial	Extraction
Behaviour1	1.000	.705
Behaviour2	1.000	.712
Behaviour3	1.000	.658
Behaviour4	1.000	.659
Behaviour5	1.000	.723
Behaviour6	1.000	.708

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.164	69.403	69.403	4.164	69.403	69.403
2	.475	7.912	77.314			
3	.433	7.211	84.526			
4	.348	5.796	90.322			
5	.300	5.007	95.329			
6	.280	4.671	100.000			

Extraction Method: Principal Component Analysis.

Intellectual

Communalities

	Initial	Extraction
Intellectual1	1.000	.704
Intellectual2	1.000	.620
Intellectual3	1.000	.693
Intellectual4	1.000	.687
Intellectual5	1.000	.767
Intellectual6	1.000	.698
Intellectual7	1.000	.764

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.933	70.468	70.468	4.933	70.468	70.468
2	.627	8.962	79.430			
3	.395	5.638	85.068			
4	.335	4.788	89.856			
5	.291	4.151	94.008			
6	.216	3.090	97.097			
7	.203	2.903	100.000			

Extraction Method: Principal Component Analysis.

Innovation

Communalities

	Initial	Extraction
Innovation1	1.000	.702
Innovation2	1.000	.735
Innovation3	1.000	.715
Innovation4	1.000	.656
Innovation5	1.000	.686
Innovation6	1.000	.689
Innovation7	1.000	.708

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.892	69.889	69.889	4.892	69.889	69.889
2	.539	7.695	77.584			
3	.458	6.536	84.120			
4	.353	5.050	89.169			
5	.302	4.320	93.489			
6	.273	3.906	97.395			
7	.182	2.605	100.000			

Extraction Method: Principal Component Analysis.

Word of Mouth

Communalities

	Initial	Extraction
WOM1	1.000	.645
WOM2	1.000	.686
WOM3	1.000	.669
WOM4	1.000	.674
WOM5	1.000	.775
WOM6	1.000	.583
WOM7	1.000	.764
WOM8	1.000	.659
WOM9	1.000	.664
WOM10	1.000	.720

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.839	68.395	68.395	6.839	68.395	68.395
2	.625	6.245	74.640			
3	.533	5.332	79.972			
4	.426	4.262	84.234			
5	.358	3.582	87.816			
6	.313	3.129	90.945			
7	.280	2.804	93.748			
8	.238	2.383	96.131			
9	.219	2.194	98.325			
10	.167	1.675	100.000			

Extraction Method: Principal Component Analysis.

Satisfaction

Communalities

	Initial	Extraction
Sat1	1.000	.632
Sat2	1.000	.682
Sat3	1.000	.581
Sat4	1.000	.685
Sat5	1.000	.634
Sat6	1.000	.735
Sat7	1.000	.711

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.661	66.580	66.580	4.661	66.580	66.580
2	.596	8.510	75.091			
3	.489	6.985	82.076			
4	.433	6.179	88.255			
5	.346	4.942	93.197			
6	.253	3.610	96.807			
7	.224	3.193	100.000			

Extraction Method: Principal Component Analysis.

Appendix I: Reliability Test Results

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	596	100.0
	Excluded ^a	0	.0
	Total	596	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.991	101

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Time past 1	442.5403	2986.128	.681	.991
Time past 2	442.6023	2980.055	.730	.991
Time past 3	442.5503	2985.135	.653	.991
Time past 4	442.5789	2993.841	.573	.991
Time past 5	442.5386	2991.358	.599	.991
Time present1	442.6107	2978.678	.717	.991
Time present2	442.5285	2992.777	.625	.991
Time present3	442.6040	2979.524	.718	.991
Time present4	442.5554	2991.081	.614	.991
Time present5	442.6023	2984.358	.676	.991
Time Future1	442.6057	2986.027	.671	.991
Time Future2	442.5520	2989.878	.621	.991
Time Future3	442.5537	2982.873	.693	.991
Time Future4	442.6628	2965.975	.753	.990
Time Future5	442.6527	2979.037	.704	.991
Price1	442.6628	2972.305	.727	.991
Price2	442.7768	2967.585	.764	.990
Price3	442.6560	2969.181	.749	.990
Price4	442.6594	2986.084	.635	.991
Price5	442.6023	2971.164	.762	.990
Price6	442.8607	2956.140	.758	.990
Price7	442.7366	2972.769	.718	.991
Quality1	442.5134	2993.884	.637	.991
Quality2	442.5805	2990.630	.647	.991
Quality3	442.5990	2993.679	.601	.991
Quality4	442.6527	2989.239	.633	.991
Quality5	442.6594	2972.645	.748	.990
Quality6	442.6678	2974.205	.703	.991
Design1	442.6007	2991.259	.615	.991
Design2	442.6393	2984.174	.701	.991
Design3	442.7768	2982.271	.659	.991
Design4	442.7081	2983.195	.668	.991
Design5	442.6678	2984.091	.660	.991
Design6	442.6862	2982.390	.655	.991
Design7	442.7097	2978.159	.688	.991
Design8	442.7332	2968.441	.744	.990
Symbol1	442.5872	2982.078	.670	.991

Symbol2	442.5789	2972.167	.755	.990
Symbol3	442.5872	2983.002	.687	.991
Symbol4	442.4799	2996.025	.601	.991
Symbol5	442.5654	2979.154	.705	.991
Symbol6	442.5252	2989.299	.632	.991
Sensoy1	442.7768	2958.873	.764	.990
Sensoy2	442.6527	2989.988	.630	.991
Sensoy3	442.6225	2995.940	.567	.991
Sensoy4	442.6174	2985.689	.648	.991
Sensoy5	442.5772	2984.594	.678	.991
Sensoy6	442.6611	2983.589	.674	.991
Sensoy7	442.6544	2976.479	.723	.991
Affective1	442.7433	2983.979	.641	.991
Affective2	442.7517	2984.046	.674	.991
Affective3	442.8406	2966.944	.753	.990
Affective4	442.8272	2954.254	.792	.990
Affective5	442.8339	2954.619	.758	.990
Affective6	442.8221	2953.568	.792	.990
Affective7	442.7181	2966.737	.757	.990
Behaviour1	442.5302	2977.564	.768	.990
Behaviour2	442.6779	2973.368	.762	.990
Behaviour3	442.6493	2979.411	.735	.991
Behaviour4	442.6007	2982.311	.723	.991
Behaviour5	442.6946	2963.012	.787	.990
Behaviour6	442.6577	2979.543	.713	.991
Intellectual1	442.7584	2967.901	.737	.991
Intellectual2	442.6560	2975.261	.678	.991
Intellectual3	442.7366	2972.003	.733	.991
Intellectual4	442.7450	2960.752	.772	.990
Intellectual5	442.7584	2958.308	.786	.990
Intellectual6	442.6879	2970.245	.712	.991
Intellectual7	442.7936	2953.280	.799	.990
Innovation1	442.6426	2972.778	.767	.990
Innovation2	442.7248	2971.887	.761	.990
Innovation3	442.7030	2976.317	.730	.991
Innovation4	442.7030	2982.182	.695	.991
Innovation5	442.6812	2977.844	.722	.991
Innovation6	442.7349	2974.904	.737	.991
Innovation7	442.7081	2967.394	.767	.990
WOM1	442.7332	2975.204	.671	.991
WOM2	442.7668	2966.788	.731	.991
WOM3	442.7198	2968.158	.741	.990
WOM4	442.8406	2971.364	.710	.991
WOM5	442.8070	2951.890	.806	.990
WOM6	442.6711	2974.389	.719	.991
WOM7	442.8406	2949.180	.802	.990
WOM8	442.7735	2972.391	.696	.991
WOM9	442.7785	2966.220	.704	.991
WOM10	442.6913	2959.814	.793	.990
Sat1	442.5621	2983.820	.718	.991
Sat2	442.5906	2981.425	.739	.991
Sat3	442.6594	2990.796	.616	.991
Sat4	442.6980	2977.751	.741	.991
Sat5	442.6326	2986.068	.651	.991
Sat6	442.6342	2977.792	.729	.991
Sat7	442.5990	2981.041	.711	.991

