

**VOLUME ONE**

**THE NATURE OF CORPORATE IDENTITY:  
AN EXPLANATORY STUDY UNDERTAKEN  
WITHIN BBC SCOTLAND.**

**John Martin Thomas Balmer**

Vol I

**A THESIS SUBMITTED FOR THE DEGREE OF  
DOCTOR OF PHILOSOPHY**

**in  
The Department of Marketing  
University of Strathclyde**

**1996**

*The copyright of this thesis belongs to the author  
under the terms of The United Kingdom Copyright Acts  
as qualified by The University of Strathclyde Regulation 3.49.*

*Due acknowledgement must always be made of the use of any material  
contained in, or derived from, this thesis.*

## "QUAECUNQUE"

*Quaecunq̄ue sunt vera, quaecunq̄ue pudica, quaecunq̄ue justa, quaecunq̄ue sancta, quaecunq̄ue amabilia, quaecunq̄ue bonae famae, si qua virtus, si qua laus disciplinae, haec cogitate.*

*Whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report: if there be any virtue, and if there be any praise think on these things.*

Source:

Epistola Beati Paulis ad Phillippenses, Chp. 4, V8, (Latin) Vulgate, p.899.

"Quaecunq̄ue" is one of the two mottoes used by the BBC. However, it is rarely used. Lord Reith - the BBC's first Director General - preferred this motto and adopted it as his own when he was granted armorial bearings by The Lord Lyon, King of Arms.



*TO MY PARENTS*

## A C K N O W L E D G E M E N T S

The author wishes to thank all those who have assisted him during his six years of part time research leading to the submission of this thesis.

Within the Department of Marketing the writer is indebted to his supervisor, Dr Andy Lowe for his selflessness in taking over the supervision of this thesis at a time when the writer faced what appeared to be insurmountable difficulties. Dr Lowe inspired confidence and instilled rigour in the writer's methodological approach. His interest in qualitative phenomenological research was infectious.

Thanks are also due to many of my colleagues within the Department of Marketing who have encouraged me with my research. Particular mention must be made of Joan McGovern who undertook the herculean task of typing this thesis and for enduring the writer's numerous alterations to the text. Joan will share my relief in completing this thesis.

The writer notes the assistance of Professor Stephen Greyser and Emeritus Professor Renato Tagiuri (Harvard Business School), Professor Van Riel (Erasmus University, Rotterdam) and Professor Gray (Loyola Marymount University, Los Angeles).

To all the staff and former marketing associates at Scottish Marketing Projects (SMP) with whom the author had the pleasure of working.

To the many corporate identity consultancies who have shown an interest in the author's research and who have been so generous with their time.

To Ann Bradshaw for proof-reading this thesis.

To the Editors and the Editorial Board of *The Design Management Journal* for accepting the author's paper "Corporate Identity: the Power and the Paradox" in the Journal's special edition entitled "Managing the Corporate Voice" (1995). To the anonymous academic reviewers of *The Journal of General Management* where two single authored papers derived from this thesis have been published, i.e. "The BBC's Corporate Identity: Myth, Paradox and Reality" (1994) and "Corporate Branding and Connoisseurship" (1995).

In addition the writer is beholden to the staff within BBC Scotland for making him so welcome during his two periods of research. Rarely has the writer had the privilege to work within an organisation having such charming and talented people. His memories of working within the BBC will undoubtedly be one of the high points of his working life.

Lastly, to my parents who gave me the precious gifts of discipline and love. They taught me how and when to laugh. This thesis is dedicated to them.

## A B S T R A C T

This doctoral thesis is concerned with the management phenomenon of corporate identity. In brief, the writer's pre-understanding of corporate identity is that it refers to what an organisation 'is', i.e. its innate character.

Data for this thesis was collected within a subsidiary of a high profile, internationally known, highly secretive and quintessentially British institution: the British Broadcasting Corporation (BBC).

The objectives of this thesis are (a) to explain the nature of the social psychological process involved in corporate identity formation and (b) to explain the basic social structural process involved in acquiring and sustaining a corporate identity.

This thesis is felt to be distinctive in three regards in that (a) the doctorate focuses on the identity of a subsidiary and in particular its sub brands, i.e. BBC Scotland (the subsidiary) and its relationship with BBC Radio Orkney and BBC Radio Shetland, (b) the writer appears to be the first management academic to have negotiated access within the BBC in order to undertake an extensive period of research, (c) this is thought to be the first PhD on corporate identity where the researcher has relied exclusively on in-depth qualitative methods of data collection within the research paradigm of naturalism. As such this thesis does not seek to establish universal laws regarding corporate identity but aims to contribute to an understanding of the phenomenon. In the tradition of naturalism the findings are in effect hypotheses since they only refer to the organisation under study. However, such findings potentially have real value in that the writer has to demonstrate connoisseurship of the institution under study and authenticity with regard to the data collected. The writer believes that he has met these requirements through revealing the distinct ideologies present within BBC Radio Orkney, BBC Radio Shetland as well as some of the ideologies within BBC Scotland.

The findings of this doctorate revealed that (a) the basic social psychological process underpinning corporate identity was one of affinity. The data revealed that in both stations personnel has an affinity with at least six ideologies based on affection, alliance, closeness, attachment, nostalgia etc. The data not only demonstrated the importance of affinity to the basic social psychological process of corporate identity formation but also revealed that personnel had an affinity with different categories of ideology, i.e. corporate, professional and cultural. Thus the basic social psychological process of corporate identity can be described as being both multi-layered and complex.

This has led the writer to give the following definition of corporate identity.

*"A corporate identity refers to what an organisation "is", e.g. its innate character. It is underpinned by a unique mix of ideologies (e.g. organisational, professional, etc) to which personnel have an affinity. An organisation's*

*identity is experienced through everything an organisation says, makes or does, e.g. is experienced through total corporate communications. An identity may be good, bad, negative, unwanted etc".*

With regard to explaining the basic social structural process of corporate identity the synthesis of the data suggests that senior managers should undertake four activities (a) define the corporate mission and philosophy; (b) be sensitive to the multiple ideologies present within the organisation; (c) evaluate the ideologies vis a vis the corporate mission and philosophy and (d) nurture those ideologies which support the mission and philosophy.

In light of the findings this doctorate provides policy advice to senior managers of BBC Scotland and the BBC; to the Secretary of State for National Heritage; to senior managers generally and to management academics.

# C O N T E N T S

## VOLUME ONE

Page No.

### CHAPTER ONE: INTRODUCTION AND BACKGROUND TO RESEARCH

1.0	Abstract.	2
1.1	Background to the Research.	3 - 5
1.1.1	Initial Research Objectives.	6
1.2	Multifaceted Problems of Research.	6 - 7
1.2.1	The Inexperienced Researcher.	7 - 8
1.2.2	Change of Academic Supervisor.	8
1.2.3	Difficulties in regaining access.	8 - 9
1.2.4	Research Objectives: Second Period of Research.	10
1.3	The BBC.	10 - 12
1.4	BBC Scotland in Context.	12 - 13
1.4.1	BBC Scotland: Funding.	13 - 14
1.4.2	BBC Scotland: Local Radio.	14 - 15
1.4.3	The BBC Scottish Symphony Orchestra.	15
1.4.4	BBC Scotland's Reputation.	15 - 16
1.4.5	Recent Developments within BBC Scotland.	16
1.5	Corporate Identity: Introduction.	16 - 18
1.5.1	The Growth of interest in Corporate Identity: some explanations.	18 - 20
1.6	Chapter Summary.	21

### CHAPTER TWO: CORPORATE IDENTITY: A REVIEW OF THE LITERATURE

2.0	Abstract.	23 - 24
2.1	The Structure of the Literature Review Chapter.	25 - 26
2.2	The Literature Review in Context.	26 - 31
2.3	Identifying the causes of confusion with regard to the literature on Corporate Identity.	31
2.4	First Explanation for the Confusion: the terminology.	32 - 33
2.5	Second Explanation for the Confusion: the effect of fashion.	33 - 34



	<b>Page No.</b>
2.6 Third Explanation for the Confusion: the link with the visual.	34 - 36
2.7 Fourth Explanation for the Confusion: the lack of empirical academic research.	36 - 39
2.8 Fifth Explanation for the Confusion: the inappropriateness of the positivistic research paradigm.	39 - 43
2.8.1 Recent Research: Stuart and Van Rekom	43 - 44
2.9 Sixth Explanation of the Confusion: weakness in models of corporate image formation.	45
2.9.1 Abratt's model 1989.	45 - 46
2.9.2 Dowling's model 1993.	46 - 48
2.9.3 Kennedy's model 1977.	48 - 51
2.9.4 Van Rekom, Van Riel & Wierenga's Model 1992	51 - 54
2.10 Towards an understanding of corporate identity management: the identification of seven schools of thought.	54 - 57
2.10.1 The significance of the identification of schools of thought.	58 - 59
2.11 Chapter Summary.	59 - 60

### **CHAPTER THREE: METHODOLOGICAL APPROACH**

3.0 Abstract.	62
3.1 Justification of Research Methodology.	63 - 65
3.1.1 Ethnography.	65 - 66
3.1.2 The Ethnographic Tradition.	66 - 67
3.1.3 Grounded theory and the researcher's rôle.	68 - 70
3.1.4 Grounded theory: a shifting perspective.	70 - 71
3.1.5 Case Study Research.	71 - 72
3.1.6 Arguments and Counter Arguments regarding the use of case studies.	72 - 74
3.1.7 The Use of Interviews.	74
3.1.8. Triangulation.	74 - 75
3.1.9 Subjective Adequacy of the Methodological Approach.	75 - 77
3.1.10 Interpreting Organisational Cultures.	77 - 79

	<b>Page No.</b>	
3.2	The Scope of the Research: Introduction.	79 - 86
3.3	Arranging Interviews: First Period of Research 1989-1990.	87 - 88
3.3.1	The Process of Interviewing.	88 - 89
3.3.2	Arranging Interviews: Second Period of Research (Northern Isles).	89 - 90
3.3.3	Recording Primary Data.	90
3.3.4	Field Notes, Research Journal and Documentary Material.	90 - 91
3.3.5	The Visual Audit.	91
3.3.6	Second period of Research: Formulating a Topic Guide.	92
3.3.7	Selecting Data for Analysis.	92
3.3.8	How the Data was Analysed and Synthesised.	92 - 93
3.3.9	Formulation of Open Codes.	93 - 95
3.3.10	The Formulation of Axial Codes.	95 - 96
3.3.11	The Formulation of Selective Codes.	96
3.3.12	The Analysis of Selective Codes.	97
3.4	Chapter Summary.	97

#### **CHAPTER FOUR: THE ANALYSIS AND SYNTHESIS OF DATA**

4.0	Abstract.	99
4.1	The Process of Analysis: Introduction.	99 - 103
4.2	Establishing Open Codes.	101 - 105
4.3	The Generation of Axial Codes.	105 - 109
4.4	The Generation of Selective Codes.	109 - 110
4.4.1	BBC Radio Shetland: the generation of Selective Codes.	111 - 115
4.4.2	BBC Radio Orkney: the generation of Selective Codes.	116 - 120
4.4.3	A Re-examination of the Data and the incorporation of data from an interview with a former Acting Controller Scotland.	120 - 124
4.4.4	Initial Interpretation of the seven themes generated from all the interviews.	124 - 126

4.5	Moving from Analysis to Synthesis.	126
4.6	Chapter Summary.	126 - 127

**CHAPTER FIVE: THE INTERPRETATION OF  
THE FINDINGS AND POLICY ADVICE**

5.0	Abstract.	129
5.1	Structure of Chapter	130
	<i>PART A</i>	
5.2	Finding: the importance of "Affinity" to the basic social psychological process underpinning Corporate Identity formation.	130 - 132
5.3	Finding: Corporate Identity is underpinned by multiple types of ideologies which are based on different types of "Affinity".	132 - 135
5.4	Finding: Personnel had a strong affinity to non corporate ideologies.	135 - 137
5.4.1	Affinity to a Professional Ideology.	138
5.5	Explaining the existence of multiple ideologies with reference to Gregory (1983) and Pettigrew (1983).	138
5.5.1	Revealing Ideologies.	138
5.5.2	Revealing Ideologies: Language (Argot).	139
5.5.3	Revealing Ideologies: Ritual.	140
5.5.4	Revealing Ideologies: Myths.	140 - 141
5.5.5	Description of the ideologies found within BBC Radio Shetland and BBC Radio Orkney.	141 - 146
5.6	Finding: The strength of an ideology is likely to reflect the benefits offered and the process of adoption is fundamentally linked to an exchange process.	146 - 147
5.7	Finding: The difficulty in establishing a subsidiary corporate identity in complex organisational structure.	148 - 149
5.7.1	The Comparative Weakness of BBC Scotland's Identity.	149



	<b>Page No.</b>
5.8 The Findings in the Context of Kennedy's Research (1977).	150 - 151
<i>PART B</i>	
5.9 Explaining the basic social structural process of strategic corporate identity adoption and maintenance.	152 - 154
5.9.1 Definitions and Relationships between the main concepts.	155
5.9.2 The Model Compared to those of Abratt (1989), Dowling (1993) and Kennedy (1977).	155 - 156
<i>PART C</i>	
5.10 Policy Advice and Implications.	157
5.11 Policy Advice for Senior Managers of BBC Scotland.	157 - 158
5.11.1 Recommendation: "Articulate, communicate and nurture a distinct mission and philosophy for BBC Scotland".	158 - 161
5.11.2 Recommendation: "Undertake a regular audit of BBC Scotland's activities in light of its mission statement".	161 - 162
5.11.3 Recommendation: "Appreciate that BBC Scotland derives considerable benefit from being an integral part of the BBC and that senior managers should be sensitive to the fact that they should enhance the reputation of the Corporation and not simply derive benefits from this association".	162 - 163
5.11.4 Recommendation: "Show sensitivity to the distinct ideologies present within the organisation".	163 - 164
5.11.5 Recommendation: "Use BBC Scotland's visual identity more effectively; improve the recognition of the visual identities of BBC Scotland's radio, television and the orchestra and rationalise the number of brand names in use".	164 - 168

	Page No.
5.11.6 Recommendation: "Establish a clear marketing function and clear lines of responsibility for managing BBC Scotland's corporate identity".	168 - 170
5.11.7 Recommendation: "Utilise the organisation's premises so that they underscore BBC Scotland's importance to the life of the nation".	171 - 172
5.12 Policy Implications for Senior BBC Managers.	172 - 173
5.12.1 Recommendation: "Establish, articulate and communicate a core philosophy. This should be done by making reference to the BBC's original philosophy as espoused by Lord Reith".	173 - 176
5.12.2 Recommendation: "Programmes and services should reflect and be evaluated in light of the BBC philosophy".	177 - 178
5.12.3 Recommendation: "Should be sensitive to its cultural rôle".	178
5.12.4 Recommendation: "Should, where appropriate, marshall the various ideologies present within the corporation for the good of the BBC".	178
5.12.5 Recommendation: "Should be more accountable".	178
5.12.6 Recommendation: "Give greater attention to managing its corporate identity and give greater emphasis to the marketing function".	179 - 180
5.12.7 Recommendation: "Should give more attention to the management of the identity of the national regions".	180
5.12.8 Recommendation: "Should make minor changes to its visual identity in light of 5.12.1 and 5.12.3".	180 - 181
5.13 Policy Implications for the Secretary of State for National Heritage.	181 - 182
5.13.1 Recommendation: "Reaffirm the traditional Reithien ethos of public service broadcasting".	182

	Page No
5.13.2 Recommendation: "Affirm the Corporation's position as the nation's principal and one of the world's premier public service broadcasters.	182 - 183
5.13.3 Recommendation: "A clearer articulation of the BBC's rôle as a major cultural body".	183
5.13.4 Recommendation: "Recognise the BBC as an exemplar of good taste, decency, integrity, and the maintenance of high standards both in its broadcast output and in staff conduct".	183
5.13.5 Recommendation: "Recognise the BBC as a major international broadcaster".	183 - 184
5.13.6 Recommendation: "Clarify the relationships and responsibilities of managers and the Board of Governors of the Broadcasting Council".	184 - 185
5.13.7 Recommendation: "Introduce structures and systems in order to manage its corporate identity activities more effectively".	185
5.13.8 Recommendation: "Introduce procedures for evaluating the provision of BBC services by itself and by external bodies".	185 - 186
5.13.9 Recommendation: "Recognise the need to retain and recruit first class staff and acknowledge that the BBC's reputation is in fact derived from the existence of diverse activities within the Corporation".	186
5.14 Policy Implications for Senior Managers generally.	187
5.14.1 Recommendation: "A realisation that corporate identity is an eclectic management discipline: as such it is insufficient to rely on the traditional marketing mix/marketing communications mix or on graphic design alone in an attempt to manage a corporate identity".	187 - 188

	Page No.
5.14.2 Recommendation: "Appreciate that corporate identities are underpinned by distinct ideologies".	188
5.14.3 Recommendation: "A realisation that affinity to a corporate philosophy needs to reside with individuals within and outside an organisation".	188 - 189
5.14.4 Recommendation: "Appreciate that the acquisition of a corporate identity in a subsidiary may be a difficult task".	190
5.15 Policy Implications for Management Academics.	190
5.15.1 Recommendation: "A recognition in the management and marketing literature that corporate identity is complex and is a distinct area of study".	191
5.15.2 Recommendation: "A need to take a holistic view of corporate communications".	191
5.15.3 Recommendation: "In the literature, appreciate the importance of personnel in corporate identity formation".	191
5.15.4 Recommendation: "In the literature appreciate that corporate identity is a general management concern".	192
5.15.5 Recommendation: "Recognise the efficacy of qualitative research and the legitimacy of case study research in explaining the phenomena of corporate identity".	192
5.16 Chapter Summary.	192 - 194

## CHAPTER SIX: RECOMMENDATIONS FOR FUTURE RESEARCH

6.0 Abstract.	196
6.1 The Efficacy of Further Explanatory Research.	197 - 199
6.2 The Efficacy of Action Research.	199
6.3 Longitudinal Studies.	199
6.3.1 Team Based Research.	200
6.4 Research within the Positivistic Tradition.	200
6.5 Chapter Summary.	200