Scale: SATISFACTION

Reliability Statistics

Cronbach's Alpha	N of Items
.916	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Sat1	26.8104	11.193	.716	.906
Sat2	26.8389	10.986	.754	.902
Sat3	26.9077	11.324	.679	.910
Sat4	26.9463	10.733	.758	.902
Sat5	26.8809	10.996	.720	.906
Sat6	26.8826	10.531	.795	.898
Sat7	26.8473	10.731	.777	.900

Scale: WOM

Reliability Statistics

Cronbach's Alpha	N of Items
.948	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WOM1	39.0470	40.858	.755	.944
WOM2	39.0805	40.155	.784	.943
WOM3	39.0336	40.564	.772	.943
WOM4	39.1544	40.591	.775	.943
WOM5	39.1208	38.540	.846	.940
WOM6	38.9849	41.682	.711	.946
WOM7	39.1544	38.245	.838	.941
WOM8	39.0872	40.661	.765	.944
WOM9	39.0923	39.909	.768	.944
WOM10	39.0050	39.750	.809	.942

Scale: INNOVATION

Reliability Statistics

Cronbach's Alpha	N of Items
.928	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Innovation1	26.3691	13.658	.774	.917
Innovation2	26.4513	13.448	.797	.914
Innovation3	26.4295	13.667	.783	.916
Innovation4	26.4295	14.121	.739	.920
Innovation5	26.4077	13.835	.762	.918
Innovation6	26.4614	13.677	.766	.917
Innovation7	26.4346	13.234	.779	.916

Scale: INTELLECTUAL

Reliability Statistics

Cronbach's Alpha	N of Items
.930	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Intellectual1	26.2466	18.304	.776	.919
Intellectual2	26.1443	18.900	.711	.925
Intellectual3	26.2248	18.685	.768	.920
Intellectual4	26.2332	18.038	.763	.920
Intellectual5	26.2466	17.558	.824	.914
Intellectual6	26.1762	18.347	.771	.919
Intellectual7	26.2819	17.262	.820	.915

Scale: BEHAVIOUR

Reliability Statistics

Cronbach's Alpha	N of Items
.911	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Behaviour1	22.2399	9.087	.763	.893
Behaviour2	22.3876	8.799	.766	.892
Behaviour3	22.3591	9.189	.724	.898
Behaviour4	22.3104	9.307	.727	.898
Behaviour5	22.4044	8.275	.775	.893
Behaviour6	22.3674	8.949	.765	.893

Scale: AFFECTIVE

Reliability Statistics

Cronbach's Alpha	N of Items
.928	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Affective1	25.8305	19.351	.677	.926
Affective2	25.8389	19.561	.682	.926
Affective3	25.9279	17.970	.793	.915
Affective4	25.9144	16.962	.830	.911
Affective5	25.9211	16.732	.825	.912
Affective6	25.9094	16.849	.838	.911
Affective7	25.8054	18.076	.778	.917

Scale: SENSORY**Reliability Statistics**

Cronbach's Alpha	N of Items
.888	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Sens1	26.8389	9.967	.683	.875
Sens2	26.7148	11.421	.653	.875
Sens3	26.6846	11.645	.627	.878
Sens4	26.6795	11.072	.686	.871
Sens5	26.6393	11.065	.709	.868
Sens6	26.7232	10.997	.702	.869
Sens7	26.7164	10.603	.742	.863

Scale: SYMBOL**Reliability Statistics**

Cronbach's Alpha	N of Items
.895	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Symbol1	22.7836	7.904	.648	.888
Symbol2	22.7752	7.240	.790	.866
Symbol3	22.7836	7.793	.721	.877
Symbol4	22.6762	8.354	.687	.883
Symbol5	22.7617	7.462	.776	.868
Symbol6	22.7215	7.996	.703	.879

Scale: DESIGN**Reliability Statistics**

Cronbach's Alpha	N of Items
.917	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Design1	30.8070	16.583	.658	.912
Design2	30.8456	16.282	.703	.908
Design3	30.9832	15.932	.689	.909
Design4	30.9144	15.944	.714	.907
Design5	30.8742	15.781	.754	.904
Design6	30.8926	15.518	.768	.903
Design7	30.9161	15.324	.778	.902
Design8	30.9396	15.062	.749	.905

Scale: QUALITY

Reliability Statistics

Cronbach's Alpha	N of Items
.885	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Quality1	22.3607	7.609	.710	.865
Quality2	22.4279	7.479	.698	.866
Quality3	22.4463	7.511	.686	.867
Quality4	22.5000	7.360	.689	.866
Quality5	22.5067	6.751	.740	.859
Quality6	22.5151	6.771	.697	.868

Scale: PRICE

Reliability Statistics

Cronbach's Alpha	N of Items
.925	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Price1	26.3322	15.768	.788	.911
Price2	26.4463	15.458	.821	.907
Price3	26.3255	15.860	.752	.914
Price4	26.3289	16.893	.681	.921
Price5	26.2718	15.916	.788	.911
Price6	26.5302	14.811	.765	.915
Price7	26.4060	15.852	.767	.913

Scale: TIME

Reliability Statistics

Cronbach's Alpha	N of Items
.948	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Time Future1	63.3238	52.508	.740	.944
Time Future2	63.2701	52.967	.694	.945
Time Future3	63.2718	52.323	.735	.945
Time Future4	63.3809	50.804	.718	.945
Time Future5	63.3708	52.224	.700	.945
Time past 1	63.2584	52.928	.706	.945
Time past 2	63.3205	52.000	.768	.944
Time past 3	63.2685	52.291	.726	.945
Time past 4	63.2970	53.238	.674	.946
Time past 5	63.2567	52.958	.694	.945
Time present1	63.3289	51.875	.745	.944
Time present2	63.2466	53.201	.724	.945
Time present3	63.3221	51.869	.760	.944
Time present4	63.2735	52.895	.715	.945
Time present5	63.3205	52.265	.745	.944

Appendix J: R-Studio Software results

>	summary	(JL1_pls)			
PARTIAL	LEAST	SQUARES	PATH	MODELING	(PLS-PM)

MODEL	SPECIFICATION				
1	Number	of	Cases	596	
2	Latent	Variables	18		
3	Manifest	Variables	220		
4	Scale	of	Data	Standardized	Data
5	Non-Metric	PLS	FALSE		
6	Weighting	Scheme	centroid		
7	Tolerance	Crit	1.00E-06		
8	Max	Num	Iters	100	
9	Convergence	Iters	3		
10	Bootstrapping	FALSE			
11	Bootstrap	samples	NULL		

BLOCKS	DEFINITION				
	Block	Type	Size	Mode	
1	ID	Exogenous	4	A	
2	Past	Exogenous	4	A	
3	Present	Exogenous	4	A	
4	Future	Exogenous	4	A	
5	Inn	Exogenous	5	A	
6	Wom	Exogenous	6	A	
7	IDxPast	Exogenous	16	A	
8	IDxPresent	Exogenous	16	A	
9	IDxFuture	Exogenous	16	A	
10	IDxInn	Exogenous	20	A	
11	IDxWom	Exogenous	24	A	
12	Exp	Endogenous	4	A	
13	ExpPast	Exogenous	16	A	
14	ExpPresent	Exogenous	16	A	
15	ExpFuture	Exogenous	16	A	
16	ExpInn	Exogenous	20	A	
17	ExpWom	Exogenous	24	A	
18	Sat	Endogenous	5	A	

BLOCKS	UNIDIMENSIONALITY					
	Mode	MVs	C.alpha	DG.rho	eig.1st	eig.2nd
ID	A	4	0.861	0.906	2.82	0.443
Past	A	4	0.852	0.9	2.77	0.485
Present	A	4	0.855	0.902	2.79	0.439
Future	A	4	0.835	0.89	2.68	0.572
Inn	A	5	0.896	0.923	3.53	0.461
Wom	A	6	0.91	0.931	4.15	0.501
IDxPast	A	16	0.982	0.983	12.56	0.763
IDxPresent	A	16	0.982	0.984	12.65	0.679
IDxFuture	A	16	0.982	0.983	12.56	0.867
IDxInn	A	20	0.987	0.987	15.95	0.765
IDxWom	A	24	0.988	0.988	18.72	0.993
Exp	A	4	0.89	0.924	3.01	0.352
ExpxPast	A	16	0.983	0.984	12.75	0.714
ExpxPresent	A	16	0.984	0.985	12.85	0.656
ExpxFuture	A	16	0.983	0.984	12.74	0.825
ExpxInn	A	20	0.988	0.989	16.27	0.701
ExpxWom	A	24	0.989	0.99	19.13	0.92
Sat	A	5	0.88	0.913	3.39	0.502

OUTER MODEL

OUTER	MODEL	weight	loading	communalit		redundanc	
				y	y	y	y
ID		1	price	0.3104	0.86	0.74	0
		1	quality	0.2777	0.833	0.694	0
		1	Design	0.3011	0.833	0.694	0
		1	Symbol	0.3009	0.833	0.694	0
Past		2	Past1	0.3381	0.845	0.714	0
		2	Past3	0.3113	0.818	0.67	0
		2	Past4	0.2633	0.832	0.692	0
		2	Past5	0.2897	0.83	0.689	0
Present		3	Present1	0.3171	0.848	0.72	0
		3	Present2	0.2661	0.827	0.684	0
		3	Present3	0.3195	0.842	0.709	0
		3	Present5	0.2948	0.82	0.672	0
Future		4	Future1	0.2877	0.825	0.681	0
		4	Future2	0.275	0.763	0.583	0
		4	Future4	0.339	0.846	0.716	0
		4	Future5	0.3191	0.833	0.693	0
Inn		5	Inn1	0.2603	0.831	0.691	0
		5	Inn3	0.2376	0.857	0.734	0
		5	Inn4	0.2255	0.83	0.689	0
		5	Inn5	0.2308	0.852	0.725	0
		5	Inn6	0.2368	0.829	0.688	0
Wom		6	WOM2	0.1985	0.843	0.711	0
		6	WOM3	0.1974	0.849	0.72	0

	6	WOM4	0.192	0.819	0.67	0
	6	WOM6	0.1977	0.791	0.625	0
	6	WOM7	0.2236	0.881	0.777	0
	6	WOM9	0.1928	0.801	0.641	0
IDxPast						
	7	pricexPast1	0.0751	0.91	0.828	0
	7	pricexPast3	0.0715	0.891	0.793	0
	7	pricexPast4	0.0689	0.898	0.806	0
	7	pricexPast5	0.0719	0.897	0.804	0
	7	qualityxPast1	0.0707	0.891	0.795	0
	7	qualityxPast3	0.067	0.871	0.759	0
	7	qualityxPast4	0.0635	0.88	0.774	0
	7	qualityxPast5	0.0668	0.875	0.765	0
	7	DesignxPast1	0.0744	0.882	0.777	0
	7	DesignxPast3	0.0722	0.882	0.778	0
	7	DesignxPast4	0.0693	0.884	0.781	0
	7	DesignxPast5	0.0718	0.884	0.781	0
	7	SymbolxPast1	0.0738	0.877	0.77	0
	7	SymbolxPast3	0.072	0.883	0.78	0
	7	SymbolxPast4	0.0682	0.883	0.78	0
	7	SymbolxPast5	0.0714	0.887	0.787	0
IDxPresent						
	8	pricexPresent1	0.0727	0.908	0.824	0
	8	pricexPresent3	0.0727	0.898	0.807	0
	8	pricexPresent2	0.0691	0.905	0.818	0
	8	pricexPresent5	0.0706	0.897	0.805	0
	8	qualityxPresent1	0.0689	0.89	0.792	0
	8	qualityxPresent3	0.0693	0.885	0.783	0
	8	qualityxPresent2	0.0636	0.873	0.762	0
	8	qualityxPresent5	0.0665	0.875	0.766	0
	8	DesignxPresent1	0.0721	0.89	0.791	0
	8	DesignxPresent3	0.073	0.891	0.794	0
	8	DesignxPresent2	0.0685	0.882	0.777	0
	8	DesignxPresent5	0.0708	0.888	0.789	0
	8	SymbolxPresent1	0.0728	0.888	0.788	0
	8	SymbolxPresent3	0.0741	0.892	0.796	0
	8	SymbolxPresent2	0.0689	0.882	0.778	0
	8	SymbolxPresent5	0.0711	0.881	0.775	0
IDxFuture						
	9	pricexFuture1	0.0696	0.902	0.814	0
	9	pricexFuture4	0.0733	0.905	0.82	0
	9	pricexFuture2	0.0706	0.898	0.806	0
	9	pricexFuture5	0.072	0.896	0.803	0
	9	qualityxFuture1	0.0651	0.873	0.762	0
	9	qualityxFuture4	0.0717	0.896	0.803	0
	9	qualityxFuture2	0.0646	0.853	0.727	0
	9	qualityxFuture5	0.0693	0.884	0.781	0
	9	DesignxFuture1	0.0697	0.889	0.791	0
	9	DesignxFuture4	0.0738	0.897	0.805	0
	9	DesignxFuture2	0.0695	0.868	0.753	0
	9	DesignxFuture5	0.0723	0.886	0.785	0
	9	SymbolxFuture1	0.0697	0.884	0.782	0
	9	SymbolxFuture4	0.0744	0.895	0.8	0
	9	SymbolxFuture2	0.0697	0.863	0.744	0
	9	SymbolxFuture5	0.073	0.887	0.787	0