## VOLUME TWO

### A P P E N D I C E S

	Page No.
1. <i>Facsimile of "Scotland on Sundays" front page exclusive relating to the author's report "Thinking the Unthinkable" and Facsimile of Letters relating to the author's final presentation to the Broadcasting Council for Scotland.</i>	202 - 204
1.1 <i>Facsimile of a letter notifying the Broadcasting Council of Scotland of the author's position within BBC Scotland.</i>	205
1.2 <i>Facsimile of a letter notifying of the writer's presence at The Television (Programme) Review Board of BBC Scotland.</i>	206 - 207
1.3 <i>Facsimile of letter of thanks regarding the writer's contribution to a paper written on the BBC and the Community.</i>	208
1.4 <i>Facsimile of an article in "Scotland on Sunday" when the Controller Scotland admitted that some of the writer's observations on BBC Scotland were "Painfully True".</i>	209
1.5 <i>BBC: its Creation and Constitutional Documents.</i>	210 - 211
1.5.1 <i>Governing and Managing the BBC.</i>	211 - 212
1.5.2 <i>The BBC: Funding.</i>	212
1.5.3 <i>The BBC: Staff.</i>	212
1.5.4 <i>The BBC's Audience.</i>	212 - 213
1.5.5 <i>The BBC's Range of Activities.</i>	213 - 214
1.5.6 <i>The BBC World Service.</i>	214 - 215
<i>The BBC and BBC Scotland: A Review of the Literature.</i>	
2.0 <i>Abstract.</i>	216
2.1 <i>Part a: the BBC Literature Review in Context.</i>	217 - 219
2.2 <i>Primary Research: the work of Burns.</i>	219 - 220
2.2.1 <i>Burn's Research: Criticisms.</i>	220
2.2.2 <i>Burn's Conclusions.</i>	220 - 221
2.3 <i>Madge's Findings.</i>	222
2.4 <i>Lord Reith and the BBC's identity.</i>	222 - 223

	Page No.
2.4.1 <i>Lord Reith and the Public.</i>	223
2.4.2 <i>Lord Reith's Vision for the BBC.</i>	223 - 225
2.4.3 <i>Lord Reith and BBC Staff.</i>	225 - 226
2.4.4 <i>"Quaencunque": Towards an Understanding of Lord Reith's Vision.</i>	226 - 229
2.5 <i>Regional Broadcasting and Branding.</i>	229 - 232
2.6 <i>The BBC's Changing Identity.</i>	232 - 233
2.6.1 <i>The problems Facing the Corporation.</i>	234 - 236
2.6.2 <i>Literature Review of the BBC: Conclusions.</i>	236 - 237
2.7 <i>BBC Scotland Literature Review: Introduction.</i>	237
2.7.1 <i>Literature Review: Sources.</i>	238 - 241
2.8 <i>BBC Scotland's Literature: Principal Themes.</i>	241
2.8.1 <i>BBC and Regional Broadcasting.</i>	241 - 242
2.8.2 <i>The London-Glasgow relationship.</i>	242 - 243
2.8.3 <i>Quality of Output and Press Criticism.</i>	244 - 245
2.8.4 <i>Radio: Relationships within Scotland.</i>	245
2.8.5 <i>Radio Scotland's concern with image.</i>	245
2.8.6 <i>Audience perceptions.</i>	245 - 246
2.8.7 <i>The Identity of Scottish Broadcasting.</i>	246
2.9 <i>The Literature on BBC Scotland: Conclusions.</i>	247
2.10 <i>Comparison between the BBC and BBC Scotland.</i>	247 - 248
2.11 <i>Summary.</i>	248 - 250
2.12 <i>An Examination of the concepts of corporate image, corporate identity, the corporate brand, corporate personality and corporate culture.</i>	251
2.12.1 <i>The concept of the corporate image.</i>	251 - 254
2.12.2 <i>The concept of the corporate identity.</i>	254 - 259
2.12.3 <i>The corporate brand</i>	259 - 263
2.12.4 <i>The Corporate Identity/Corporate Image Interface.</i>	263 - 264
2.12.5 <i>The concept of the corporate personality.</i>	264 - 268
2.12.6 <i>The corporate personality: a question of culture?</i>	268 - 271
2.12.7 <i>Corporate Culture.</i>	271 - 274
2.12.8 <i>The writer's definition of the main concepts on the area based on his pre-understanding.</i>	274 - 275

	Page No.	
3.0	<i>Facsimile of letter sent to members of BBC Scotland's Board of management.</i>	276
3.1	<i>Facsimile of letter sent to all staff within BBC Scotland asking them to assist the writer.</i>	277
3.2.	<i>Facsimile of Letter of Thanks to interviewees.</i>	278
3.3	<i>Example of BBC Scotland's "Corporate Architecture" shown in diagrammatic form.</i>	279
3.3(b)	<i>Basic model of BBC Scotland's perceived "Corporate Architecture".</i>	280
4.0	<i>Analysis of Data: the Coding process Explained.</i>	281 - 282
4.1	<i>Transcription of Interview with Ivy Clueness.</i>	283 - 299
4.2	<i>List of all open codes derived from interview with Ivy Clueness.</i>	300 - 303
4.3	<i>Open codes derived from interview with Ivy Clueness shown in diagrammatic form.</i>	304 - 305
5.0	<i>Argot Applicable to the BBC Ideology in its entirety.</i>	306 - 307
5.1	<i>Argot Applicable to the BBC (Reithien) Ideology.</i>	307
5.2	<i>Argot Applicable to BBC Scotland.</i>	308 - 309
5.3	<i>Argot Applicable to Radio Broadcasters Ideology.</i>	309
5.4	<i>Argot Applicable to BBC Radio Scotland Ideology.</i>	310
5.5	<i>Argot Applicable to BBC Radio Orkney Ideology.</i>	310 - 311
5.6	<i>Argot applicable to BBC Radio Shetland Ideology.</i>	311
5.6.1	<i>Shetland: Examples of the Shetland Dialect in written form.</i>	311 - 312
5.7	<i>Argot of "Radio Howie" (Radio Orkney).</i>	312
5.8	<i>Argot applicable to BBC Scotland's Senior Management Ideology.</i>	313 - 314
5.9	<i>Myth of the 'One BBC'.</i>	314 - 318
5.9.1	<i>Myth of Public Accountability.</i>	318
5.9.2	<i>Myth of the One BBC: variations in Public Accountability.</i>	318 - 319
5.10	<i>BBC Scotland: Myths.</i>	320

	<b>Page No.</b>
5.10.1 <i>Myth of the Distinctiveness of BBC Scotland's Identity.</i>	320
5.10.2 <i>The Myth of the importance of a Distinctive Scottish Culture to the Personnel of BBC Scotland.</i>	320 - 321
5.10.3 <i>The Myth of BBC Scotland's concern with quality.</i>	322
5.10.4 <i>The Myth of the Non-Sectarian BBC Scotland.</i>	323
5.11 <i>Myth of "Radio Howie" (Old BBC Radio Orkney).</i>	323
5.11.1 <i>Excerpts from BBC Radio Orkney's secret diary.</i>	324
5.12 <i>The Myth of BBC Radio Orkney and Shetland as being proper BBC Stations.</i>	325
5.13 <i>Examples of Rituals.</i>	325
5.13.1 <i>Ritual: BBC Radio Orkney.</i>	325 - 327
5.13.2 <i>Ritual: BBC Radio Shetland.</i>	327 - 328
5.13.3 <i>Ritual: Broadcasting House, Glasgow.</i>	328 - 329
5.13.4 <i>Ritual: 'The Third Floor' Senior BBC Managers.</i>	329 - 330
5.13.5 <i>Ritual: 'Studio One' The Orchestra.</i>	330
5.13.6 <i>Ritual: T.V. News Room.</i>	330 - 331
5.14 <i>Co-authored report for Controller Scotland re "See for Yourself".</i>	332 - 333
5.15 <i>Article appearing in the Journal of General Management (1994) "The BBC's Corporate Identity: Myth, Paradox and Reality."</i>	334 - 350
5.16 <i>Article appearing in the Journal of General Management (1995) "Corporate Branding and Connoisseurship".</i>	351 - 373
<b>REFERENCES</b>	<b>374 - 402</b>



# D I A G R A M S   A N D   C H A R T S

Page No.

## CHAPTER TWO

Figure 2.0	Abratt's (1989) Conceptual Model.	47
Figure 2.1	Dowling's (1986) Conceptual Model.	49
Figure 2.2	Dowling's (1993) Conceptual Model.	50
Figure 2.3	A Simplified version of Kennedy's (1977) Model.	51
Figure 2.4	Kennedy's (1977) Model in its Entirety.	52
Figure 2.5	Van Rekom, Van Riel and Weirenga (1992) Model of the Relations between Corporate Personality, Corporate Identity and Corporate Image.	53
Figure 2.6	Balmer's Integrative Diagram of the Hierarchy of Schools of Thought in Corporate Identity.	57

## CHAPTER THREE

Figure 3.0	Extent to which Bruyn's Criteria regarding Subjective Adequacy of the Methodological Approach has been Adopted.	76
Figure 3.1	Writer's Findings in the Report "Thinking the Unthinkable" as applied to the whole of Scotland.	77
Figure 3.2	Research Activity and Publications derived from this thesis.	80
Figure 3.3	Details of Field Observations.	81
Figure 3.4	Categories of Interview: First Period of Research.	82 - 85
Figure 3.5	Categories of Interview: Second Period of Research.	85 - 86
Figure 3.6	The Visual Audit.	86
Figure 3.7	Lowe's Systematic Analysis of Phenomenological Data.	94

<b>CHAPTER FOUR</b>		<b>Page No.</b>
Figure 4.0	A Summary of the Process of Analysis and the Synthesis of Data.	100
Figure 4.1	The Process of Analysis.	101 - 103
Figure 4.2	Categories of Open Code Generated from Interviews in BBC Radio Shetland.	105
Figure 4.3	Example of the relationships between a cluster of Open Codes.	107
Figure 4.4	Axial Codes generated from an Interview with Ivy Clueness.	108
Figure 4.5	Axial Codes generated from Interview with Ivy Clueness shown in Diagrammatic Form.	110
Figure 4.6	The Composition of Selective Codes at BBC Radio Shetland.	112 - 113
Figure 4.7	Diagram showing the relationship between the main ideologies (and selective codes) at BBC Shetland.	115
Figure 4.8	Composition of Selective Codes at BBC Radio Orkney.	116 - 117
Figure 4.9	The Relationship between the Ideologies (and Selective Codes) at BBC Radio Orkney.	118
Figure 4.10	A comparison between the Selective Codes generated from BBC Radio Shetland, and BBC Radio Orkney.	119
Figure 4.11	Degree of Similarity between Selective Codes Generated at BBC Radio Orkney and BBC Radio Shetland.	121 - 123
Figure 4.12	The seven themes derived from the analysis and synthesis of data from all interviews.	125
Figure 4.13	Characteristics and benefits of each of the seven themes.	126
<b>CHAPTER FIVE</b>		
Figure 5.0	Synthesis of the Basic Social Psychological Process regarding the Adoption of Corporate Identity. (Cyclical).	131

		Page No.
Figure 5.1	Synthesis of the Basic Social Psychological Process involved in the Adoption of a Corporate Identity. (Cyclical)	133
Figure 5.2	A Prescriptive Model of the Basic Social Psychological Process of the Corporate Identity Adoption Process.	134
Figure 5.3	An Illustration of the Weaknesses of BBC Scotland's Identity.	148
Figure 5.4	Feudatory demands made of BBC Radio Scotland.	149
Figure 5.5	Illustration of how the nomenclature of BBC Radio Shetland mirrors the strongest ideological elements within the station.	149
Figure 5.6	Synthesis of a basic social psychological process involved in the adoption of a strategic corporate identity.	153
Figure 5.7	A Simple Model of Corporate Identity Formation.	154
Figure 5.8	BBC Scotland's Mission Statement.	160
Figure 5.9	Proposed Mission Statement for the BBC.	176
Figure 5.10	A Basic Corporate Identity Check List (for management).	189

**CHAPTER ONE  
INTRODUCTION &  
BACKGROUND TO THE RESEARCH**

## 1.0 Abstract

This introductory chapter places this thesis in context. The chapter is divided into two parts.

*Part one* describes the events which led to the commencement of this research, the problems experienced by the researcher and explains how these were overcome. The writer details how the research objectives changed during the preparation of this thesis and goes on to describe the organisation in which the research took place. As such, brief descriptions are given of BBC Scotland, BBC Radios Orkney and Shetland and of the BBC in its entirety.

*(The reader may care to refer to Appendices 1.5 to 2.11 where there is a more detailed discussion of the BBC).*

*Part two* briefly describes the growth and importance of Corporate Identity as an area of management.

## 1.1. Background to the research

The writer's interest in Corporate Identity began in 1988 when he was studying for his MBA degree at the University of Durham Business School. This led to him working on a dissertation which examined Corporate Identity within the British Building Society Industry. A co-authored article based on his research was subsequently published. (Balmer and Wilkinson 1991). Whilst working on his MBA dissertation his interest in Corporate Identity developed into a passion and the writer decided to continue his research interest in Corporate Identity to doctoral level. It had become apparent to the writer (*from his initial analysis of the literature written in English*) that surprisingly few academics had undertaken *empirical* research in the area. As a consequence, the writer approached a number of Universities with a view to embarking upon research leading to a doctoral thesis in Corporate Identity. Whilst a number of Universities were interested in his research proposal the difficulty in obtaining funding meant that he was effectively barred from commencing his research. However, the Marketing Department at the University of Strathclyde, during the Summer of 1989, suggested a way round this impasse.

Fortuitously, at the same time that the University of Strathclyde was considering the writer's research proposal, BBC Scotland approached the Department of Marketing with a view to establishing a research project concerned with investigating BBC Scotland's Corporate Identity. As such, the writer was one of several prospective researchers short-listed for interview in order to undertake research into BBC Scotland's identity.

The writer was subsequently called for interview in September, 1989 at BBC Broadcasting House, Glasgow. To be more accurate the writer was '*boarded*' for the position. Being '*boarded*' by the BBC has been described as

*"BBC speak for hauling job candidates in front of the bosses". (The Independent 24 June 1992).*

The manner in which the writer was interviewed was not without significance for it bore all the signs of a staff appointment at BBC Scotland. The board comprised the Secretary and Head of Information



Scotland (*a member of BBC Scotland's management board*); the Special Assistant to Secretary Scotland; the Director of Scottish Marketing Projects and a Senior Lecturer from the Department of Marketing at the University of Strathclyde.

The board quizzed the writer on a variety of areas: on the nature of Corporate Identity; on Scotland, including its peoples and languages; the constitutional arrangements and institutions of Scotland and the rôle and scope of BBC Scotland's broadcast output. In addition, the board was particularly interested in the writer's educational background and work experience. The writer's education included a music degree, a postgraduate qualification in education and an MBA. His work experience included a period spent as a teacher, as Assistant Administrator to Lord Menuhin's "*Live Music Now*" Concert Agency and finally as a senior manager within the Directorate of Arts and Leisure at Brighton.

It became clear that the writer's background was favourably regarded by BBC Scotland even though it was in many ways unconventional. This was because the writer, as with many BBC members of staff, had a background in education and in the Arts. Historically the Corporation has always laid great stress on music for instance. This emphasis on music was explained by Smith in MacCabe (1988 p1) in the following account of Lord Reith's line of questioning when quizzing a would-be BBC employee.

*"Once when Reith was interviewing a trembling graduate applying for a job he enquired whether the interviewee was proficient in music. 'No', was the reply. Then whether he was proficient in electricity. 'No', was the reply again. 'Then you are applying for the wrong job', said Reith, 'for these are the two things with which the BBC is principally concerned. Music and Electricity'."*

The writer had another advantage: his national affiliation. As someone from England the writer was seen to be above regional and sectarian rivalry.

The research was set up under the auspices of Scottish Marketing Projects (SMP). SMP (*now called Scottish Management Projects*) is a company

operating a teaching company scheme in association with the Department of Marketing at the University of Strathclyde. During his period as a Marketing Associate the University provided the researcher with an academic supervisor whilst, for its part, BBC Scotland provided what became known as an '*industrial supervisor*'. Under the terms of the teaching company scheme the researcher was to provide BBC Scotland with a report analysing BBC Scotland's Corporate Identity. The final report was produced in 1989 and was entitled "*Thinking the Unthinkable*". The report was leaked by a third source to the press where it received a good deal of attention and formed a front page exclusive in "*Scotland on Sunday*". See *Appendix 1.0*. The latter also includes a facsimile of the article along with facsimile of letters relating to the author's final presentation to the Broadcasting Council of Scotland.

The teaching company scheme, as it then existed, allowed the researcher to use the data as the basis for a doctoral thesis. As a teaching company associate the writer enjoyed certain benefits. For example, the writer enjoyed the position of a member of staff of the University. This meant that he not only had access to the University's library and research facilities but, in addition, had his PhD fees waived. Furthermore, as a teaching company associate a modest salary was offered.

Over the decades there had been several important links between the Corporation and the University and this seemed to augur well for the research. This can be demonstrated in several ways. For instance, at the time of the writer's initial research the National Governor for BBC Scotland (*the non executive head of BBC Scotland*) was the University of Strathclyde's Principal and Vice Chancellor - Sir Graham Hills. Moreover, two of the greatest figures in broadcasting this century were alumni of the University. The inventor of television - Logie Baird - left the Royal Technical College in 1913 (Ross 1961) whilst John Reith who was the first and most famous Director General of the BBC was a student from 1906-1908.

Within BBC Scotland the writer was accorded considerable status. For instance, he was given the office which had formerly been occupied by the previous National Governor, Scotland. (*The National Governor Scotland is, by virtue of his position, an ex officio member of the BBC's Board of Governors*).



This office was situated on the third floor and this is where most members of the management board had their offices. The occasional use of the controller's chauffeur driven Daimler by the writer was symptomatic of the writer's position within BBC Scotland.

Documentary evidence relating to the writer's position may be seen by referring to *Appendices 1.1, 1.2, 1.3, 1.4*. However, undertaking research within an acutely secretive organisation did cause difficulties. The problems experienced by the writer in undertaking research will be discussed in the next section.