IDxInn

10	pricexInn1	0.0583	0.896	0.803	0
10	pricexInn3	0.0566	0.91	0.828	0
10	pricexInn4	0.0559	0.903	0.815	0
10	pricexInn5	0.0559	0.912	0.832	0
10	pricexInn6	0.0556	0.892	0.795	0
10	qualityxInn1	0.0573	0.881	0.776	0
10	qualityxInn3	0.0549	0.893	0.797	0
10	qualityxInn4	0.0542	0.885	0.784	0
10	qualityxInn5	0.0537	0.887	0.787	0
10	qualityxInn6	0.0548	0.887	0.787	0
10	DesignxInn1	0.058	0.89	0.793	0
10	DesignxInn3	0.0555	0.895	0.8	0
10	DesignxInn4	0.055	0.889	0.791	0
10	DesignxInn5	0.0553	0.901	0.812	0
10	DesignxInn6	0.0556	0.894	0.8	0
10	SymbolxInn1	0.0598	0.899	0.809	0
10	SymbolxInn3	0.0567	0.896	0.803	0
10	SymbolxInn4	0.055	0.875	0.765	0
10	SymbolxInn5	0.0554	0.888	0.789	0
10	SymbolxInn6	0.0561	0.888	0.789	0

IDxWom

11	pricexWOM2	0.0475	0.9	0.81	0
11	pricexWOM3	0.0472	0.896	0.802	0
11	pricexWOM4	0.0465	0.888	0.788	0
11	pricexWOM7	0.0501	0.916	0.838	0
11	pricexWOM6	0.048	0.889	0.79	0
11	pricexWOM9	0.0466	0.878	0.77	0
11	qualityxWOM2	0.046	0.879	0.772	0
11	qualityxWOM3	0.0459	0.879	0.772	0
11	qualityxWOM4	0.0456	0.878	0.77	0
11	qualityxWOM7	0.0496	0.909	0.826	0
11	qualityxWOM6	0.0453	0.843	0.71	0
11	qualityxWOM9	0.0453	0.859	0.739	0
11	DesignxWOM2	0.0468	0.885	0.784	0
11	DesignxWOM3	0.0469	0.893	0.798	0
11	DesignxWOM4	0.0461	0.879	0.773	0
11	DesignxWOM7	0.0494	0.906	0.82	0
11	DesignxWOM6	0.0473	0.874	0.764	0
11	DesignxWOM9	0.0466	0.875	0.766	0
11	SymbolxWOM2	0.0476	0.889	0.79	0
11	SymbolxWOM3	0.0476	0.889	0.791	0
11	SymbolxWOM4	0.0465	0.875	0.766	0
11	SymbolxWOM7	0.05	0.9	0.81	0
11	SymbolxWOM6	0.0474	0.859	0.738	0
11	SymbolxWOM9	0.0463	0.855	0.731	0

Exp

12	Sensory	0.2904	0.872	0.761	0.618
12	Affective	0.2827	0.858	0.735	0.597
12	Behaviour	0.3009	0.878	0.77	0.625
12	Intellectual	0.2791	0.86	0.74	0.601

ExpPast

13	SensoryxPast1	0.072	0.899	0.808	0
13	SensoryxPast3	0.0699	0.887	0.787	0
13	SensoryxPast4	0.0681	0.892	0.796	0

	13	SensoryxPast5	0.0698	0.895	0.801	0
	13	AffectivexPast1	0.0702	0.893	0.798	0
	13	AffectivexPast3	0.0685	0.883	0.78	0
	13	AffectivexPast4	0.0673	0.893	0.797	0
	13	AffectivexPast5	0.0683	0.889	0.79	0
	13	BehaviourxPast1	0.0748	0.903	0.815	0
	13	BehaviourxPast3	0.0725	0.889	0.79	0
	13	BehaviourxPast4	0.0709	0.891	0.795	0
	13	BehaviourxPast5	0.0726	0.896	0.803	0
	13	IntellectualxPast1	0.0702	0.895	0.801	0
	13	IntellectualxPast3	0.0691	0.891	0.793	0
	13	IntellectualxPast4	0.0678	0.898	0.806	0
	13	IntellectualxPast5	0.0683	0.889	0.791	0
ExpPresent						
	14	SensoryxPresent1	0.0716	0.9	0.81	0
	14	SensoryxPresent3	0.0707	0.906	0.82	0
	14	SensoryxPresent2	0.0685	0.896	0.802	0
	14	SensoryxPresent5	0.0691	0.888	0.788	0
	14	AffectivexPresent1	0.0696	0.899	0.809	0
	14	AffectivexPresent3	0.0681	0.893	0.797	0
	14	AffectivexPresent2	0.0666	0.894	0.8	0
	14	AffectivexPresent5	0.0672	0.887	0.788	0
	14	BehaviourxPresent1	0.0744	0.906	0.82	0
	14	BehaviourxPresent3	0.0725	0.902	0.813	0
	14	BehaviourxPresent2	0.0709	0.89	0.793	0
	14	BehaviourxPresent5	0.0719	0.892	0.795	0
	14	IntellectualxPresent1	0.0703	0.896	0.803	0
	14	IntellectualxPresent3	0.0687	0.895	0.801	0
	14	IntellectualxPresent2	0.067	0.893	0.798	0
	14	IntellectualxPresent5	0.0689	0.9	0.81	0
ExpFuture						
	15	SensoryxFuture1	0.0708	0.89	0.793	0
	15	SensoryxFuture4	0.0704	0.905	0.819	0
	15	SensoryxFuture2	0.0695	0.875	0.765	0
	15	SensoryxFuture5	0.0702	0.894	0.8	0
	15	AffectivexFuture1	0.0692	0.898	0.806	0
	15	AffectivexFuture4	0.0685	0.901	0.812	0
	15	AffectivexFuture2	0.0669	0.871	0.758	0
	15	AffectivexFuture5	0.0685	0.898	0.807	0
	15	BehaviourxFuture1	0.0731	0.889	0.79	0
	15	BehaviourxFuture4	0.0726	0.908	0.825	0
	15	BehaviourxFuture2	0.0718	0.878	0.771	0
	15	BehaviourxFuture5	0.0724	0.897	0.804	0
	15	IntellectualxFuture1	0.0702	0.9	0.81	0
	15	IntellectualxFuture4	0.0689	0.898	0.807	0
	15	IntellectualxFuture2	0.0692	0.886	0.785	0
	15	IntellectualxFuture5	0.0686	0.889	0.791	0
ExpInn						
	16	SensoryxInn1	0.0553	0.898	0.807	0
	16	SensoryxInn3	0.0561	0.908	0.825	0