### 1.1.1 Initial Research Objectives

Upon embarking on this research the writer was in effect engaged in '*Action Research*'. The objective of the latter is grounded in the belief that the best way to learn about a facet of organisational life is by attempting to change it. As such, the researcher adopts two rôles: that of a *consultant* and that of an *academic researcher*. With regard to BBC Scotland the writer's objective was to have a clearer understanding of corporate identity by attempting to change the identity of BBC Scotland. The research was characterised by the fact that it:

- (a) *focused on a single case study*
- (b) *used the principles of 'Action Research' to reveal insights into corporate identity*
- (c) *used qualitative methods in collecting data*
- (d) *concentrated on the internal environment.*

However, the writer experienced many difficulties in the design of his research. This led to the research objective changing as will be discussed in 1.2.4. The difficulties experienced by the writer during his first period of research will be discussed more fully in the next section.

### 1.2. Multifaceted Problems of Research.

During the five years spent on this thesis the writer experienced and had to overcome a number of major difficulties. These difficulties include

- (a) *the inexperience of the writer in undertaking research.*
- (b) *a change of academic supervisor halfway through the research.*

(c) *the difficulty in regaining access to BBC Scotland for a subsequent period of research.*

Thus, there were many times during this research that the writer felt that his doctoral thesis would never be submitted. As such, the writer experienced many weeks of anguish and frustration. A good deal of the credit for the above problems being circumvented lie with the attitude of faculty within the Department of Marketing. Colleagues within the Department gave support to the writer in a number of tangible ways. This can particularly be seen in the civilised manner in which a change of academic supervisor was effected.

The problems experienced in undertaking the research are outlined in the methodology chapter but in order to explain why the writer undertook two periods of research these reasons may be usefully be described here. *Each* of the three difficulties articulated above will be discussed in more detail below.

### **1.2.1 The Inexperienced Researcher**

In retrospect there could not have been a more haphazard manner of collecting data to meet the requirements of a doctoral thesis. Whilst the writer had an passionate interest in, and a reasonable knowledge of the Corporate Identity literature in English, his Masters degree had not equipped him with the skills to embark on a major piece of academic research.

Furthermore, in the early stages of his research the writer was not given much in the way of assistance as to how to undertake a major piece of academic research. Yet, within three weeks of being '*boarded*' for the research position he found himself working alongside senior managers at Broadcasting House, Glasgow.

The manner in which the teaching company scheme operated had an in built conflict of interests. This was because teaching company associates had to fulfil *two* rôles: that of a consultant and that of an academic researcher.

Thus, the first period of research did cause difficulties for the writer. This was because the data had not been collected in a systematic way. As such at the end of the first period of research a bewildering mass of data had been collected. The problem was not only its *quantity* but its variable *quality*. So the writer was faced with the problem of analysing a hotchpotch of data including notes of interviews, occasional diary notes, documentary evidence and photographic and other visual material.

### **1.2.2 Change of Academic Supervisor**

Thus, after the year spent within BBC Scotland the writer was confronted with the fact that there were weaknesses in the manner in which the data had been collected.

In the Spring of 1991 Dr Andy Lowe became the writer's new academic supervisor. The effect of a new supervisor was dramatic. Dr Lowe not only pointed the writer towards the relevant qualitative research literature and encouraged him to attend research seminars held within the UK but more importantly, restored the researcher's confidence by suggesting a way forward with regard to the research.

### **1.2.3 Difficulties in regaining access**

Dr Lowe suggested that it would make sense to undertake a further period of research within BBC Scotland in order that new data could be collected more systematically. At first there appeared to be no difficulty in arranging this since BBC Scotland made previous assurances that there would be no problem in regaining access to undertake further research.

However, there was an unexpected difficulty. Shortly after the writer had completed his period of research in BBC Scotland part of his report was leaked to the press by a third party. Certain aspects of the writer's report had been damning about BBC Scotland's identity and this had made good press copy. Furthermore, it was made clear to the writer by several BBC figures that it was widely believed that he had leaked the report. As such, the writer's request to undertake further research was met by a veto by Controller Scotland. Having undergone the traumatic experience of changing supervisor it now seemed that the BBC itself was going to be an obstacle.



The sensitivity on the part of BBC Scotland was understandable. The writer's report had uncovered major weaknesses within BBC Scotland and, not unnaturally, senior management found this to be uncomfortable. However, the accuracy of the writer's conclusions contained within the report were acknowledged by Controller Scotland in a subsequent interview in "Scotland on Sunday" who admitted that some of the author's findings were "*painfully true*". See Appendix 1.4.

The report's principle findings were that BBC Scotland was

- *reactive and insular*
- *had a poor standing in the eyes of the public*
- *had a demoralised staff*
- *did not take its image seriously*
- *was paralysed by paying too much attention to present difficulties and possible threats to the future*
- *had a weak and confusing visual identity.*

Fortunately, there were staff within BBC Scotland who assisted the writer with his attempts to regain access. This led Controller Scotland to finally relent and agree that the writer should be given access to a part of BBC Scotland: to the radio stations in the remote island groups of Orkney and Shetland. Clearly, it was felt that the researcher could gain little in the way of further insights into BBC Scotland's Corporate Identity in two small radio stations broadcasting to small communities in the North Sea, half way between Scotland and Norway. As it turned out the data collected at these stations served the research well. Not only did it force the researcher to limit the amount of data collected but the size of the stations imposed clear parameters with regard to the research design.

There was another advantage in undertaking research in BBC Radios Shetland and Orkney. This was because the writer had already developed good links with members of staff in these stations. Thus, he not only felt at ease working alongside them but was given a high degree of access. Moreover, unlike his recent experiences with BBC Scotland he was made most welcome in both stations.

#### 1.2.4. Research Objectives: Second Research Period

The changed circumstances with regard to how the research was being undertaken meant that there was an opportunity for the writer to review the objectives of the research. Rather than undertaking 'Action Research' he undertook what is known as 'Explanatory Research'. As such, ('Explanatory Research') has the objective of explaining the nature of a phenomena under study. Such an approach is appropriate when little empirical academic research has been undertaken within the area of study and as such provides useful building blocks in an understanding of the area. Unlike the first period of research the collection of data was to be limited to BBC Radios Orkney and Shetland.

In essence the research was characterised by the following:

- (a) *relying on two case studies (rather than one case study which had characterised the first period of research). As before, the research focused on the internal environment*
- (b) *was explanatory in nature, eg. regarding the nature of corporate identity, i.e. explaining the basic social psychological and basic social structural processes of corporate identity.*
- (c) *used qualitative methods of data collection which were based on interviews undertaken within BBC Radio Shetland and BBC Radio Orkney.*

*Chapter Two* will explain the paradox in greater detail and a fuller description of the writer's methodological approach is discussed in *Chapter Three*.

The next sections give a brief introduction to the BBC. **A MORE DETAILED DISCUSSION OF THE BBC WILL BE FOUND IN APPENDICES 1.5 TO 2.11.**

### 1.3. The BBC

The BBC is the United Kingdom's main public service broadcaster. Moreover the organisation enjoys an enviable international reputation: the National Heritage Select Committee notes that the BBC was an example and an inspiration for public service broadcasters throughout the world. (HMSO 1992 p6). Its British customer base is extensive. Typically, 94 per

cent of the population use the Corporation's television service and 58 per cent its radio service over the course of a week (HMSO 1992 p7). The BBC's international reputation largely rests on the broadcast output of the BBC's World Service Radio. It is estimated that this audience regularly reaches a worldwide audience of 130 million. The Select Committee on the future of the BBC noted that this station provides a "*superb service and greatly enhances the United Kingdom's international reputation*", (HMSO 1994 p19).

The BBC's importance is a result of its assumed importance to the life of the nation; this is a common theme in the literature. Madge (1989) concluded that it was more important than the Church of England and the Royal Family; that it is part of Britain's democratic processes, constitutional arrangements and cultural heritage and that the BBC's history is inextricably linked to that of contemporary Britain. Smith in MacCabe (1986) suggested that the corporation was the final arbiter on questions of British culture. He noted the importance of '*BBC English*' and the '*BBC Hymnbook*'. The latter was created to accommodate the diversity of British Christianity.

More recently the BBC's importance was commented upon by the Secretary of State for National Heritage who concluded that the Corporation has both embodied and communicated the national heritage. (HMSO 1992 p5).

For the last few years there has been a heated national debate spurred on by the expiry of the BBC's Royal Charter in 1996. The Government produced a Green Paper relating to the renewal of the charter in 1992 and the BBC produced its response in a document entitled '*Extending Choice*' which was also published in 1992.

In July, 1994 the Secretary of State for National Heritage published a White Paper on the future of the BBC. The paper recommends that the Corporation should continue to be regulated by a Royal Charter rather than by an Act of Parliament; that the services offered by the BBC should continue; and that the primary method of funding the BBC through the licence fee should continue until 2001. The Government believes that the BBC should evolve into an international multi-media enterprise.



However, the White Paper was critical of the level of public accountability shown by the Corporation and recommended that the BBC should operate its public services according to the principles of the Citizens' Charter.

*(The reader may, at this point care to refer to Appendix 1.5 which provides fuller information on the BBC as well as to the author's article on the BBC which may be found in Appendix 5.15).*

#### **1.4. BBC Scotland in Context**

The simplest way to regard BBC Scotland is as a sort of BBC in miniature. BBC Scotland is, in effect, a semi autonomous part of the Corporation: it is one of the BBC's three National Regions (e.g. Scotland, Wales and Northern Ireland). Substantial powers of the Corporation are delegated to BBC Scotland's governing body "*The Broadcasting Council for Scotland*" (BCS) whilst day to day management is vested in its chief executive "*Controller Scotland*".

The Broadcasting Councils date from 1952 when they were established under article ten of the BBC's Royal Charter of the same year. In 1964 their responsibilities were extended so as to encompass television. The present charter outlines the National Councils' main functions as being

*"to control the policy and content of those programmes in the radio and television services of the BBC which are provided primarily for reception in the countries they represent. In this, they are required to have full regard to the distinctive culture, language, interests, and tastes of the peoples of their countries". (BBC Annual Report 1991 p100).*

Thus, the twelve members of the Broadcasting Council for Scotland (BCS) have similar responsibilities to the twelve governors of the entire Corporation. The BCS has monthly meetings at which the Controller Scotland, gives a report on BBC Scotland's activities. Invariably other members of the management board, more junior managers and others such as consultants or academics are invited to make presentations. In addition reports from one of the Advisory Committees might be made. Two or three times a year the BCS holds meetings in other parts of Scotland other than Glasgow.

The Chairman of the BCS has the imperious sounding title "*National Governor Scotland*". This person is the link with the BBC in London in that the National Governor is an ex officio member of the board of governors of the entire Corporation.

The post of National Governor may be compared with that of Secretary of State for Scotland in that the person not only has a seat in the cabinet (*the BBC Board of Governors*) but heads the Scottish Office (*BBC Scotland*) in addition. The executive head of day to day management of BBC Scotland is undertaken by "*Controller Scotland*". This is a position of considerable importance.

#### 1.4.1 BBC Scotland: Funding

When the writer commenced his research some £33.5m of the BBC's license fee was spent in Scotland: the BBC's total income was almost £1,237m.

With regard to personnel some 1,229 staff were employed by BBC Scotland at the commencement of the research. This number has been drastically reduced since then as part of various cost-cutting and down-sizing initiatives undertaken by the Corporation.

The range of activities undertaken by BBC Scotland makes for impressive reading. BBC Scotland is the only broadcaster within Scotland providing a radio and television service for Scotland in its entirety. In addition, staff from the BBC's other services are based in Scotland, e.g. *reporters from the BBC World Service and from BBC Radio Four*.

With regard to television BBC Scotland provides Scotland's only *national television service*. Around six hundred hours of opt-out television programmes are produced each year. This includes a proportion of programmes in gaelic. In addition, BBC Scotland produces programmes for the BBC television network including acclaimed drama productions eg. '*Play on One*'. Around 300 hours of network programmes are produced by Scotland every year. Over recent years BBC Scotland has achieved considerable success with programmes such as "*Tutti Frutti*", "*Naked Video*" and "*City Lights*".



Of particular note is BBC Radio Scotland. *This is the only indigenous and dedicated broadcasting service for the whole of Scotland.* On weekdays it provides programming from 6.00am to 11.00pm. It also provides programmes for network radio and the BBC's World Service. In total some 9,330 hours of radio is broadcast every year by BBC Scotland.

The next section is devoted to BBC Scotland's local radio stations.

#### 1.4.2 BBC Scotland: Local Radio

There are seven local stations in Scotland: *Radios Shetland, Orkney, Highland, Aberdeen, Solway, Tweed and Radio nan Gaideal.*

These stations opt out of Radio Scotland in the morning and evening in order to broadcast programmes for their own area. Rather confusingly at the commencement of the author's research these stations are also given the prefix radio. In this sense the title radio is somewhat grandiose given these stations limited output.

The gaelic service *Radio nan Gaidheal* is worthy of special mention since it has a higher degree of opt-out programming. Unlike other local stations it provides network programmes for Radio Scotland eg. that can be heard throughout Scotland. *Radio nan Gaidheal* produces some 1,700 hours of programmes every year.

Of particular concern to this thesis are the community stations in Orkney and Shetland. The original proposal to establish two local stations for these communities was met with derision by the Corporation. Alisdair Hetherington who was Controller Scotland at the time stated that the BBC in London dismissed the idea as being "*impossible*" (Hetherington 1990 p200). Hetherington noted that the Director General of the BBC, Ian Trethowan, later finally agreed to the proposal

*"quietly believing that the experiment would fail".*

Hetherington attributed the stations' success to the fact that

*"each has a strong individuality a great thirst for island news, information and debate".*

It was a direct result of the success of Radios Orkney and Shetland that similar stations were established in Scotland and in other parts of the British Isles. Among such stations were *BBC Radio nan Eilean*, *Radio Solway*, *Radio Tweed*, *Radio Jersey* and *Radio Guernsey* and two community stations in Wales. Since completing this research the status of the community stations, with the exception of *Radio nan Gaidheal*, has changed. Radios Orkney and Shetland's output has been cut back to providing an half an hour news and current affairs programme during weekdays. The other community stations have become little more than contribution centres. This is a part of a policy to emphasise the output of Radio Scotland. There has been a good deal of opposition to the proposals (Blyth 1992 in "*The Sunday Times*").

#### **1.4.3 The BBC Scottish Symphony Orchestra**

This is Scotland's first full-time professional orchestra and was established in 1935. It provides regular broadcasts for both BBC Radio Scotland and BBC Radio Three. It also gives a season of concerts at Glasgow's Royal International Concert Hall; gives concerts throughout Scotland, contributes to the Henry Wood Promenade Concerts and undertakes overseas tours. All of its concerts are broadcast. The list of former conductors of the orchestra makes impressive reading and includes Andrew Davies, James Loughran, Simon Rattle, etc. The orchestra has recently started to make recordings and it won the "*Gramophone*" contemporary music award for its recording of the music of James MacMillan (BBC Annual Report 1993/1994).

#### **1.4.4 BBC Scotland's reputation**

BBC Scotland's reputation can be seen in the number of awards it has been given during the initial period of the writer's research including two awards at the International Radio Festival at New York; Samuel Beckett Award 1989 for the best television play; Regional Radio prize at the British Entertainment and Media Awards; Argos Awards for Consumer Journalists; One World Broadcasting Trust Awards, The Premier Award for regional television and the Royal Television Society Programme and Technology Awards for the best situational comedy. (1990/1991 Annual Report). More recently in 1994 BBC Scotland's television programme EX-S won a BATA award whilst Radio Scotland received the accolade of the

Sony award of '*Radio Station of the Year*'; the first station outside London to receive this award.

#### 1.4.5 Recent Developments within BBC Scotland

BBC Scotland has not been immune from the series of cutbacks affecting the entire corporation. As a contribution to the BBC's cost savings exercise "*Funding the future*" BBC Scotland in 1990 had to save just under £2 million. By 1993 nearly two hundred posts will have gone from BBC Scotland as part of the policy of giving 25% of programmes to independent producers. More recently, BBC Scotland's television output has been reduced in order to concentrate on '*quality*' programming. (BBC Annual Report 1993/1994).

*The next section provides brief background information on the area of management which this thesis is concerned: Corporate Identity.*

#### 1.5. Corporate Identity: Introduction

This section places Corporate Identity in context. Reference will be made to the available *commercial* research which illustrates the size and importance of the area. In particular reference will be made to some of the reports examining the industry including that by *James Capel (1988)*, *CBI/Fitch R S (1990)*, *The Design Council (1987)*, *Larreche et al (1987)*, *Mintel (1991 and 1993)*, *MORI (1989)*, *Pegram Walters Associates (1988)*, *Rawsthorne and Time Magazine (1993)* and *Mintel Reports 1991, 1993*.

The Capel Report (Golzen 23 October, 1988) revealed that, among key marketing services disciplines, corporate identity consultancy occupied *third* place and was *ten times* the size of the public relations industry. Some 1,726 design consultancies were identified as offering corporate identity consultancy.

The Confederation of British Industry/Fitch Report (1990), undertaken among 500 chairman and chief executives of companies with £100m plus turnover, found that Corporate Identity management yielded benefits in the marketplace with regard to investor relations and internal relations. Symbols and logos were felt to have *little value* and half the definitions given for Corporate Identity referred to the *organisation's behaviour*.



The Pegram Walters Associates Report (1990) revealed that Corporate Identity consultancies enjoyed *a higher status* than advertising agencies.

The research agency MORI (1989) revealed that 77% of leading industrialists stated that they would give *increasing importance to their corporate images*, and in the same vein research undertaken by Larreche at France's leading Graduate Business School INSEAD (1987) showed that among European Chief Executives it was identified as *one of the strategic marketing issues for the 1990s*.

Smythe Dorward Lambert's Report (1991 p9) found that among Directors of Corporate Communications 83% relied on Corporate Identity as a technique *for organisational change*. This was the *second* most favoured technique after internal communications.

Time Magazine (1993) published the results of its second survey of perceptions held by senior managers of Europe's top 160 companies. Time concluded that corporate identity is *an invaluable tool* for any company hoping to communicate in an increasingly competitive and challenging marketplace.

The 1991 Mintel Special Report on Corporate Image found that 90% of companies regarded *corporate image to be of importance; its benefits were identified as making the organisation more customer orientated, building awareness, improving public perceptions and increasing sales*. Whilst 59% of companies used graphic design consultancies, 38% relied on specialist corporate identity consultancies. The report concluded that the acquisition of a corporate identity is not a cosmetic exercise but has *important implications for management and marketing*.

A more recently published report by Mintel entitled "*Corporate Image 1993*" as reported by Gilchrist (1993) predicted a boom for the identity industry in forthcoming years with medium size companies likely to attach increasing importance to the area.

Further evidence of the growing importance of the area was revealed in a study undertaken by The Conference Board which revealed that communications managers are increasingly regarded as *fully-fledged*



*strategic advisors to senior management.* Troy, K. (1993) "Managing Corporate Communications in a Competitive Climate", Conference Board, New York.

In addition to the above reports corporate identity consultancies have been active in organising and supporting conferences on corporate identity. A recent example of this was the conference to be held in London on 20 September 1995 having the theme "Reputation Management - developing and managing corporate image". A number of leading consultancies are fielding speakers for the event including Wolff Olins, Sampson Tyrrell and Anspach Grossman Portugal.

### 1.5.1 The Growth of interest in Corporate Identity: some explanations

In a British context there appear to be at least *eleven* reasons why Corporate Identity has come to prominence over the last decade:

- (a) *the effect of deregulation and the 'privatisation' programmes introduced by successive British Administrations. (Ind 1992).*
- (b) *the increase in internal reorganisations, mergers and acquisitions. (McEwan 1987).*
- (c) *the acceleration of product life cycles meant that companies required a strong and flexible identity. (Ind 1992).*
- (d) *the major means of differentiation for service industries. ( Ahrends 1987).*
- (e) *the growth of financial services (Balmer et al 1991).*
- (f) *the industry's penetration of the public sector. (Rawsthorne 1989)*
- (g) *increasing internationalisation, (Ind 1992).*
- (h) *the need for a European Identity with the advent of the European Single Trade Market (Rawsthorne 1989).*
- (i) *the area being seen as more effective and offering better value than advertising. (Ind 1992).*
- (j) *environmental pressures on organisations including 'Green' Issues (Bernstein 1994).*
- (k) *the general public's interest in the ownership of subsidiaries and product brands. (Bernstein 1994).*

However, the Chairman of Europe's largest corporate identity consultancy, Wally Olins (1989 p145), noted the importance of corporate

identity by stating that it is intimately linked to questions relating to strategy, structure and culture. He remarked that

*"Corporate Identity tells the world - whether actively or by default - just what the corporate strategy is".*

There was another factor why the area fared so well. This was because it was *fashionable* for organisations in the 1980s to change their identities.

Certainly over recent years there has been a diversity of organisations which have changed their identity including *British Airways, ICI, British Telecom, BP, Halifax Building Society, DHSS, the General and Municipal Boiler Makers Union, the London Stock Exchange and the Foreign and Commonwealth Office* and more recently, in 1994, *Owners Abroad, Cathay Pacific*. At the start of (1995) *The Royal British Legion* underwent a similar exercise.

The 1980s saw Corporate Identity becoming increasingly fashionable with some organisations feeling that adopting a new identity particularly a new visual identity was synonymous with success. Corporate Identity was summed up as

*"not quite understood but wholly believed in and seemingly endowed with a mystical ability to deliver the rewards of prosperity in ever increasing amounts". (Marketing Week Feb 9 1990 p40).*

The above might usefully be placed in the context of Worcester's (1986) observations that favourability is linked to familiarity. It would appear that the industry itself has an image problem. There are a number of explanations for this. *First*, the area is strongly aligned to graphic design. *Second*, the Corporate Identity industry is fragmented, *eg. it does not have its own professional body*. *Third*, there is "great cynicism" of corporate identity as noted by Bellhouse (1989). *Fourth*, Corporate Identity is largely absent from the syllabus of most British Business Schools. The situation is somewhat different in the USA. In the USA the subject has been taught at Harvard Business School since the 1950s (Jenkins 1991). Continuing this point Mintz (1989) noted that in 1989 the Harvard Business School introduced case studies dealing with corporate identity. Mintz in *The Financial Times* stated that this marked

*"its growing stature in the business establishment".*

However, the situation appears to be slowly changing. A recent sign of the interest in the area can be seen in a special session devoted to corporate identity at the 13th Annual International Conference of the Association of Management (1995) which was held in Vancouver, British Columbia.

In Europe several business schools have started to offer academic and executive courses in corporate identity: Erasmus University in Rotterdam is particularly notable with regard to the latter. Further indication of the increasing academic interest in the area can be seen in two initiatives by (1) Professor Van Riel of Erasmus University, Netherlands and (2) Philip Kitchen (Keele University, UK) to launch academic journals on the area. In addition, during 1996 the writer, along with Professor Van Riel, will act as joint-editor of a special edition of the European Journal of Marketing having the theme "*Corporate Identity: The Marketing Perspective*". The University of Strathclyde has also been responsible for creating awareness of corporate identity and has organised two symposia (1994 and 1995) where the guest speakers have included The President of British Airways, The Chairman of Barclays Bank and The Vice Chairman of Abbey National plc. In addition, Strathclyde University is supporting an initiative to establish an International Corporate Identity Group (ICIG) comprising academics, consultants and managers. The initial London meeting of this group took place in June, 1995. The ICIG will be formally launched at a luncheon to be held in the House of Lords in January 1996.

There do appear to be distinct differences between the approach to Corporate Identity in the USA as compared to the UK. Olins in Vogl (1991) remarked that in the USA they see Corporate Identity as something concerned with the *outside* (e.g. with external environment and perception) whereas in the UK it is seen as working *inside out*, (e.g. organisational reality). However, Corporate Identity remains something of an enigmatic area for many managers and academics: everyone talks about it but no one knows what it means.

## 1.6 Chapter Summary

This chapter has explained the events leading up to the commencement of this research and has placed the research in context by describing the growth and importance of Corporate Identity. Furthermore, a brief description has been given of the BBC Scotland.

This chapter explained how the writer's background in music and arts administration coupled with his research interest in Corporate Identity was a considerable advantage in embarking on his research within BBC Scotland. As such he gained access to one of the world's great broadcasting organisations and perhaps the most famous of all British organisations. Moreover he gained access at a time of great change within the organisation as it considered its future leading up to the renewal of its Royal Charter in 1996.

*The reader may care to note that Appendices 2.0 to 2.11 examine the literature pertaining to the BBC and to BBC Scotland.*

The following chapter examines the literature relating to the phenomena of Corporate Identity.



**CHAPTER TWO**  
**CORPORATE IDENTITY**  
**A REVIEW OF THE LITERATURE**

## 2.0. Abstract

This chapter reviews the literature on corporate identity. The literature is characterised by its size and by the fact that most of the writing on the area is written from a practitioner rather than an academic perspective. Furthermore, it is only recently that the writings of Dutch, French, German, Italian, Swiss and Japanese authors have started to be referred to in the literature in English. *For this reason the writer primarily refers to the literature written in English as have the most significant literature reviews on corporate identity to date (Abratt 1989, Kennedy 1977).*

The literature reveals there to be (a) a dearth of academic *empirical* research, (b) a lack of consensus as to the precise nature of the area and (c) little reference to the area in mainstream marketing and management texts. From an analysis of the literature the writer concludes that there is a good deal of confusion with regard to corporate identity.

From the literature the writer concludes that there are *six* explanations for this confusion namely: *the confusing terminology; the influence of fashion; the association with graphic design; the dearth of academic empirical research; the inappropriateness of the positivistic research paradigm, and weaknesses in available models of corporate image formation.*

The author argues that an understanding of the concept of the *corporate personality* is crucial to an understanding of what the writer calls *the corporate identity formation process*. This is because the writer's pre-understanding of *corporate personality* is that it refers to a unique mix of ideologies present within the organisation. Where one or more of the dominant ideologies reflects an organisation's *philosophy and mission* then an important aspect of the corporate strategy has been achieved. At its most powerful the corporate philosophy is adopted by all or some of its external publics.

The writer *postulates* that the benefits of a *corporate identity* grounded in an organisation's mission and philosophy are that

- (a) *the behaviour of personnel reflects the mission and philosophy.*
- (b) *it gives greater consistency to total corporate communications, i.e. corporate actions, communications by individual members of staff and more formal corporate communications (eg. advertising and public relations).*
- (c) *(for management) the existence of a strong "supporting culture" eases the task of management, i.e. the corporate personality acts in effect as a control mechanism.*
- (d) *"Ownership" and empathy with the corporate philosophy by external publics translates into loyalty leading to a predisposition to buy or use an organisation's products and services; to work for the company; to purchase shares etc.*

The writer does acknowledge the existence of other types of corporate identity, *eg. an unwanted or negative identity or an identity which is closely aligned to a generic or industry-wide identity.*

Finally, in making sense of the multiplicity of approaches to corporate identity management, the writer categorises these views into "*schools of thought*". The writer concludes that in their totality all seven schools of thought are indicative of the parameters of corporate identity management.

## 2.1. The structure of the Literature Review Chapter

Since this chapter containing the writer's review of the literature is of some length it is felt that a brief explanation of the *structure* of this chapter might be of assistance to the reader.

The writer begins by outlining the four sources used for the literature review which are (a) *non-academic articles*, (b) *references to the area in marketing texts*, (c) *texts specifically or largely dealing with corporate identity* and (d) *articles written by academics*. With regard to the latter, the writer noted that the writings of academics from mainland Europe are only just starting to appear in English.

Following on from the above the writer devotes a significant part of the chapter in offering *six* explanations of why confusion persists as to the nature of corporate identity: this is the first research question which surfaced as a result of his analysis of the literature. The *six* explanations identified by the writer in contributing to the uncertainty regarding the nature of corporate identity are (a) the confusion caused by the terminology *eg. the corporate image, the corporate identity, the corporate brand, the corporate personality and corporate culture*. (Owing to the length of this section a more detailed discussion of individual concepts appear in the Appendix where the writer also provides definitions of the concepts based on his pre-understanding of the terminology) (b) the influence of fashion, (c) the association with graphic design, (d) the dearth of academic empirical research, (e) the inappropriateness of the positivistic research paradigm and (f) weaknesses in available models of corporate image formation. A good deal of this chapter is concerned with point (a) which deals with the complicated issue of the diverse terminology in use in the area.

The final section of the chapter is devoted to the writer's conclusion that the literature reveals there to be a *multiplicity* of approaches to corporate identity management. The writer has categorised these various approaches to corporate identity management into seven "*schools of thought*" or approaches to the area. With regard to the latter the writer concludes that, to date, corporate identity has been narrowly conceived and that the identification of seven schools of thought represents something approaching the totality of corporate identity management.



In conclusion, the author argues in the chapter summary that there is a need for *two* research questions to be addressed by empirical academic research within the research paradigm of naturalism, namely (a) *a need to explain the basic social psychological process of corporate identity formation and (b) an explanation of the basic social structural process of corporate identity management.*

The following section details the main characteristics and sources of the literature review.

## 2.2. The Literature Review in Context

There is an extensive literature dealing with corporate identity. Abratt (1989) spoke of corporate identity's "*voluminous literature*". There are *numerous* sources for the literature comprising academic and managerial articles, newspaper articles, references to the area in marketing and public relations texts as well as texts wholly concerned with corporate identity. *All* of these sources have been used in undertaking this literature review.

This literature review *largely* focuses on the literature which has appeared in the *English* language. However, the writer is aware of Austrian, French, Dutch, German, Italian, Japanese and Swiss writers who have written on the area. The problem with the above is that much of their work has not, as yet, appeared in English and as such it has been difficult for the writer to comment upon a good deal of this literature. It is noticeable that the most authoritative literature reviews appearing in the English language (Abratt 1989 and Kennedy 1977) almost exclusively refer to the literature written in English. It would appear that these writers experienced the same difficulty as the author in reviewing the literature which has not been published in English. However, the writer has been able to read the writings of the Dutch academics Van Rekom and Van Riel in addition to the writings of Kammever and Birkight and Stadler. Of particular note is the forthcoming book on corporate communications by the Dutch academic Van Riel which details the significant German, Dutch, French, Swiss and Italian writers on the area. Where appropriate this literature is referred to in this chapter.

With regard to existing literature reviews on corporate identity three authors are of note - Abratt (1989), Kennedy (1977) and Van Riel (1995) - all are academics and their literature reviews are extensive. Olins (1978, 1979,

1989) is another writer of note in that he has done much to increase the awareness of corporate identity particularly within Europe. Olins writes from the perspective of a corporate identity practitioner. The following section examines the sources for the literature review in a little more detail and respectively deals with (a) *non-academic articles* (b) *references to the area in marketing texts* (c) *corporate identity texts* and, lastly, (d) *articles written by academics*.

#### *(a) non academic articles*

Corporate identity receives a good deal of coverage in marketing and design magazines such as "*Marketing*", "*Marketing Week*", "*Design Management Journal*" (a hybrid practitioner/academic journal) and "*Design Week*". In addition, the area is frequently mentioned in the quality press and in managerial magazines. Whilst the majority of such articles are of moderate academic interest there are exceptions. For example "*Marketing*" (1990) has published a guide to corporate identity produced by the consultants Wolff Olins. In addition '*Marketing*' provides periodic surveys on the corporate identity industry.

#### *(b) marketing texts*

Marketing texts make little or no mention of the area: this observation was also made by Abratt (1989 p63) and Stewart (1991 p38). The following lists those texts and dictionaries which do make reference to the area: Baker 1990, Cannon 1992, Coulson-Thomas 1983, Craven 1986, Evans 1982, Jefkins 1989 and Kotler 1984. Worcester (1986) contributed a chapter to corporate image research in his edited text on consumer research.

Public Relations texts also refer to the area. (Black 1993, Coulson-Thomas 1979, Hart 1987, Haywood 1984 and Nolte 1979). For instance, Moss (1990) in his text containing public relations case studies includes two cases relating to corporate identity.

The writer concludes that Marketing and Public Relations texts tend to give the area superficial treatment. There is a common assumption among *many* writers that the area is fundamentally concerned with the visual. This has

lead the writer to conclude that the fundamental differences between the coverage of the area in marketing texts and marketing practitioner magazines is symptomatic of the relative importance attached to the area by marketing managers and marketing academics. It would appear, at least from the literature, that whereas *marketing managers* regard the area to be of importance many *marketing academics* accord the area less importance. The various pieces of largely commercial research are indicative of the importance attached to the area by managers. (James Capel 1988, Design Council 1987, Fitch R S and the Confederation of British Industry (CBI) 1990, Larreche et al 1987, Mintel 1991 and 1993, MORI 1989 and Pegram Walters Associates 1988).

### *(c) corporate identity texts*

Around seventeen texts specifically deal with corporate identity, corporate image and visual identity. (Bernstein 1984, Boorstein 1961, Boulding 1956, Bristol 1960, Chajet 1992, Dowling 1994, Garbett 1988, Gray 1986, Ind 1992, Jenkins 1991, Olins 1978, 1989, Pilditch 1970, Schmidt and Ludlow 1995, Selame and Selame 1975, 1988). The forthcoming text by Van Riel (1995) is of note since it will be the first *academic* text in English which, more or less, provides a state of the art review of the area.

The writer has identified the following authors as making valuable contributions to the debate surrounding the nature of the area: Boulding (1956), Pilditch (1970), Rosen (1970), Olins (1978) and Van Riel (1995). Boulding's (1956) book "*The Image*" fuelled initial interest in the area. He concluded that image effects behaviour. Pilditch (1970) was the first writer to differentiate between the visual and the non visual aspects of identity. Olins (1978) implied that the corporate identity acts as a substitute for the personality of the organisation's founder. Furthermore, Olins provided the first definitions of the main concepts in use within the area, eg. corporate image, identity and personality. Significantly he concluded that the corporate personality describes the area *at its most profound*. More recently the writings of Ind (1991) are of note in that he attempted to place the area in the context of corporate strategy. Van Riel's (1995) forthcoming text is particularly notable in that it will provide the most comprehensive overview of the emerging theory of corporate identity management and



marks a watershed in that Van Riel draws on the non-English as well as the English literature.

A number of *general* observations can be made about corporate identity texts. *First*, the majority of texts have been written by practitioners (Bernstein 1984, Chajet 1991, Garbett 1982, Ind 1992, Jenkins 1991, Olins 1978, 1989, Schmidt 1995, Selame and Selame 1975, 1988). *Second*, no academic appears to have produced a text on the area in the *English language* over the last thirty years. The text by Van Riel in 1995 will mark a real watershed in communicating the available knowledge on the area from an academic perspective. *Third*, the contribution from British writers has been particularly strong (Bernstein 1984, Gray 1986, Ind 1992, Jenkins 1991 and Olins 1978, 1989). However all the texts share a common weakness in that, for the main, the writing would not appear to be underpinned by academic empirical research; a largely uncritical approach tends to be adopted; references *tend* to be made to large companies and only to successful changes of identity. The aim of many of these texts appears to be to increase the profile of the consultants and their consultancies. However, the writer is of the opinion from his review of the literature that it has been *practitioners who have made the most significant contribution to an awareness of the area.*

#### *(d) academic articles*

The contribution by academics is largely disappointing and is complicated by the fact that a good deal of research which has taken place in continental Europe as well as in Japan is only just starting to be published in English. As such, the author has broken this section into *two* parts: the *first* section deals with the literature written in *English* and the second focuses on writers from *mainland Europe*.