	16	SensoryxInn4	0.055	0.898	0.806	0
	16	SensoryxInn5	0.0571	0.915	0.838	0
	16	SensoryxInn6	0.0554	0.893	0.797	0
	16	AffectivexInn1	0.0533	0.89	0.792	0
	16	AffectivexInn3	0.0545	0.904	0.817	0
	16	AffectivexInn4	0.0537	0.903	0.816	0
	16	AffectivexInn5	0.0549	0.905	0.819	0
	16	AffectivexInn6	0.0541	0.895	0.8	0
	16	BehaviourxInn1	0.0577	0.911	0.829	0
	16	BehaviourxInn3	0.0576	0.903	0.816	0
	16	BehaviourxInn4	0.0569	0.896	0.803	0
	16	BehaviourxInn5	0.0583	0.905	0.818	0
	16	BehaviourxInn6	0.0578	0.9	0.81	0
	16	IntellectualxInn1	0.0539	0.899	0.809	0
	16	IntellectualxInn3	0.0545	0.906	0.821	0
	16	IntellectualxInn4	0.053	0.893	0.798	0
	16	IntellectualxInn5	0.0548	0.907	0.823	0
	16	IntellectualxInn6	0.0549	0.907	0.823	0
Expwxom						
	17	SensoryxWOM2	0.0457	0.894	0.799	0
	17	SensoryxWOM3	0.0479	0.902	0.814	0
	17	SensoryxWOM4	0.0451	0.889	0.79	0
	17	SensoryxWOM7	0.0478	0.914	0.836	0
	17	SensoryxWOM6	0.05	0.876	0.767	0
	17	SensoryxWOM9	0.045	0.873	0.763	0
	17	AffectivexWOM2	0.0443	0.892	0.796	0
	17	AffectivexWOM3	0.0455	0.885	0.783	0
	17	AffectivexWOM4	0.0436	0.888	0.788	0
	17	AffectivexWOM7	0.0465	0.913	0.833	0
	17	AffectivexWOM6	0.0488	0.889	0.79	0
	17	AffectivexWOM9	0.0442	0.883	0.78	0
	17	BehaviourxWOM2	0.0474	0.9	0.81	0
	17	BehaviourxWOM3	0.0496	0.903	0.816	0
	17	BehaviourxWOM4	0.0466	0.89	0.792	0
	17	BehaviourxWOM7	0.0495	0.922	0.85	0
	17	BehaviourxWOM6	0.0513	0.873	0.763	0
	17	BehaviourxWOM9	0.0462	0.869	0.756	0
	17	IntellectualxWOM2	0.0448	0.897	0.804	0
	17	IntellectualxWOM3	0.0467	0.906	0.821	0
	17	IntellectualxWOM4	0.0438	0.884	0.781	0
	17	IntellectualxWOM7	0.0468	0.912	0.832	0
	17	IntellectualxWOM6	0.0489	0.892	0.795	0
	17	IntellectualxWOM9	0.0443	0.881	0.776	0
Sat						
	18	Sat1	0.2599	0.789	0.623	0.411
	18	Sat3	0.2164	0.769	0.591	0.39
	18	Sat5	0.2306	0.806	0.65	0.429
	18	Sat6	0.2573	0.881	0.776	0.512
	18	Sat7	0.2499	0.863	0.745	0.492