#### *the literature in English*

Kennedy (1977) - the first British academic to undertake academic, empirical research on corporate identity - commented that she was unaware of any major primary research having been undertaken on the area. Whilst interest in the area has burgeoned since the 1970s there does not appear to have been a commensurate increase in academic, empirical research. However, a number of academics have written on the area. For the main, their work is



conceptual. (Abratt 1989, Balmer and Wilkinson 1991, Boulding 1956, Crissy 1971, 1977, Gray and Smeltzer 1985, Lindquist 1974, Stewart 1991, Stuart 1994, Wotruba 1971). As has already been noted Boulding (1956) is of note as a consequence of his thorough examination of image formation in his seminal text "*The Image*". Abratt (1989), Dowling (1986, 1993) and Kennedy (1977) have made valuable contributions through their development of conceptual models of corporate image formation. Others have suggested the importance of the area. Gray and Smeltzer (1985) noted its importance to corporate strategy whilst Ind (1990) and Stewart (1990) postulated that it was a strategic concern.

### *writers from Mainland Europe*

This section focuses on writers on the area from continental Europe. This section draws heavily from the observations made by Van Riel in his forthcoming text "*Principles of Corporate Communication*" which he has generously allowed the writer to see in draft copy. Among the significant authors identified by Van Riel are the German authors Birkight and Stadler (1986) who undertook studies on the relationship between identity and image and whose work has exerted an impact not only in the Netherlands but in German speaking regions as well. Their work has apparently, influenced scholars in both Germany (Wiedmann 1988, Kammerer 1989, Tanneberger 1987, Merkle 1992), Austria (Hinterhuben, 1989) and Switzerland (Fenkart 1987, Tafertshofer 1982). The work of Birkight and Stadler has, apparently, exercised a profound influence on scholars interested in the *link* between corporate strategy and corporate communications policies. These scholars include French writers (Ramanantsoa 1988, Reitter 1991, Kapferer, 1992) and the Italian author Gagliardi (1990).

Van Riel also points out that Sobol and Faveley (1989) have undertaken work on the influence of disclosure of corporate strategy on corporate image and that various authors have published articles relating to the development of concepts on the area and the realisation of images (Poiesz 1988, Verhallen 1988, Pruyn 1992 and Scholten 1993).

Van Riel's analysis of the literature has led him to the view that most articles deal with questions related to the relationship between *identity, image and strategy*.

### 2.3. Identifying the causes of confusion with regard to the Literature on Corporate Identity.

In the following sections of the literature review it will become apparent that despite corporate identity's importance to managers, its large literature and its importance as revealed in various pieces of commercial research there is still confusion with regard to corporate identity. This confusion is implicit in Ludlow's comment that

*"What's still remarkable is the extent to which people agree on the importance of corporate identity yet differ in their definition of what it is. It is almost as if corporate identity is something that fills a vacuum."* (Ludlow in Ind 1992).

This view was supported by Van Rekom at Erasmus University who concluded that there does not exist an unambiguous, generally agreed definition of corporate identity. (Van Rekom 1993).

The writer in analysing the literature has concluded that there are six explanations why confusion persists as to the precise nature of corporate identity.

- (i) *Confusion caused by the terminology.*
- (ii) *The influence of fashion.*
- (iii) *The association with graphic design.*
- (iv) *The dearth of academic empirical research.*
- (v) *The inappropriateness of the positivistic research paradigm.*
- (vi) *Weaknesses in available models of corporate image formation.*

*Each* of the above will be discussed in the following section. The confusion caused by the terminology has resulted in a rather long initial section because of the number of concepts in use.

#### 2.4. FIRST EXPLANATION FOR THE CONFUSION: THE TERMINOLOGY.

*Only a summary of the first explanation for the confusion will be found in this chapter. Additional information will be found in Appendix 2.12.*

The *FIRST* explanation identified by the writer for the confusion regarding corporate identity is the confusing terminology. The literature reveals considerable confusion with regard to the terminology used within the area (eg. *corporate identity, visual identity, corporate image and corporate personality*). On the surface these concepts offer the promise of rich insights into organisations and as such are an indication of the prima facie importance of corporate identity. However, much of the literature lacks depth in differentiating between the concepts. In addition, there is a lack of consensus as to the precise nature of these concepts and this has contributed to the confusion. For example, some writers use the concepts as if they were interchangeable; others assign distinct meanings to the concepts.

The enormity of the problem with regard to the terminology was illustrated by Kennedy (1977). In her literature review Kennedy identified twenty one definitions of corporate image.

If Kennedy faced difficulties, this is nothing when compared to the problems faced by present day researchers. This is because there is increasing reference to the concept of *the corporate identity*. When Kennedy undertook her research she had, in fact, only to deal with the concept of corporate image. The writer argues that there are *two* explanations for the increased reference to the concept of the corporate identity. *The first explanation* is because some writers recognised the distinctiveness and importance of corporate identity. *The second explanation* is that reference to corporate identity has been adopted for reasons of fashion, eg. *corporate identity sounds "weightier"*.

This confusion with regard to the concepts in use has been noted by a number of writers. (Abratt 1989, Balmer and Wilkinson 1991, Ind 1992, Kirby 1987, Olins 1978, Tagiuri 1982 and Van Riel 1995). Abratt (1989 p66) remarked that



*"Despite the voluminous literature the concepts remain unclear and ambiguous as no universally accepted definitions have emerged."*

This confusion is illustrated by the writer in the three definitions given below. The first two illustrate how some concepts are used interchangeably whilst the last two quotes illustrate how different writers assign different meanings to the concepts.

*".. corporate identity means grappling with the company's communications at their most fundamental level." (Kirby 1988)*

*"A plethora of different messages that in their sum result in the corporate image...."*  
(Gray and Smeltzer 1985).

*"The corporate identity.. is all planned and all visual." (Selame and Selame 1975)*

*"Real corporate identity.. is all about behaviour as much as appearance." (Olins 1979)*

Recent research undertaken by MORI for the identity consultants Henrion, Ludlow and Schmidt (see Schmidt and Ludlow 1995) revealed a widespread disparity of what is meant by identity in various countries. In the United Kingdom it tended to refer to corporate communication or to design; in Germany and Austria to the total internal and external image, whilst in Spain and Scandinavia to the external image and corporate culture.

In continuing his discussion of the confusion caused by the concepts, the writer, in Appendix 2.12 examines the concepts of *corporate image, corporate identity, the corporate brand, corporate personality and corporate culture*.

## **2.5. SECOND EXPLANATION FOR THE CONFUSION: THE EFFECT OF FASHION.**

Having briefly discussed the confusion caused by the terminology the author moves on to the *SECOND* of his six reasons why there is confusion as to the precise nature of the area and this leads on to the question of fashion.

The effect of fashion has also contributed to the confusion surrounding the area. Noticeably, during the 1970s, corporate identity became the preferred



label and has, to a large extent, eclipsed reference to corporate image. This has caused difficulty in that whilst some writers regard the concepts of corporate identity and corporate image as interchangeable other writers treat them as distinct concepts. However, it is not as straightforward as it might appear in that whilst practitioners and writers tend to prefer making reference to corporate identity it would still appear that in common parlance corporate image is still preferred. This can be seen in Ind's text (1992) entitled *'The Corporate Image'*. The irony is that this text is fundamentally concerned with, and makes the greatest reference to, the concept of the corporate identity. Even more surprising is the lack of reference to the concept of the corporate personality which, as the writer has shown, would appear to be crucial in understanding corporate identity and which was postulated by Olins as far back as 1978. The recent reference to the corporate brand in place of corporate identity may be seen to be a more recent example of the effect of fashion.

## 2.6. THIRD EXPLANATION FOR THE CONFUSION: THE LINK WITH THE VISUAL.

The *THIRD* explanation for the confusion with regard to the nature of corporate identity is the stress placed on graphic design in the literature. This has done more than anything else to exacerbate the confusion. The following quotes demonstrate this point

*"Corporate identity is a visual projection that systematically communicates a corporation's desired character."* (Caust 1972)

*"Corporate identity is a planned assembly of visual cues."* (Bernstein 1984)

*"Corporate identity: the symbols (such as logos, colour scheme) an organisation used to identify itself to people".* (Dowling 1994 p8).

This emphasis on the visual is understandable since many corporate identity consultancies have a background in graphic design. Some 2,726 design consultancies in Britain claim to have an expertise in corporate identity (James Capel Report 1988). Furthermore, many writers and consultants place great stress on the visual audit as a means of researching an organisation's identity (Jenkins 1991, Wolff Olins 1990). The writer concludes that this has led to the belief that where a visual audit has

revealed strategic weaknesses the solution is to change the visual identity. As such there would appear to be some confusion between differentiating between the cause and the symptom of corporate malaise.

The writer, whilst he is critical of the undue attention given to the visual aspects of the area, does acknowledge the power of the visual. For instance, Van Riel points out that the average lorry is capable of delivering 7.9 million visual impressions per year, about 60 per kilometre. Changes in visual identity can symbolise a change in corporate strategy or strategic communications policy, and as such can be powerful. However, as Van Riel (1995 p32) points out it is extremely risky to concentrate attention on visual means of communication since individuals and target groups use all their senses in order to make a judgement.

There is another explanation why inordinate attention is given to the visual. This is because most changes of identity appear to involve some type of visual change. The likelihood of a change of visual identity was stated by Wolff Olins (Europe's largest corporate identity consultancy) in their Guide to Corporate Identity produced for "Marketing" (1990 pp19-24).

*"Because of corporate identity's roots in design it will probably entail a new or revised logo design."*

It also appears that management like to have a tangible sign that some type of change *has taken place or is under way*. A new or altered logo, or some other change in graphic design, serves this need. However, senior managers see symbols and logos as having little value on their own. (CBI/Fitch Report 1990). However, the writer concludes that the undue emphasis on the visual and the fact that many changes of identity are normally accompanied by changes in visual identity has obscured the underlying importance of corporate identity. As such, it has contributed to the confusion. Furthermore, too much emphasis has been placed on the visual sense. The writer has found very little reference in the literature as to the importance or not of the other senses of sound, scent and touch in corporate identity formation. This would imply that humans who are visually impaired are incapable of distinguishing between corporate identities. This omission of references to other ways of perceiving identity is illogical because upon reflection it becomes apparent that the other senses

can be powerful in communicating a sense of identity. For example, the aural "sense" used to communicate the identity of nation states through national anthems certainly takes on a more important rôle than the visual in communicating the identity of radio stations. The writer concludes that *all* the senses communicate a sense of identity: it is *not* just the preserve of the visual. The writer's experience of High Mass at Westminster Metropolitan Cathedral and at Brompton Oratory where all the senses are marshalled to communicate a sense of identity (*eg. visual - vestments, sound - gregorian chant, scent - incense, touch - holy water, sign of the cross, taste - communion*) has led him to the conclusion that expressions of corporate identity are still underdeveloped when compared to other expressions of identity found in centuries old institutions such as the church.

If corporate identity consultancies feel that their work is not understood much of the blame lies at their own door. It seems perverse that those who advise others on questions of identity have nothing short of a schizoid identity themselves, *eg. one major London consultancy has in the past identified itself as a design consultancy in the telephone directory; has called itself a corporate identity consultancy in its literature and has stated that it belonged to a professional association of public relations consultants*. Their inability to distance themselves from their graphic design roots is symptomatic of their problem. The writer concludes that the continued influence and ownership of the area by graphic designers is both unwarranted and undesirable.

## 2.7. FOURTH EXPLANATION FOR THE CONFUSION: THE LACK OF EMPIRICAL ACADEMIC RESEARCH.

The *FOURTH* explanation for the confusion identified by the writer is the small amount of academic empirical research, particularly when compared to other areas of management. Eight reasons are postulated by the writer why there has been a paucity of published empirical research in English. They are as follows:

- (i) *A lack of interest from some marketing academics who see the area as being fundamentally aligned to graphic design.*

The writer has already explained why this is the case.



- (ii) *The fact that fragmentation with regard to organisational communication is reflected in a fragmented approach among different academic disciplines.*

This conclusion was identified by Van Riel who notes that the area is often studied from a public relations perspective. He also states that it is sometimes included in courses on journalism.

- (iii) *The difficulty in undertaking research into corporate identity.*

This is because corporate identity deals with questions of great sensitivity and of fundamental importance to organisations. The process of changing an identity is invariably political because of its sensitivity. It is concluded that researchers are likely to experience difficulty in researching changes of identity which will entail gaining access to managers at board level and working alongside consultants.

- (iv) *An over reliance on the research paradigm of positivism.*

The writer argues that a reliance on research within this paradigm is inappropriate during the *initial* stage of research into a phenomena such as corporate identity. This will be explained in a little more detail in this chapter.

- (v) *The bias of marketers when dealing with the subjective.*

Marketers have traditionally made decisions on hard facts which has lead to a reliance on positivism and quantitative methods as described above. Thus, there is a bias in dealing with concepts which deal in subjective concepts such as image and identity.

- (vi) *Marketers traditional concern with the external environment.*

Corporate identity's roots would appear to be grounded in the internal environment and yet marketers have traditionally applied the marketing concept to the external environment.



(vii) *A reluctance to use the case study as a research approach.*

All too often case studies are seen as a peripheral exploratory device having little strategic importance.

(viii) *Unfamiliarity with research undertaken in corporate identity in nations where English is not the main language.*

This can be seen in Van Riel's (1995) forthcoming text which details examples of empirical work undertaken in mainland Europe which have not been previously referred to in the literature produced by the majority of academics from Britain, the Commonwealth and North America.

The following statement by Olins (1978) is an apposite description of the current state of affairs even though he made this remark nearly fifteen years ago. If anything the statement was somewhat optimistic.

*"confusion arises because the real depth of the subject is only beginning to be explored." (Olins 1978).*

Whilst business schools have, in recent years, begun *empirically* based research in the area, for the main, interest is patchy. Certainly, it would appear that to date no academic, empirical work has been published in *English* academic journals since Kennedy's (1977). The author is *not alone* in reaching this conclusion (Abratt 1989, Stewart 1991). However, from the author's perusal of Van Rekom's draft text of his forthcoming book on corporate communications, it would appear that a good deal of empirically based research *has* been written in mainland Europe. However, the situation with regard to published research in English was different in the 1960s. Both Kennedy (1977) and Abratt (1989) report that this decade did represent a period when a fair deal of empirical research was undertaken although most of the research was concerned with the corporate image.

For example Greenberg (1961) concluded that an image fluctuates. He undertook research on behalf of a shoe company and distinguished between six categories of respondents. This ranged from those in group 1 who had bought their last pair of shoes from the particular retailer to those in group 6

who had no experience of the retailer. The nearer the respondents were to group 1 the clearer was their frame of reference. Spector (1961) using six personality related dimensions concluded that an image would vary from one industrial category to another. Tucker (1961) disagreed with Spector's findings and found that many large organisations such as insurance companies, airlines and certain manufacturers had such similar images that there was a "*stereotype image*" in operation. Cohen (1967) offered a solution for image research and advocated the use of the differentiation ratio. His work has been criticised because it is based on the premise that there can be something such as an ideal company.

However, it is Kennedy's research which is by far the most significant piece of *published empirically based academic research* in English which deals with the area and as such it will be discussed in greater detail. The following discussion of Kennedy's research also examines the inappropriateness of the research paradigm of positivism in explaining a phenomena such as corporate identity.

## **2.8. FIFTH EXPLANATION FOR THE CONFUSION: THE INAPPROPRIATENESS OF THE POSITIVISTIC RESEARCH PARADIGM (INCLUDING AN EXAMINATION OF THE METHODOLOGICAL APPROACH OF KENNEDY).**

This section examines the empirical research undertaken by Kennedy and argues that research within the positivistic paradigm is inappropriate in researching a phenomena such as corporate identity. This is the *FIFTH* explanation for the confusion offered by the writer.

Kennedy's research objectives were to establish the components of a company image; to show whether key stakeholder groups within and outside the company were important to image formation, and to describe the process of image formation and dissemination. Her central hypothesis was that employees are important in corporate image formation: the emphasis on the internal environment being a new approach. Kennedy's research findings were that company employees have a central role in image formation. There have been other writers before and since Kennedy who have stressed the importance of personnel including Budd (1969), Gray (1986) and Levinson (1966).

From her conference paper (1971) and a later monograph (1977) Kennedy's research may be described as follows.

The first phase of her research focused on two manufacturing companies which formed her sample. The object of this stage of research was to see in what terms employees described their own company and to check to see to what extent this reflected the perceptions of external groups. Data was collected during the first two stages of the research by means of unstructured interviews.

Initial interviewing took place in a small electronics company of some 160 staff based in the south east of England. Interviews were held with a cross section of staff from company directors to casual shop floor workers. In total 61 people were interviewed. Having interviewed one hundred and sixty people she felt that the manner in which staff were describing the company had stabilised. The next stage involved ascertaining whether the vocabulary used by personnel to describe the company was peculiar to that company, to small organisations generally, or specifically to those in the industrial manufacturing sector.

In order to address the above questions Kennedy undertook further research in a large, high profile manufacturing company and interviewed 103 people in one of the manufacturing plants: this representing 21% of all personnel in the manufacturing plant in question. Kennedy's findings revealed there to be a common vocabulary among employees working in the manufacturing sectors of industry.

In order to test her hypothesis that personnel were important in image formation Kennedy turned her attention to suppliers and purchasers of the original electronics company. Again her data revealed that they were using the same vocabulary as staff. This led her to conclude that employees were not only transmitting their vocabulary to external groups but were communicating their own image of the company.

The final stage of her research involved a third company. The company concerned operated within the heavy industry sector and had a staff of between six and seven thousand employees. This stage of the research involved sending a questionnaire to personnel, suppliers and purchasers.



Respondents were asked to identify one of seven given statements in response to questions asked. In addition to the questionnaire personnel were asked to identify those groups with whom they had contact outside the company. Kennedy also collected data from external groups in order to ascertain their links with the company.

The questionnaire was sent to 10% of the workforce of which 417 were returned representing a response rate of 62%. Among external groups there were 166 replies, of which 71 were suppliers and 95 were purchasers. One weakness in reporting her findings is that she gives no indication of the response rate from external publics. This leaves Kennedy open to the accusation that she did not reveal her response rate because it was unacceptably low.

Kennedy's findings revealed there to be a degree of consistency in the views of both employees and external groups, vis a vis the organisation. This led Kennedy to conclude that it was not enough for a company to rely on official promotional activities to convince outsiders that it was a good company. This was because personnel were influential in the process of communication. This led Kennedy to conclude that

*"a company should treat every employee as a potential salesman of the company."*  
(1977 p148).

Whilst Kennedy's findings (which may be seen to illustrate the importance of personnel in communicating an organisation's corporate image) were interesting, the writer is, nonetheless, critical of the research methodology employed by Kennedy. Kennedy's research was largely undertaken within the positivistic research paradigm. (*This is where a researcher develops a hypothesis which is subsequently tested. The method by which theory is arrived at using this means is called deduction*). Yet, the writer argues that the reliance on a positivist research paradigm was inappropriate for an area such as corporate identity which is so little understood and where there has been a dearth of published empirical academic research. A more suitable approach would have been to reveal the *meaning* of the phenomena of corporate identity by using an inductive methodological approach rather than testing the hypothesis as to whether personnel are important in image formation. The writer is of the view that the underlying *meaning* of a phenomena needs



to be explored *before* researchers concern themselves with questions relating to reliability and frequency which are characteristics of the positivistic research paradigm. Furthermore, Kennedy's reliance on quantitative methods of data collection seems inappropriate in establishing the essential characteristics of something as sensitive as an organisation's identity.

The writer concludes that a more apposite approach would have been for Kennedy to have relied on explanatory research undertaken within the research paradigm of naturalism. Typically, naturalism, involves a reliance on qualitative methods - the findings are derived from an inductive approach. Normally the researcher working within the naturalistic paradigm works closely with the phenomena under scrutiny, and the author argues that this is an appropriate approach when dealing with something as sensitive as an organisation's corporate identity. Easterby Smith et al (1991 p24) point out that the social scientist working within the research paradigm of naturalism is not concerned with simply gathering facts and measuring how certain patterns occur but is rather concerned with appreciating the different *constructs* and *meanings* people place upon their experience.

The efficacy of using naturalism as the research paradigm for this thesis will be discussed in greater length in *Chapter Three*. However, a brief discussion of this here may be seen to support the writer's argument that Kennedy's methodological approach was inappropriate. For example, Van Maanen's (1985 p9) definition of qualitative research illustrates the efficacy of this paradigm in understanding an under researched phenomena such as corporate identity. He described qualitative research as

*"an array of interpretative techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the frequency of certain more or less naturally occurring phenomena in the social world."*

Further support for the efficacy of relying on naturalism during the early stages of research into an under-researched area receives support from the text on management research by Easterby Smith et al (1991 p32) which noted that naturalism is appropriate when contributing to the evolution of new theories. A similar argument was made in another text on management research (Gill and Johnson 1991 p124) which noted that the inductive approach is the most likely of all strategies to identify and

conclude all the relevant variables in any subsequent theoretical analysis. In commenting upon the weaknesses of the deductive research paradigm (which was the paradigm which was adopted by Kennedy) Gill et al remark that

*"the deductive researcher is, in effect, excluding variables from consideration and limiting the extent and form that the data takes in an a priori fashion. To put it crudely, the researcher is throwing information away!"* (Gill and Johnson 1991 p124).

The writer argues that during formative research into a phenomenon the social scientist researcher cannot afford to ignore any of the data. This is evident in Kennedy's approach. For instance, Kennedy concluded that staff were important to image formation because they transmitted their views and language to external publics. What appears to be lost in Kennedy's research is the possibility of a *richer* understanding of what is taking place. For instance, no explanation is given *why* there was this common language. From her findings the writer concludes that there is a *prima facie* case for attributing the common language to the *effect of culture* within an organisation. If the writer's *observation* is true this would mean that Kennedy's finding revealed an *expression* or *manifestation* of corporate identity but *failed to reveal its source*. Thus, the writer argues that Kennedy has failed to meet the primary objective of her research, *e.g. to establish the components of a company image*. The main explanation for this would appear to be her reliance on the positivistic research paradigm.

### 2.8.1. Recent Research: Stuart and Van Rekom

Many of the same criticisms of Kennedy's research methodology may be applied to the more recent research undertaken by the Dutch researcher Jan Van Rekom, as reported in his conference paper given at the EMAC Conference (1993), (*e.g. the need for researchers to establish the nature of corporate identity before trying to explore other aspects of the phenomena*).

As with Kennedy Van Rekom used qualitative research with regard to his initial findings which formed the basis of a questionnaire which he subsequently sent to all employees. In essence, Van Rekom's research was concerned with testing the hypothesis that formal communication policies should be grounded on an organisation's corporate identity. His research

findings were based on results obtained in a Dutch computer consulting company and relied upon a questionnaire which had the aim of revealing the identity of an organisation through establishing the values held by employees. As with Kennedy, the implication of Van Rekom's work is that *culture* is the key to an understanding of corporate identity yet the research fails to explicitly recognise or acknowledge this.

Recent empirical research on the area came to light during the University of Strathclyde's First Symposium on Corporate Identity Management (1994). Two of the presenters at the Symposium were at the point of completing their doctoral research, namely, Helen Stuart from Australia and Jan Van Rekom from The Netherlands who was referred to above.

The research undertaken by Helen Stuart was concerned with the measurement of Corporate Image and Corporate Identity. Stuart undertook two complementary surveys. The first was undertaken with businesses generally and, more particularly, with accountancy firms to explore the corporate image/corporate identity interface and to determine the dimensions of corporate image. A questionnaire was sent to 400 privately owned businesses in Queensland. Stuart received a 44% response rate with 163 usable responses having been returned. In her survey of accountancy firms 50 firms were sent a questionnaire. In both surveys Stuart employed an attitude scale consisting of 36 items which was devised to include the following elements of her hypothesis, i.e. that the elements of corporate identity included values, philosophy, mission, the logo, communication and marketing. The findings of her research were that *selection* of accountancy firms is based on *image* whereas retention of an accountancy firm was based on continuing positive experience, in other words whether the company lives up to the client's perceived corporate image. Her research seems to imply that identity (*what the organisation "is"*) needs to match or surpass the perceived image at the time of selection. In addition, her research revealed that accountancy firms were still in their infancy with regard to the management of their corporate identity.



## 2.9. SIXTH EXPLANATION FOR CONFUSION: WEAKNESSES IN MODELS OF CORPORATE IMAGE FORMATION.

The *SIXTH* weakness identified by the writer with regard to an understanding of the area is the weakness in conceptual models of corporate image formation. (Abratt 1989, Dowling 1986 revised 1993, Kennedy 1977 and Van Rekom, Van Riel and Wierenga (1992). It would appear that in some of these models the writers confuse corporate identity with corporate image. This is not to say that these models are worthless. Indeed, the writer is of the view that they make a valuable contribution to the debate on the area. *Each* of the above models will be examined in turn.

### 2.9.1. Abratt's model (1989)

Abratt's *conceptual* and *prescriptive* model (1989) claims to explain the corporate image management process. The writer takes issue with Abratt's model in that Abratt shows culture to be one component of the corporate personality. The writer's pre-understanding of corporate personality is that it refers to a distinct mix of cultures or ideologies. In addition Abratt does not differentiate between different types of corporate personality. To a limited extent Abratt's definition of corporate personality does bear some relationship with the writer's view of corporate personality, eg. a dominant culture which reflects the corporate mission and philosophy. There would also appear to be a contradiction between his model (*which has the object of showing how image can be managed among different groups*) and a comment he makes at the end of his paper when he concludes that the optimum for corporate image management is to manage an *individual's* perception of the organisation. This would appear to undermine the main thrust of Abratt's paper and model. Abratt also shows personnel and other publics to be of equal importance. All of these publics are seen to be at the receiving end of the organisation's communications efforts. As such, Abratt denies the influential rôle of personnel in communicating an organisation's identity which was indicated in Kennedy's research findings.

The writer has difficulty with other aspects of his model - for instance the importance he assigns to formal communications and to visual symbolism (*even though Abratt acknowledges in other parts of his paper that corporate identity encompasses far more than this*).



There are other weaknesses in the model. For instance, Abratt does not include a feedback mechanism between the third and the second stage of his model. This would suggest that the management philosophy is not altered in response from feedback from personnel.

The writer concludes that Abratt's model has only made a *partial* advance to an understanding of the area. Where Abratt's model is useful is in its attempt to integrate the concepts of corporate personality, identity and image. The writer shares Abratt's view that an understanding of the three concepts is useful in determining the nature and importance of corporate identity. *Figure 2.0 reproduces the model.*

### 2.9.2. Dowling's model (1993)

Dowling's conceptual and prescriptive model of 1993 (*in effect a revised version of his 1986 model*) is based on the premise that a corporate image is created by a mix of facts and perception. At the heart of Dowling's corporate image formation process is a corporate vision statement which impacts upon the organisation's strategy and organisational culture. Dowling notes the importance of culture which he states will effect the way employees deal with customers and external groups and ensure consistency in the signals emitted to those outside the organisation.

Dowling makes the important point that

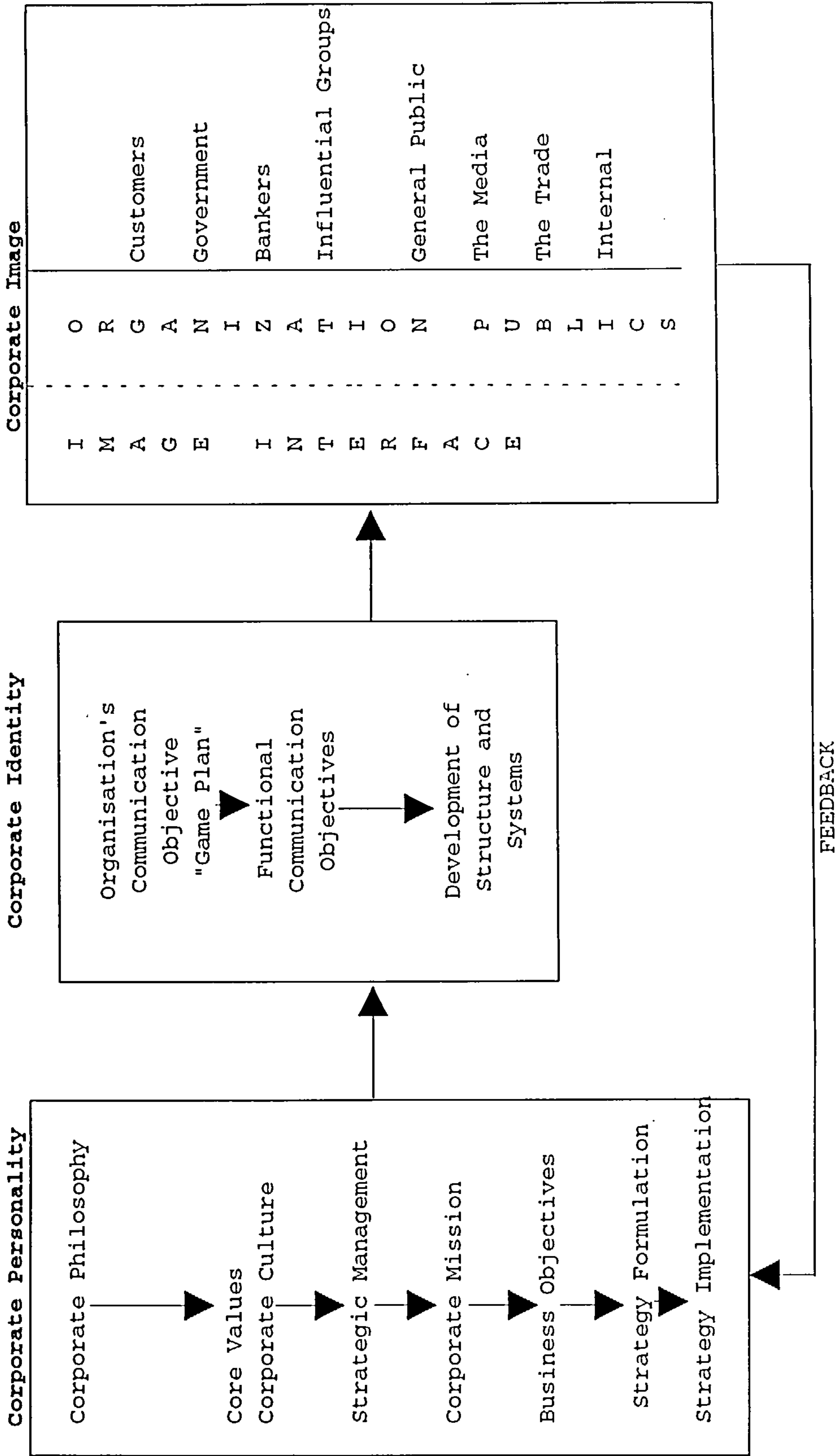
*"If an organisation has a uniform culture (rather than a set of different subcultures) then employees are likely to have a similar set of images of their organisation". (Dowling 1993, p104).*

Dowling's model illustrates that image formation is a complex affair. He postulates that it is not only dependent on the multifaceted way an organisation communicates to individuals and to groups but is influenced by super and subordinate images. He cites the examples of country of origin and the image of an organisation's brands. An individual's image will also be influenced by what other people say of the organisation and, of course, by previous product/service expertise.

The weakness with Dowling's model is that there is some inconsistency between the title of his paper, eg. *"Developing your company image into a*

FIGURE 2.0:  
 ABRATT (1989) THE CORPORATE IMAGE MANAGEMENT PROCESS

Abratt (1989)  
 The Corporate Image Management Process



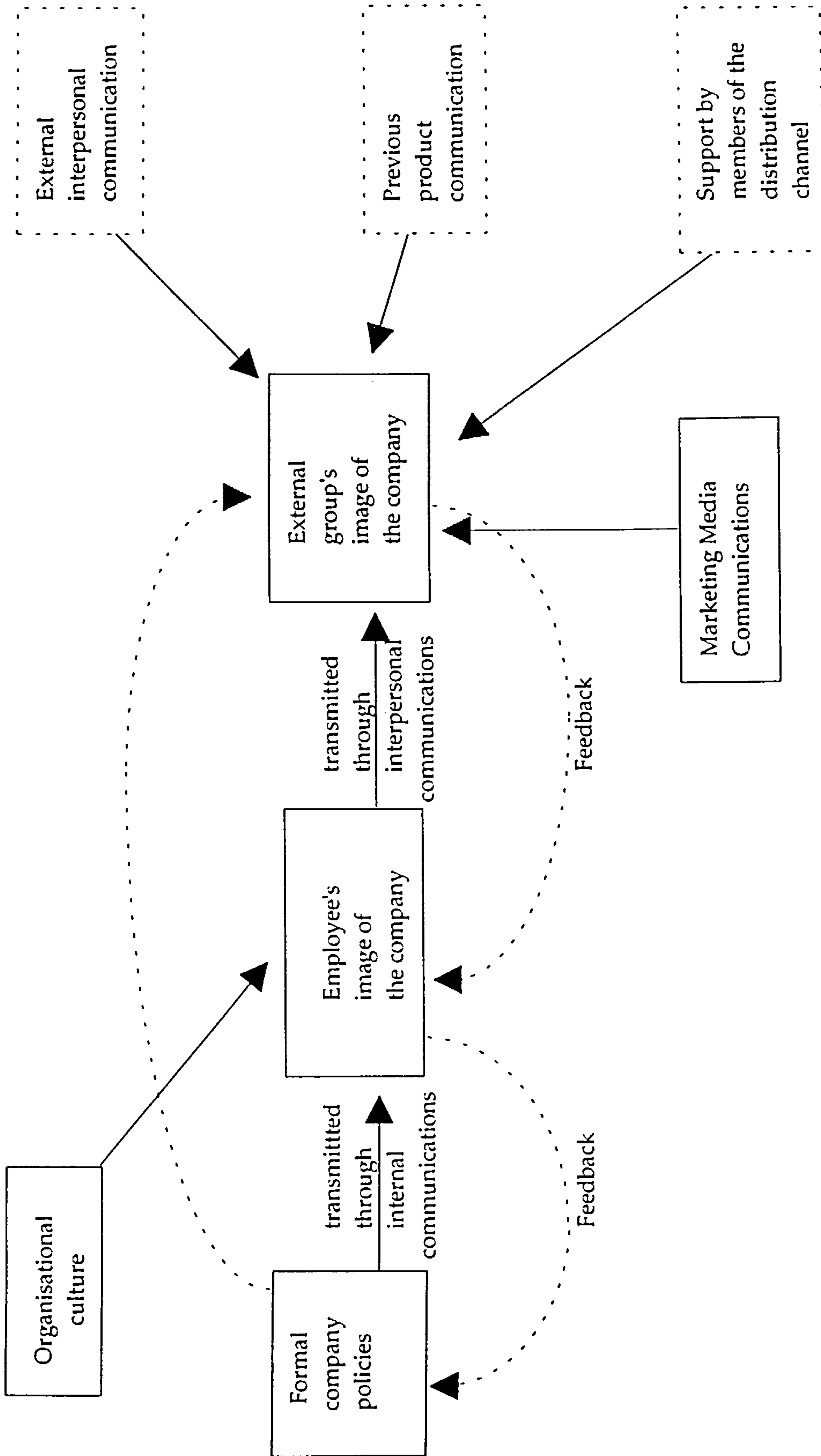
*Corporate Asset*" and his model which refers to the creation of corporate *images*.

What is remarkable in the article is the fact that it makes no reference to corporate identity. This is a surprising omission in light of the growth or importance of corporate identity as a concept within the literature. Dowling would *appear* to be confusing corporate identity with corporate image. *Figure 2.1 and Figure 2.2* shows both models by Dowling.

### 2.9.3. Kennedy's model (1977)

Kennedy's model may be seen to be of greater significance than the others since it was in part developed from her *empirical* research. In essence the model is an amalgam of two very simple models. Kennedy's model replicates her findings that staff are of crucial importance in corporate image formation. However, she also points out the importance of advertising and experience of a company's products to image foundation. She concludes that an employee's perception of a company will be influenced by such things as company policy, company products and pay structures. The lack of reference to the concept of the corporate identity in the model is attributable to the fact that the concept of the corporate identity was not yet in common parlance. The two simple models are given below in *Figure 2.3*. The model in its entirety is shown in *Figure 2.4*.