CROSSLLOADINGS

		ID	Past	Present	Future	Inn	Wom	IDxPast	IDxPresent	IDxFuture	IDxInn	IDxWom	Exp	ExpxPast	
ID	1	price	0.86	0.657	0.708	0.736	0.678	0.664	0.819	0.831	0.837	0.81	0.802	0.723	0.755
	1	quality	0.833	0.615	0.669	0.672	0.579	0.562	0.77	0.786	0.781	0.736	0.72	0.646	0.684
	1	Design	0.833	0.575	0.629	0.641	0.657	0.631	0.763	0.78	0.778	0.789	0.773	0.701	0.701
	1	Symbol	0.833	0.646	0.6	0.638	0.619	0.592	0.78	0.753	0.763	0.757	0.739	0.7	0.736
Past	2	Past1	0.666	0.845	0.639	0.601	0.574	0.561	0.797	0.687	0.659	0.653	0.645	0.617	0.786
	2	Past3	0.646	0.818	0.681	0.635	0.513	0.517	0.778	0.698	0.667	0.608	0.607	0.568	0.753
	2	Past4	0.573	0.832	0.599	0.589	0.443	0.431	0.755	0.619	0.608	0.536	0.526	0.481	0.72
	2	Past5	0.57	0.83	0.619	0.621	0.484	0.478	0.747	0.624	0.623	0.554	0.55	0.529	0.735
Present	3	Present1	0.663	0.632	0.848	0.71	0.592	0.584	0.695	0.801	0.72	0.662	0.656	0.641	0.69
	3	Present2	0.609	0.614	0.827	0.674	0.482	0.509	0.655	0.762	0.671	0.57	0.586	0.538	0.619
	3	Present3	0.665	0.678	0.842	0.674	0.59	0.627	0.716	0.795	0.699	0.658	0.68	0.646	0.714
	3	Present5	0.646	0.626	0.82	0.719	0.559	0.558	0.682	0.779	0.717	0.634	0.634	0.596	0.666
Future	4	Future1	0.643	0.617	0.729	0.825	0.539	0.551	0.672	0.722	0.777	0.622	0.628	0.578	0.646
	4	Future2	0.619	0.64	0.635	0.763	0.504	0.501	0.669	0.661	0.732	0.593	0.59	0.552	0.649
	4	Future4	0.696	0.586	0.687	0.846	0.619	0.656	0.692	0.73	0.813	0.688	0.713	0.681	0.693
	4	Future5	0.655	0.576	0.671	0.833	0.584	0.6	0.661	0.701	0.785	0.652	0.664	0.641	0.665
Inn	5	Inn1	0.669	0.537	0.591	0.623	0.831	0.701	0.652	0.668	0.68	0.803	0.735	0.747	0.706
	5	Inn3	0.635	0.536	0.574	0.574	0.857	0.646	0.633	0.643	0.638	0.804	0.688	0.681	0.671
	5	Inn4	0.586	0.465	0.533	0.551	0.83	0.631	0.574	0.596	0.603	0.769	0.658	0.647	0.617
	5	Inn5	0.628	0.497	0.541	0.564	0.852	0.657	0.607	0.618	0.626	0.799	0.692	0.662	0.638
	5	Inn6	0.648	0.522	0.564	0.578	0.829	0.646	0.636	0.644	0.647	0.796	0.699	0.679	0.666
Wom	6	WOM2	0.606	0.505	0.558	0.593	0.655	0.843	0.596	0.614	0.629	0.669	0.795	0.664	0.641
	6	WOM3	0.613	0.49	0.607	0.622	0.644	0.849	0.588	0.637	0.642	0.658	0.794	0.66	0.626
	6	WOM4	0.574	0.483	0.515	0.561	0.661	0.819	0.571	0.578	0.598	0.659	0.776	0.642	0.62
	6	WOM6	0.613	0.541	0.591	0.6	0.61	0.791	0.612	0.626	0.628	0.641	0.756	0.661	0.65
	6	WOM7	0.651	0.52	0.603	0.628	0.721	0.881	0.631	0.661	0.67	0.726	0.837	0.748	0.697
6	WOM9	0.581	0.464	0.538	0.536	0.606	0.801	0.558	0.585	0.579	0.624	0.755	0.645	0.604	
IDxPast	7	pricexPast1	0.864	0.829	0.754	0.754	0.713	0.689	0.91	0.86	0.851	0.835	0.821	0.752	0.863
	7	pricexPast3	0.843	0.809	0.764	0.759	0.668	0.655	0.891	0.854	0.843	0.798	0.79	0.717	0.837
	7	pricexPast4	0.824	0.832	0.743	0.757	0.649	0.629	0.898	0.834	0.833	0.78	0.767	0.69	0.839
	7	pricexPast5	0.828	0.831	0.754	0.774	0.675	0.659	0.897	0.84	0.844	0.795	0.786	0.72	0.85
	7	qualityxPast1	0.839	0.835	0.733	0.712	0.656	0.631	0.891	0.829	0.81	0.787	0.77	0.709	0.837
	7	qualityxPast3	0.816	0.813	0.752	0.724	0.608	0.592	0.871	0.827	0.805	0.748	0.734	0.671	0.81
	7	qualityxPast4	0.794	0.84	0.721	0.716	0.584	0.56	0.88	0.8	0.791	0.725	0.707	0.637	0.811
	7	qualityxPast5	0.793	0.838	0.733	0.737	0.61	0.591	0.875	0.804	0.801	0.738	0.723	0.669	0.821
	7	DesignxPast1	0.851	0.786	0.713	0.698	0.704	0.674	0.882	0.834	0.817	0.825	0.808	0.746	0.837
	7	DesignxPast3	0.847	0.785	0.741	0.724	0.675	0.653	0.882	0.846	0.829	0.806	0.793	0.723	0.828
	7	DesignxPast4	0.823	0.802	0.712	0.713	0.654	0.625	0.884	0.82	0.812	0.785	0.766	0.694	0.826
	7	DesignxPast5	0.826	0.805	0.722	0.734	0.675	0.649	0.884	0.825	0.824	0.796	0.781	0.719	0.836
7	SymbolxPast1	0.829	0.821	0.699	0.692	0.675	0.646	0.877	0.806	0.794	0.79	0.773	0.739	0.848	
7	SymbolxPast3	0.83	0.823	0.737	0.726	0.652	0.633	0.883	0.827	0.812	0.778	0.765	0.722	0.845	
7	SymbolxPast4	0.799	0.843	0.698	0.707	0.623	0.594	0.883	0.792	0.789	0.748	0.729	0.683	0.84	
7	SymbolxPast5	0.805	0.853	0.715	0.735	0.647	0.621	0.887	0.802	0.805	0.763	0.747	0.715	0.857	
IDxPresent	8	pricexPresent1	0.844	0.709	0.857	0.796	0.708	0.684	0.84	0.908	0.865	0.822	0.809	0.751	0.8
	8	pricexPresent3	0.842	0.723	0.846	0.771	0.703	0.704	0.845	0.898	0.849	0.816	0.819	0.751	0.806
	8	pricexPresent2	0.842	0.713	0.853	0.793	0.668	0.666	0.841	0.905	0.862	0.797	0.797	0.714	0.779
	8	pricexPresent5	0.839	0.709	0.843	0.802	0.691	0.672	0.837	0.897	0.866	0.809	0.799	0.73	0.789

ID		ExpxPresent	ExpxFuture	ExpxInn	ExpxWom	Sat
	1 price	0.768	0.777	0.732	0.727	0.654
	1 quality	0.701	0.699	0.638	0.627	0.656
	1 Design	0.717	0.719	0.712	0.699	0.605
	1 Symbol	0.698	0.714	0.689	0.673	0.618
Past						
	2 Past1	0.667	0.649	0.624	0.619	0.594
	2 Past3	0.663	0.638	0.563	0.566	0.558
	2 Past4	0.576	0.573	0.488	0.483	0.489
	2 Past5	0.609	0.613	0.532	0.529	0.523
Present						
	3 Present1	0.797	0.719	0.646	0.642	0.635
	3 Present2	0.73	0.645	0.531	0.551	0.536
	3 Present3	0.791	0.701	0.644	0.667	0.617
	3 Present5	0.76	0.702	0.602	0.603	0.585
Future						
	4 Future1	0.695	0.753	0.58	0.588	0.584
	4 Future2	0.635	0.708	0.555	0.553	0.535
	4 Future4	0.733	0.808	0.674	0.693	0.598
	4 Future5	0.703	0.782	0.637	0.65	0.587
Inn						
	5 Inn1	0.719	0.729	0.821	0.754	0.612
	5 Inn3	0.677	0.671	0.81	0.696	0.605
	5 Inn4	0.638	0.643	0.784	0.672	0.569
	5 Inn5	0.649	0.656	0.804	0.696	0.614
	5 Inn6	0.673	0.672	0.796	0.698	0.6
Wom						
	6 WOM2	0.656	0.664	0.684	0.798	0.575
	6 WOM3	0.672	0.675	0.672	0.796	0.619
	6 WOM4	0.625	0.641	0.679	0.785	0.56
	6 WOM6	0.663	0.659	0.655	0.764	0.679
	6 WOM7	0.723	0.726	0.758	0.857	0.647
	6 WOM9	0.627	0.62	0.642	0.763	0.573
IDxPast						
	7 pricexPast1	0.809	0.807	0.77	0.76	0.701
	7 pricexPast3	0.796	0.789	0.725	0.721	0.668
	7 pricexPast4	0.771	0.776	0.705	0.697	0.652
	7 pricexPast5	0.792	0.801	0.734	0.727	0.668
	7 qualityxPast1	0.771	0.759	0.716	0.703	0.701
	7 qualityxPast3	0.761	0.743	0.669	0.66	0.665
	7 qualityxPast4	0.727	0.724	0.643	0.63	0.645
	7 qualityxPast5	0.75	0.752	0.672	0.661	0.667
	7 DesignxPast1	0.785	0.776	0.763	0.749	0.673
	7 DesignxPast3	0.788	0.775	0.734	0.724	0.658
	7 DesignxPast4	0.758	0.757	0.712	0.697	0.637
	7 DesignxPast5	0.776	0.781	0.734	0.722	0.653
	7 SymbolxPast1	0.771	0.766	0.743	0.727	0.679
	7 SymbolxPast3	0.782	0.772	0.719	0.709	0.671
	7 SymbolxPast4	0.743	0.746	0.689	0.673	0.64
	7 SymbolxPast5	0.767	0.776	0.716	0.701	0.661
IDxPresent						
	8 pricexPresent1	0.867	0.829	0.767	0.756	0.708
	8 pricexPresent3	0.859	0.814	0.762	0.767	0.692
	8 pricexPresent2	0.845	0.807	0.724	0.728	0.665
	8 pricexPresent5	0.849	0.821	0.745	0.737	0.678
[reached	getOption("max.print")	--	omitted	183	rows