FIGURE 2.1: DOWLING'S (1986) CONCEPTUAL MODEL



*Dowling's Model of Corporate Image Formation (1986)*



FIGURE 2.2: DOWLING'S (1993) CONCEPTUAL MODEL

**Developing Your Company Image into a Corporate Asset**  
**Dowling (Revised) Model 1993**

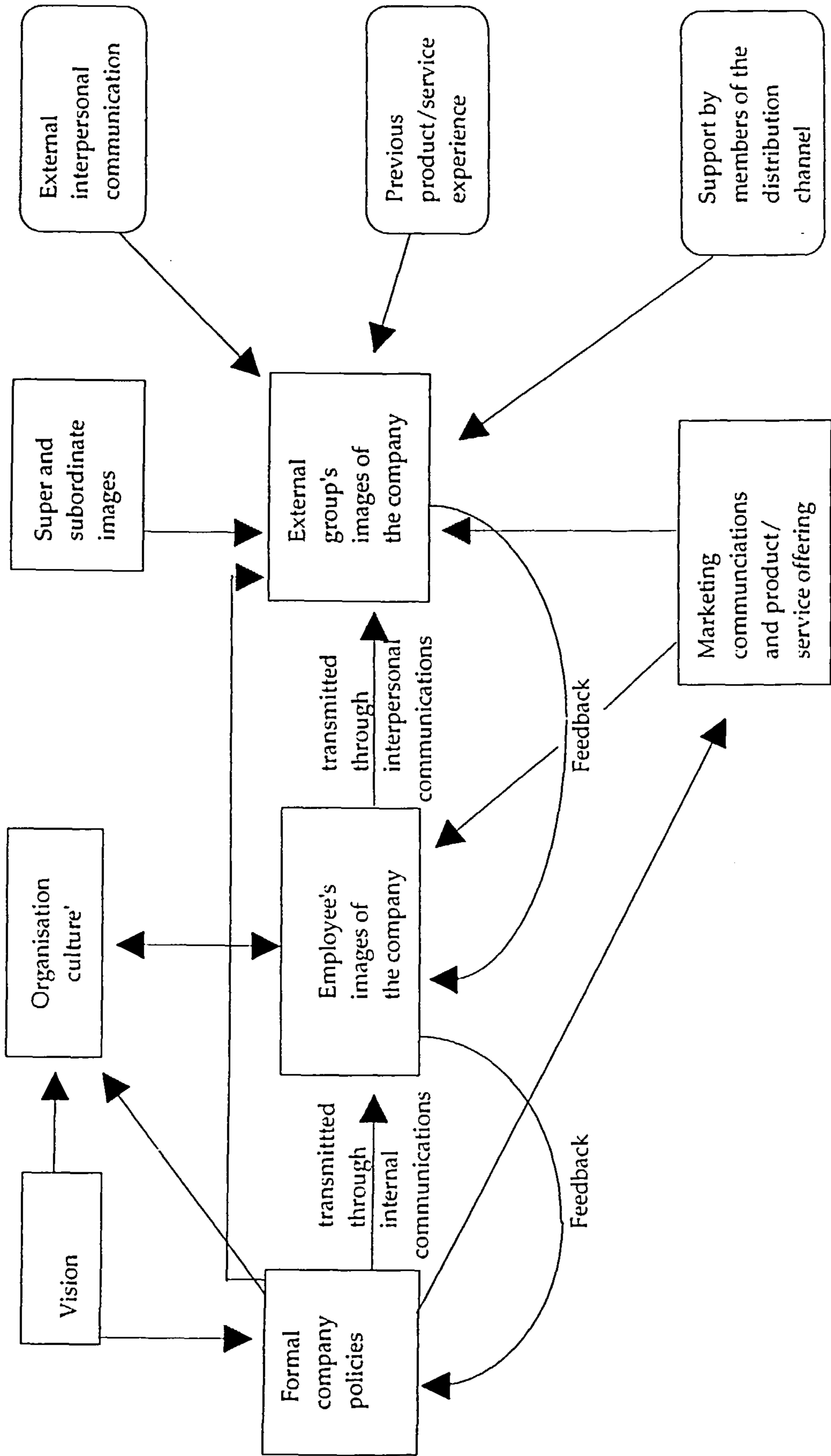
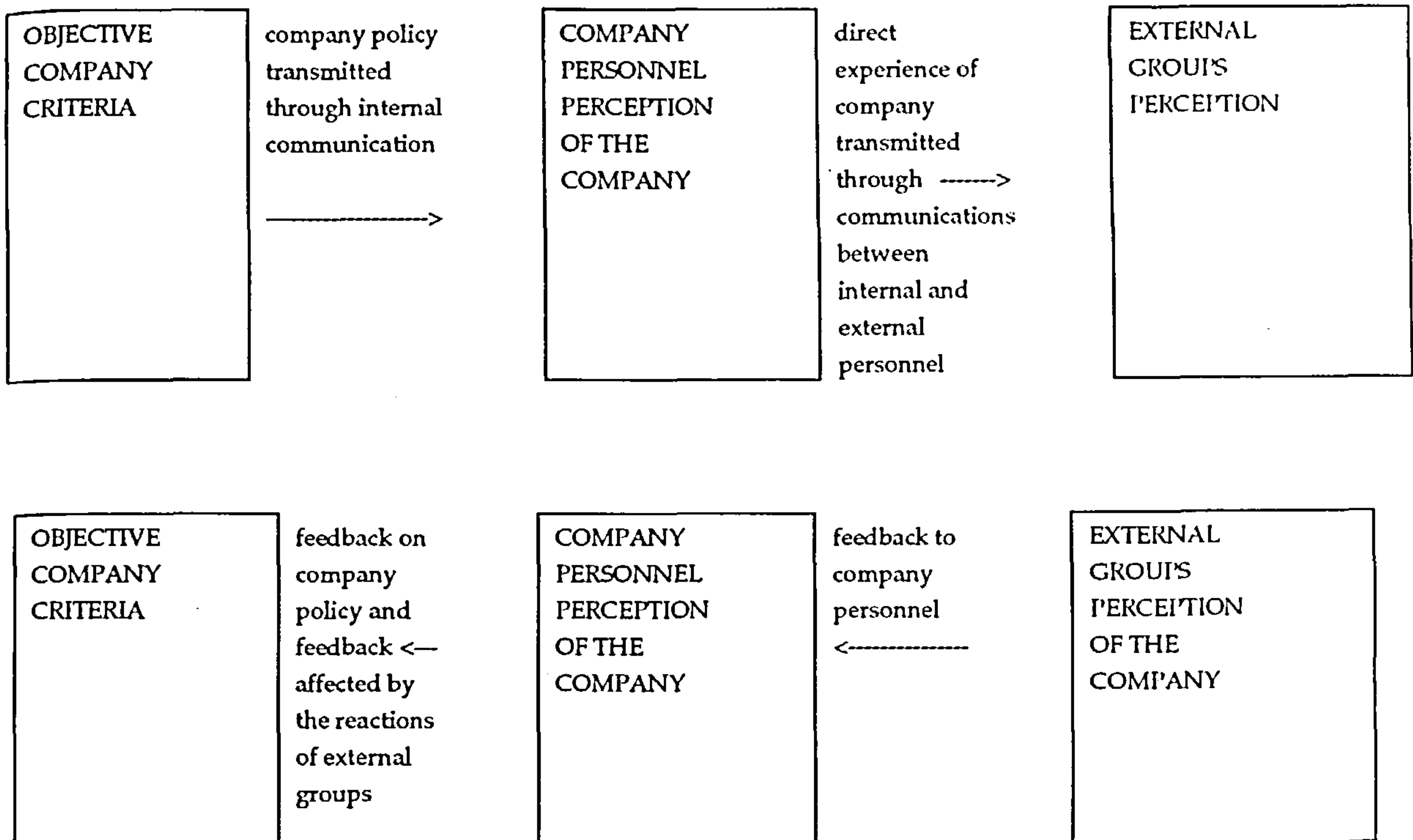


Figure 2.3:



Kennedy's model can be criticised on a number of counts. For instance, she does not address the question whether there needs to be consistency of perception and actions among senior managers. This would appear to be a prerequisite before any attempt can be made to 'manage' the image of personnel.

#### 2.9.4. Van Rekom, Van Riel & Wierenga's Model 1992

This model shown in *Figure 2.5* is noticeable for its simplicity and for its attempt at integrating the concepts of the corporate personality, corporate identity and corporate image. It places corporate personality at the heart of the corporate image formation process and shows that corporate identity encompasses behaviour, communication and symbolism: this also broadly reflects the writer's pre-understanding of the area.

However, there seems to be some ambiguity by what is meant by corporate personality. The writer is of the view that corporate personality refers to a mix of cultures within an organisation and the latter would suggest that "behaviour" should not be viewed as something flowing from the corporate personality but should be an integral part of it. Indeed, Van Rekom et al say

FIGURE 2.4: KENNEDY'S (1977) MODEL IN ITS ENTIRETY

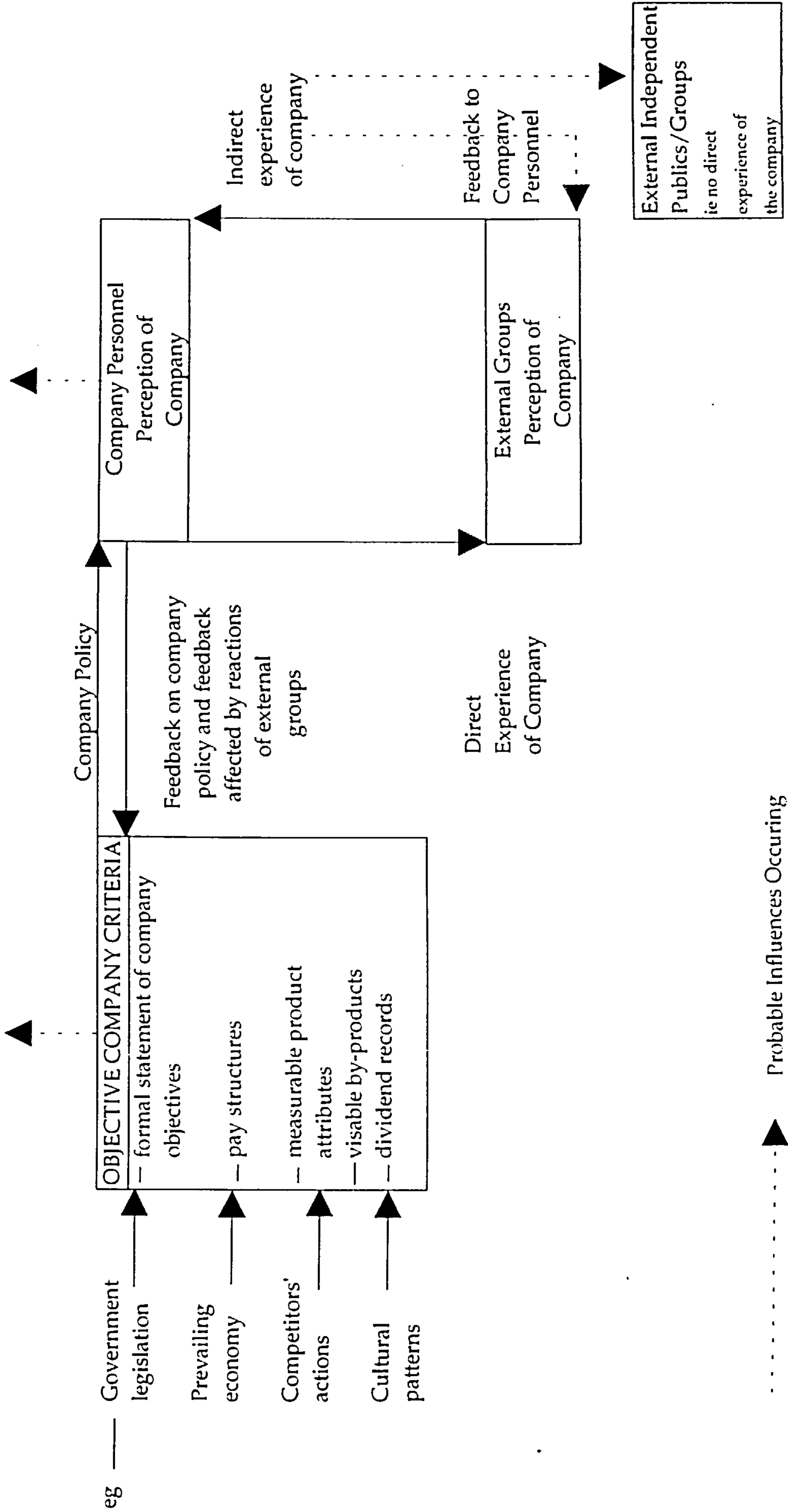
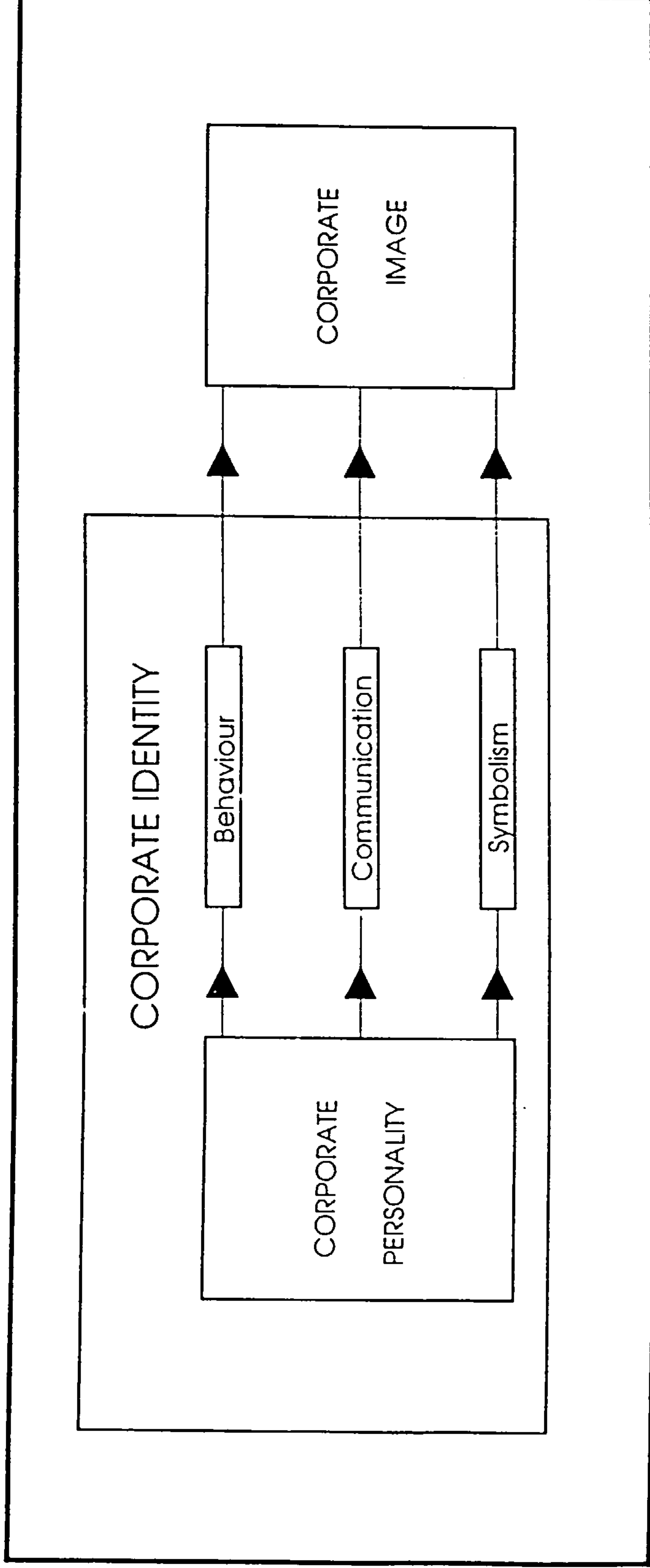


Figure 3 The Company Image Formation Process (Kennedy 1977)

**FIGURE 2.5: The relation between Corporate Personality, Corporate Identity and Corporate Image. Source: Van Rekom, Van Riel & Wierenga. 1992**





almost as much in their article, even though this is *not* reflected in Van Rekom's diagram. They remark that

*"Strictly speaking, the organisation's identity, consisting of the signals it emits, boils down to the signals emitted by the individual employees in their individual jobs within the organisation" (1992 p1502).*

However, the author's pre-understanding of corporate personality has a good deal in common with the view of Van Rekom.

In summary, the major weaknesses with the available models are that, for the most part, they are largely conceptual and assign inordinate importance to corporate communications and to visual symbolism. Culture is seen to be of minor importance whereas the writer considers culture to be of major importance.

In the next section the writer offers a way forward to an understanding of what he calls strategic corporate identity management. He argues that the area has been narrowly conceived and concludes that corporate strategy and corporate culture in particular are of the essence in understanding corporate identity.

#### **2.10. Towards an understanding of strategic corporate identity management: the identification of seven schools of thought.**

The writer's examination of the literature reveals a *multiplicity* of approaches to strategic corporate identity management. The writer has categorised these views into "*schools of thought*" or approaches to the area. The identification of these schools of thought may be seen as a development of an earlier joint article by the author (Balmer and Wilkinson 1991). The identification of seven schools of thought helps to illustrate the diversity of approaches to corporate identity. Furthermore, the writer concludes that in their composite *all seven* schools of thought represent something approaching the totality of *corporate identity management*. The author's conclusions would suggest that to date the area has been narrowly conceived.

In identifying the seven schools of thought a divide has been made between the *visual and the non visual aspects* of the area. *The seven schools of thought have been given the following titles: the strategic school, the behavioural school, the corporate communications school, the strategic visual school, the visual behavioural school, the corporate communications school and the design-as-fashion school.* Each will be described in a little more detail.

#### *a. The Strategic School*

This aspect of corporate identity is concerned with an organisation's central idea and strategic position. Thus, its main focus is the establishment or development of a corporate philosophy.

*"The true worth of corporate identity is how it helps a company restructure itself and define its core business."* (Brew in Braldwood 1987).

Writers who have identified this rôle for corporate identity include Anspach (1983), Boylan (1989), Brew (1987), Chajet (1984), Golnick (1985), Marguilies (1984), Moss (1987), Portugal and Halloran (1986) and Stewart (1991).