INNER MODEL

\$Exp							
	Estimate	Std.	Error	t	value	Pr(> t)	
Intercept	9.61E-16		0.0179	5.36E-14	1.00E+00		
ID	6.80E-01		0.1438	4.73E+00	2.84E-06		
Past	-2.22E-01		0.1717	-1.29E+00	1.97E-01		
Present	-5.83E-01		0.2698	-2.16E+00	3.10E-02		
Future	3.46E-01		0.3098	1.12E+00	2.65E-01		
Inn	7.50E-01		0.2515	2.98E+00	2.98E-03		
Wom	9.75E-01		0.237	4.11E+00	4.48E-05		
IDxPast	4.63E-01		0.3202	1.44E+00	1.49E-01		
IDxPresent	1.09E+00		0.4808	2.28E+00	2.31E-02		
IDxFuture	-4.99E-01		0.5426	-9.19E-01	3.59E-01		
IDxInn	-8.00E-01		0.4272	-1.87E+00	6.16E-02		
IDxWom	1.16E+00		0.3708	-3.12E+00	1.92E-03		
\$Sat							
	Estimate	Std.	Error	t	value	Pr(> t)	
Intercept	4.56E-17		0.024	1.90E-15	1.00E+00		
Exp	-1.47E-01		0.095	-1.55E+00	1.21E-01		
ExpXPast	1.64E-01		0.0721	2.27E+00	2.37E-02		
ExpXPresent	2.66E-01		0.0886	3.00E+00	2.81E-03		
ExpXFuture	1.02E-01		0.0884	1.15E+00	2.50E-01		
ExpXInn	1.38E-01		0.0783	1.76E+00	7.82E-02		
ExpXWom	3.19E-01		0.0744	4.29E+00	2.07E-05		

CORRELATIONS

	ID	Past	Present	Future	Inn	Wom	IDxPast	IDxPresent	IDxFuture	IDxInn	IDxWom	Exp	ExpxPast	ExpxPresent	ExpxFuture	ExpxInn	ExpxWom	Sat
ID	1	0.742	0.775	0.8	0.755	0.73	0.933	0.938	0.941	0.921	0.904	0.826	0.857	0.859	0.867	0.826	0.812	0.753
Past	0.742	1	0.765	0.736	0.61	0.603	0.927	0.793	0.771	0.711	0.705	0.665	0.902	0.76	0.746	0.669	0.666	0.655
Present	0.775	0.765	1	0.832	0.669	0.685	0.825	0.941	0.842	0.758	0.768	0.729	0.808	0.924	0.83	0.729	0.741	0.714
Future	0.8	0.736	0.832	1	0.69	0.711	0.823	0.861	0.951	0.783	0.796	0.754	0.811	0.847	0.935	0.751	0.764	0.705
Inn	0.755	0.61	0.669	0.69	1	0.783	0.74	0.756	0.762	0.946	0.829	0.816	0.787	0.801	0.804	0.957	0.839	0.715
Wom	0.73	0.603	0.685	0.711	0.783	1	0.714	0.743	0.752	0.799	0.946	0.808	0.771	0.797	0.8	0.822	0.957	0.733
IDxPast	0.933	0.927	0.825	0.823	0.74	0.714	1	0.931	0.922	0.883	0.866	0.799	0.945	0.872	0.868	0.809	0.796	0.751
IDxPresent	0.938	0.793	0.941	0.861	0.756	0.743	0.931	1	0.946	0.893	0.886	0.818	0.881	0.947	0.899	0.825	0.821	0.768
IDxFuture	0.941	0.771	0.842	0.951	0.762	0.752	0.922	0.946	1	0.899	0.893	0.824	0.875	0.897	0.951	0.83	0.826	0.759
IDxInn	0.921	0.711	0.758	0.783	0.946	0.799	0.883	0.893	0.899	1	0.917	0.864	0.869	0.877	0.883	0.956	0.875	0.771
IDxWom	0.904	0.705	0.768	0.796	0.829	0.946	0.866	0.886	0.893	0.917	1	0.865	0.863	0.879	0.885	0.884	0.961	0.786
Exp	0.826	0.665	0.729	0.754	0.816	0.808	0.799	0.818	0.824	0.864	0.865	1	0.916	0.929	0.932	0.942	0.935	0.773
ExpxPast	0.857	0.902	0.808	0.811	0.787	0.771	0.945	0.881	0.875	0.869	0.863	0.916	1	0.927	0.924	0.891	0.882	0.774
ExpxPresent	0.859	0.76	0.924	0.847	0.801	0.797	0.872	0.947	0.897	0.877	0.879	0.929	0.927	1	0.95	0.904	0.903	0.79
ExpxFuture	0.867	0.746	0.83	0.935	0.804	0.8	0.868	0.899	0.951	0.883	0.885	0.932	0.924	0.95	1	0.906	0.904	0.782
ExpxInn	0.826	0.669	0.729	0.751	0.957	0.822	0.809	0.825	0.83	0.956	0.884	0.942	0.891	0.904	0.906	1	0.924	0.773
ExpxWom	0.812	0.666	0.741	0.764	0.839	0.957	0.796	0.821	0.826	0.875	0.961	0.935	0.882	0.903	0.904	0.924	1	0.785
Sat	0.753	0.655	0.714	0.705	0.715	0.733	0.751	0.768	0.759	0.771	0.786	0.773	0.774	0.79	0.782	0.773	0.785	1

SUMMARY

SUMMARY	INNER	MODEL				
	Type	R2	Block_Community	Mean_Redundancy	AVE	AVE sr
ID	Exogenous	0	0.706	0	0.706	0.84
Past	Exogenous	0	0.691	0	0.691	0.83
Present	Exogenous	0	0.697	0	0.697	0.83
Future	Exogenous	0	0.668	0	0.668	0.82
Inn	Exogenous	0	0.705	0	0.705	0.84
Wom	Exogenous	0	0.691	0	0.691	0.83
IDxPast	Exogenous	0	0.785	0	0.785	0.89
IDxPresent	Exogenous	0	0.79	0	0.79	0.89
IDxFuture	Exogenous	0	0.785	0	0.785	0.89
IDxInn	Exogenous	0	0.798	0	0.798	0.89
IDxWom	Exogenous	0	0.78	0	0.78	0.88
Exp	Endogenous	0.812	0.752	0.61	0.752	0.87
ExpPast	Exogenous	0	0.797	0	0.797	0.89
ExpPresent	Exogenous	0	0.803	0	0.803	0.90
ExpFuture	Exogenous	0	0.796	0	0.796	0.89
ExpInn	Exogenous	0	0.813	0	0.813	0.90
ExpWom	Exogenous	0	0.797	0	0.797	0.89
Sat	Endogenous	0.66	0.677	0.447	0.677	0.82

GOODNESS-OF-FIT

[1] 0.7569

	ID	Past	Present	Future	Inn	Wom	Exp	Sat	AVE	AVE sr
ID	1	0.742	0.775	0.8	0.755	0.73	0.826	0.753	0.706	0.84
Past	0.742	1	0.765	0.736	0.61	0.603	0.665	0.655	0.691	0.83
Present	0.775	0.765	1	0.812	0.669	0.685	0.729	0.714	0.697	0.835
Future	0.8	0.736	0.812	1	0.69	0.711	0.754	0.705	0.668	0.817
Inn	0.755	0.61	0.669	0.69	1	0.783	0.816	0.715	0.705	0.84
Wom	0.73	0.603	0.685	0.711	0.783	1	0.808	0.733	0.691	0.83
Exp	0.826	0.665	0.729	0.754	0.816	0.808	1	0.773	0.752	0.87
Sat	0.753	0.655	0.714	0.705	0.715	0.733	0.773	1	0.677	0.82

Appendix K: Research Journey Gallery



John Lewis Partnership
A Corporate heritage brand Since 1864
Heritage identity, Current Success, Inspiring future

 Ammar Sammour
 Prof. John Balmer
 Dr. Weifeng Chen



Corporate heritage brand insight from John Lewis

 Ammar Sammour, Weifeng Chen
 &
 John Balmer

 The Marketing and Corporate Brand Research Group
 Brunel Business School, Brunel University London, UK



The corporate heritage brand identity
The case study on one of the main London heritage corporate brands (Harrods)

 Ammar Sammour & Wefing Chen

Brunel University London Corporate heritage brand Sammour & Chen 2016



Corporate brand experience:
A case Study of the mobile application customer experience with their corporate brand application (WeChat - 微信)

 Definition, Framework and suggested case study

 Ammar Sammour - Brunel Business School
 Supervisors:
 Dr. Weifeng Chen
 Prof. John MT Balmer

Brunel University London Corporate brand experience Ammar Sammour 2016



Corporate Brand Identity and Experience

 Corporate brand mobile applications building strong with customer loyalty, Skype is a case regarding these application.

skype™

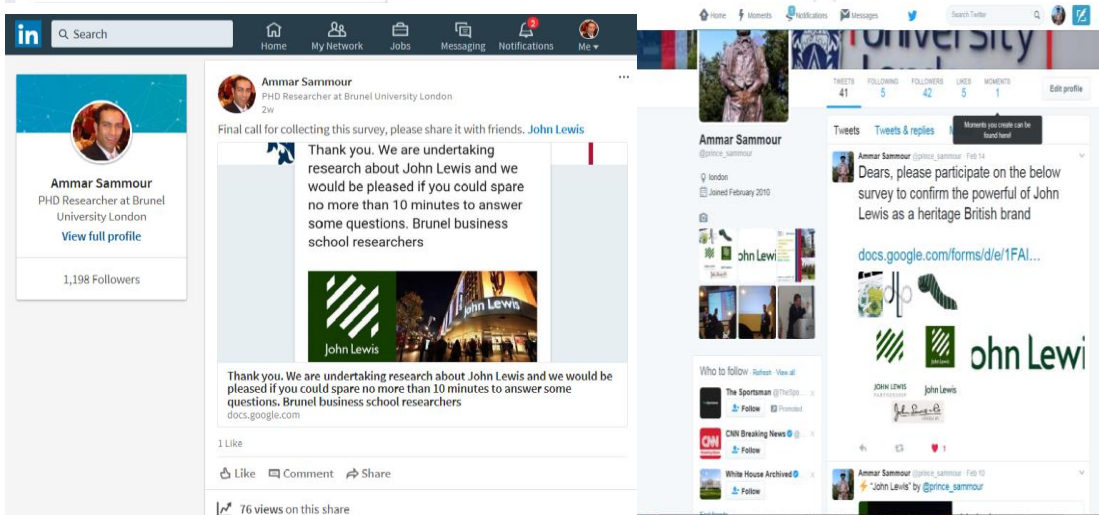
Brunel University London Corporate Brand Identity and Experience



...annual reports, newsletters, articles, museum archives and an...
 ...to the John Lewis stores and the...
 ...Lewis Partners (present and past), John director, and Loyal customers.
 ...NAIRE was undertaken John Lewis targeting over ers in five main cities in Manchester, Liverpool, hampton)







24 January 2017
John Lewis survey





Appendix 11: Secondary Data Collection (John Lewis case)



John Lewis latest fashion designs booklet. (Home Department Product) Published in 2016



John Lewis Insurance services applied on several parts of their customer life. Adapted from their advert material Jan.16



John Lewis added value service brochures



Never Knowingly undersold brochures

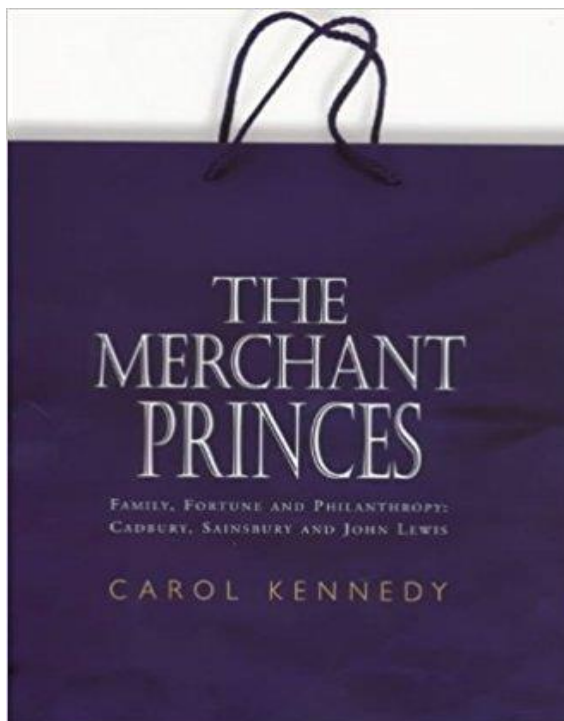


Store information translated into different languages



Waitrose monthly recipes

The below two pictures shows the recent books which explains John Lewis business history



الحمد لله

Our Future is in our hands, may god bless us,,,