#### *b. The Behavioural School*

This approach gives emphasis to the rôle of company personnel and the acquisition of a supporting corporate culture.

*"corporate culture - which has been described as a company's shared values, beliefs and behaviour - in fact flows from and is the consequence of the corporate identity."* (Downey 1986/1987).

Writers who variously mention this approach include Abratt (1989), Dear (1989), Golzen (1988), Ind (1992), Olins (1978, 1979).

#### *c. The Corporate Communications School*

With this approach corporate communications are relied upon to transmit the facts which are germane to an organisation's identity.

*".... corporate identity means grappling with a company's communications at their most fundamental level, identifying the essence of the company and expressing it in a multitude of ways." (Kirby 1988 p60).*

Among those mentioning this approach are Anspach (1983), Boylan (1989), Gray and Smeltzer (1985) and Olins in Cobb (1988).

#### *d. The Strategic Visual School*

This approach is based on the understanding that a new visual identification system can bring about change.

*"visual changes are a massive catalyst for changes of every kind." (Olins in Cobb 1988 p41).*

#### *e. The Visual Behavioural School*

The visual behavioural school marshalls graphic design as a means of communicating an organisation's distinct culture.

*"Visual identity is the translation of the corporate culture". (Olins in Cobb 1988).*

#### *f. The Visual Communications School.*

This approach draws on graphic design to encapsulate the distinguishing characteristics of identity.

*"the symbol becomes the shorthand for the personality of the company." (Olins 1989 p162).*

Others holding this view included Bernstein (1984), Olins (1989), Pilditch (1970), Schladermundt (1960) and Selame and Selame (1975).

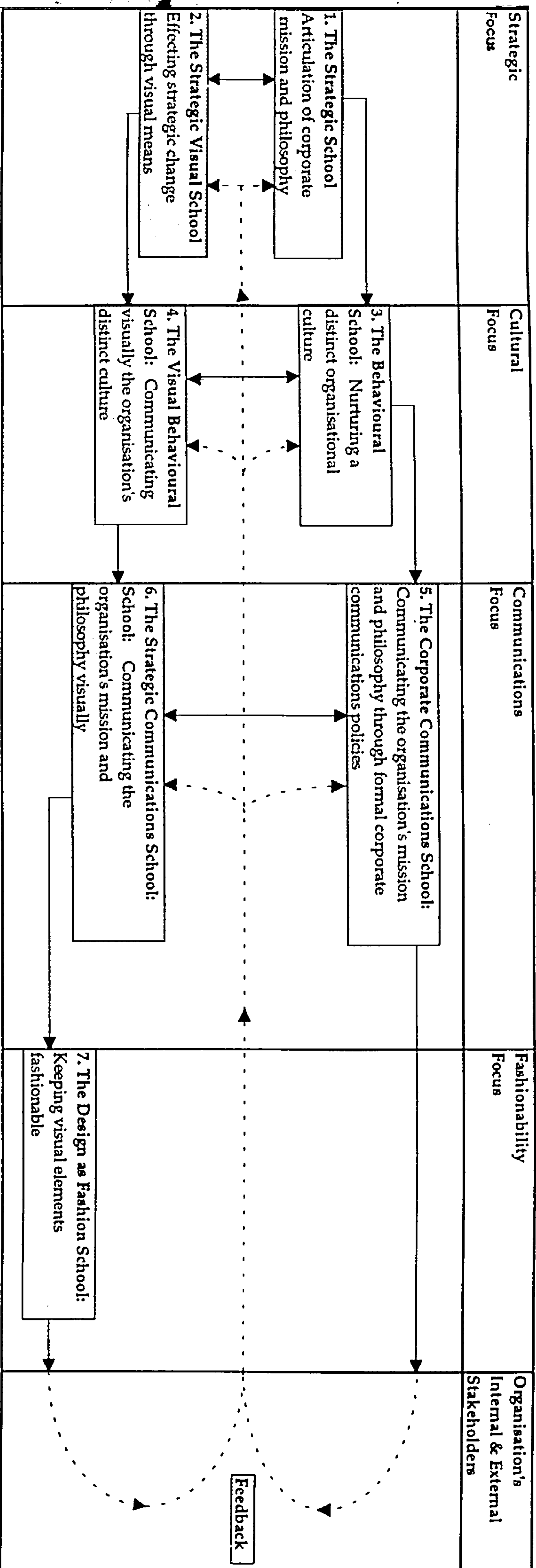
#### *g. The Design-as-Fashion School*

Finally, graphic design can be utilised to reflect changes in fashion. Thus changes in design are undertaken for reasons of fashionability.

*"It distinguishes the company not from other companies, but from those companies who can't afford a corporate identity." (Bernstein, 1984)*

FIGURE: 2.6

INTEGRATIVE DIAGRAM OF THE HIERARCHY OF SCHOOLS OF THOUGHT IN STRATEGIC CORPORATE IDENTITY



J. M. T. Balmer



### 2.10.1 The significance of the identification of schools of thought.

The identification of seven schools of thought may be seen as an advance in understanding corporate identity in that it shows the *multiplicity* of approaches to the area. *Figure 2.6* illustrates the possible relationships between the various schools of thought. It can be seen that corporate identity would appear to have an impact on corporate strategy, corporate communications and human resources as well as graphic design. (*The feedback loop shows that the relationship may work in reverse*).

It seems plausible that the parameters of the area and the number of schools of thought will be greater than that represented in *Figure 2.6*. For example, the corporate communications school could be subdivided to include various facets of the marketing communications mix. The identification of several schools of thought suggests that corporate identity consultants are used to solving problems of varying importance from facilitating the repositioning of organisations and/or defining the core mission and philosophy, to ensuring the fashionability of an organisation's appearance. This means that there is hierarchy within the seven given schools of thought. This would suggest that classic corporate identity consultants need to assist organisations in establishing *strategic* corporate identity through

- (a) *identifying, or facilitating, the articulation of the corporate strategy and philosophy.*
- (b) *nurturing a corporate culture so that it reflects the above.*
- (c) *ensuring that corporate communications reflect the corporate strategy and philosophy.*

As such, the writer concludes that the various schools of thought *do not* represent *irreconcilable* approaches to corporate identity. The writer argues that the seven schools of thought should be regarded as something approaching a continuum and are indicative of the breadth of the area *Figure 2.10* may also be seen as representing a hierarchy (*moving from left to right of the diagram*) of what may be called strategic corporate identity management. The emphasis given to different schools of thought in the literature is understandable in that it would appear that organisations and corporate identity consultants resort to one or more schools of thought at a

time in an attempt to improve a corporate identity. Thus, changes in an organisation's identity can range from (a) the profound, which leads to an articulation of the corporate strategy and philosophy, to (at the other extreme), (b) the alteration of an organisation's appearance so as to reflect changing styles of graphic design and design generally.

However, rather than organisations resorting to a single school of thought at any one time, it is probable that several schools of thought will be marshalled into use when managing a *corporate identity*. This is illustrated in the following quote from Thomas in Cobb (1988) who is of the view that changes of identity will result in changes to an organisation's strategy and culture. He states that the area is

*"not about logos but about the fundamental repositioning of companies, including their internal behaviour and management style."*

The writer concludes that undue emphasis has been given to *individual* approaches to corporate identity, with many writers failing to see the area *holistically*. Moreover, it becomes apparent that graphic design has been over emphasised. Rather curiously, the literature rarely mentions the importance of the other senses of sound, scent, touch and taste in communicating a corporate identity.

## 2.11. Chapter Summary

The review of the literature has led the writer to conclude that the literature, to date, has not substantially explained, through empirical research, the underlying nature of corporate identity. As such, the writer has identified two research questions which need to be addressed namely (a) ascertaining the basic social psychological process of corporate identity formation and (b) explaining the basic social structural process of corporate identity. The writer's pre-understanding of corporate identity is that it is based on a distinct mix of organisational cultures (ideologies).

In making sense of the literature the writer has identified seven schools of thought with regard to corporate identity management. He concludes that the seven schools of thought should not be regarded as mutually exclusive, but that they perhaps indicate some of the stages and elements comprising corporate identity management.

The literature review has also exerted a bearing on the methodological approach adopted by the writer (an explanation of the writer's methodological approach forms the next chapter of this thesis). This is because the literature has shown that a good deal of the writing is conceptual, and even where researchers have examined various aspects of corporate identity, they have failed to use empirical research to address the question of the nature of corporate identity. It would appear that marketing academics have not marshalled the rich variety of research methods available to them and have given an over-reliance to quantitative methods within the research paradigm of positivism. However, Van Mannen (1985) points out that whilst positivism is a useful method in ascertaining the frequency of a phenomenon, it is the research paradigm of naturalism which is more appropriate in researching the nature of a phenomenon. Since the literature review has revealed that there is considerable ambiguity as to the nature of corporate identity, the writer has decided to undertake his research within the paradigm of naturalism. A reliance on naturalism has an impact on how the research data is collected, analysed and synthesised, eg. research undertaken within the paradigm of naturalism tends to use qualitative methods of data collection and use the principles of grounded theory (as developed by Glaser and Strauss 1967). Furthermore, a reliance upon the case study method is not uncommon and the writer has relied heavily upon this particular method.

Thus, in chapter three the writer will outline in more detail his methodological approach and will explain what he did; will explain how the data was analysed and finally will justify the research methodology used.

**CHAPTER THREE**  
**METHODOLOGICAL APPROACH**



### 3.0. Abstract.

This chapter explains the research design of this thesis. The literature review revealed that the published academic research undertaken to date has largely been conceptual in nature. There were exceptions, i.e. Kennedy (1997), Stuart (1994) and Van Rekom (1993). All the aforementioned scholars undertook research within the positivistic research tradition and for the main, have relied upon statistical methods in collecting data. The writer argues that the research design employed by the three researchers was inappropriate since such an approach was better suited to measuring the *frequency* rather than the *meaning* of the phenomena of corporate identity (particularly with regard to the social psychological and social structural processes) Revealing the meaning of a phenomena is a characteristic of naturalism and, as such, this was the paradigm used for this thesis, with the writer drawing upon grounded theory: the methodological approach advocated by Glaser and Strauss (1967). At this point it may be useful to reiterate the objectives of this thesis which are to explain the nature of corporate identity (*focusing on the internal environment*) i.e. by explaining the basic social psychological process of corporate identity formation and the basic social structural process involved in acquiring and sustaining a corporate identity. The research findings were based on the data collected primarily within BBC Radio Shetland and BBC Radio Orkney and were supplemented by data collected during the one year the writer spent within the headquarters of BBC Scotland.

This chapter is divided into three parts. In the first part the author justifies his research methodology. The writer explains *why* he used explanatory, qualitative research undertaken within the paradigm of naturalism. One of the main tenets of naturalism is to demonstrate *authenticity* and the writer will demonstrate this in the following chapter by referring to his acquaintance with the organisation's distinct language, myths and rituals. The second part outlines *what* was done in the way of research and the third part explains *how* the research was arranged, conducted, analysed and synthesised.

In this chapter the writer explains the difficulties experienced in undertaking this research: namely his lack of experience, a change of academic supervisor and the difficulty in regaining access to BBC Scotland.

### 3.1 Justification of Research Methodology.

In the first section of this chapter the writer explains why he adopted the research design used in this thesis. He discusses why he relied on naturalism rather than positivism as his research paradigm. This is followed by a review of the qualitative methods of data collection adopted by the writer. Finally, the writer refers to various authorities in management research (Gill and Johnstone 1991, Gummesson 1991, Yin 1984) in justifying the use of the case study and qualitative methods as such in this thesis.

In selecting the research paradigm used in this thesis the writer took cognisance of the fact that the available commercial research revealed corporate identity to be an important management concern. In addition, the published empirical academic work to date had taken place within the research paradigm of positivism but the researcher is of the view that this research failed to reveal the essential characteristics of corporate identity. Furthermore, his pre-understanding of corporate identity is that it is an area of considerable complexity and sensitivity with changes of identity being political. The writer had experience of the sensitivity which can surround corporate identity through Controller Scotland vetoing the writer's request to undertake a further period of research in BBC Scotland. The above explanations had a bearing on the writer's choice of research methodology and, as such, the writer decided to undertake explanatory, qualitative research within the paradigm of naturalism. The next section outlines the difference between naturalism and positivism.

Hammersley (1989 p17) remarks that the central aim of positivism is the identification of universal laws relating to the social world. He comments that the positivistic paradigm is based on the view that science represents the most valid form of human knowledge. In a similar vein Agar (1986) explains that researchers have to face the choice between relying on scientific testing (*deduction*) or assuming a learning role (*induction*). This choice can be very simply explained as a choice between the testing of a hypothesis (*deduction*) as opposed to discovery (*induction*). As such deduction and induction describe the manner by which a theory is generated.



Typically, the choice of research paradigm will effect how the data is collected. In the positivistic tradition quantitative techniques of collecting data are, for the most part, the most favoured. In the naturalistic tradition qualitative methods tend to be the most favoured. This thesis is within the tradition of naturalism with the writer being concerned with revealing the characteristics of corporate identity. However the inductive approach is relatively uncommon in marketing. This point is made by a number of authors such as Bonoma (1985 p206) who remarked that

*"Politically, because the major thrust of most published marketing research is toward deductive, numerate, and causally directed research the researcher may have a greater challenge in demonstrating the benefits and necessity of qualitative methods for the problem studied."*

Continuing this line of thought Easterby Smith et al (1991 p43) explained that

*"..marketing as an academic discipline has emerged from economics and the behavioural sciences and both of these have well established quantitative traditions."*

Yet, the efficacy of using qualitative research in marketing is explained by Hirschmann (1979 p42). He stated that because marketing deals with human beliefs, behaviours, perception and values, qualitative research (*particularly observation and interviews*) are important.

This leads on to the question of defining the characteristics of qualitative research. Here the writer found Van Mannen's (1985 p9) definition to be useful. He explained that qualitative research is

*"an array of interpretative techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world."*

More recently Gubrium (1988 p8) commented that qualitative research involved the reading of the social world by interpreting signs and linking these signs into coherent wholes or structured domains of meaning.

The arguments against a total reliance on quantitative methods are well documented. The writer will illustrate this point by making reference to writers who had an interest in the area early on this century. Burgess (1927 p111-112) argued that quantitative methods deal with the cruder and external aspects of human behaviour. Burgess remarked

*"How can attitudes, the basic subjective matter of human nature and society be stated numerically? How can the so called intangible facts of life, its qualitative aspects, be apprehended by so crude an instrument as statistics? What figures will measure the degree of affection between husband and wife, or the nature and intensity of a father's pride in his children, or qualities of personality like charm, loyalty and leadership?"*

For his part Znaniecki (1934 p312) commented that statistical methods cannot provide knowledge of the essential characteristics of a phenomenon. He argues that statistical methods are inappropriate for a good deal of research undertaken in natural science. He pointed out the efficacy of relying on a single case study and observed that statistical methods could not reveal the essential characteristics of a phenomena. Illustrating this point Znaniecki states that

*"It is as if a physicist, instead of measuring temperature by the expansion of certain bodies, counted the bodies which expanded as against those which do not, in order to find out approximately how true is the statement that bodies expand."*

The next section describes the ethnography and then the ethnographic tradition of research.

### **3.1.1 Ethnography.**

This thesis falls broadly within the ethnographic research tradition. The raison d'être of ethnography is that the social world should be studied in its natural state. Indeed, ethnography may be seen as part of the much wider tradition of anthropology, as pointed out by Gill and Johnstone (1991). Ethnography has a well documented literature and, as a means of undertaking research, comes from what may be regarded as a venerable tradition. For instance the use of ethnography can be traced back to the 5th Century BC (Gill and Johnstone 1991 p92). In the last



century ethnographic research received a fillip through its use by the University of Chicago in researching ethnic groups.

The underlying principle of ethnography is that the researcher understands the meaning and significance that people put on their own behaviour and that of others. This was pointed out by Easterby Smith et al (1991 p38). Gill and Johnstone (1991 p166) describe ethnography as

*"A study of how things appear to people - how people experience the world."*

Leiter (1980 p3) with reference to ethnomethodology stated that it was

*"the study of common sense knowledge"*

Hammersley and Atkinson (1983 p120) quote Medawar (1979) who expresses the logic of the ethnographic approach by pointing out that truth lies all around us. Medawar pointing out that the truth will be revealed through

*"wide eyed and innocent perceptiveness."*

The underlying principle of ethnography is one of understanding the natural world. Ethnographers are less concerned with understanding what will occur and more concerned with what has occurred. Thus ethnographers explain what has occurred from the researcher's own perspective: this is what makes ethnography so distinctive. Agar (1986 p16) remarked that

*"Ethnographic studies come up with different results; they don't know where they are going to end up."*

The next section explores the justification for relying on the ethnographic tradition in management research. It begins by examining the lineage of empirical research using ethnography.

### 3.1.2 The Ethnographic Tradition.

With regard to management studies ethnography became increasingly popular in the 1950s and 1960s. Examples of this include Dalton's (1959) research into managerial processes in four companies in North America

and Sayle's (1964) research which investigated the nature of managerial practices in a division of a large American manufacturing organisation.

More recent examples of ethnography in business research include Spencer (1980, 1983) who studied the role relationships of non executive directors; Winkler (1987) who investigated what directors did, and Brannan (1987) who researched worker-director participation in the British Steel Industry. A particularly recent example is the doctoral research undertaken by Bradford (1992) within the Department of Marketing at the University of Strathclyde.

Thus, there are good precedents and arguments for using ethnography for empirical management research. At this point it may be useful to explain that there are different facets of ethnography. Hammersley and Atkinson (1983) explain that ethnography can be interpreted as meaning

- (a) *the elicitation of cultural knowledge*
- (b) *the detailed examination of patterns of social behaviour*
- (c) *the holistic analysis of societies*
- (d) *an essentially descriptive process*
- (e) *the development of theory.*

It is the last - the development of theory - which has been used as a basis for this thesis. In other words the ethnographic approach can be revelatory. This point was made by Hammersley and Atkinson (1983 p23)

*"The value of ethnography is perhaps most obvious in relation to the development of theory."*

The next section of this thesis comprises a brief explanation of grounded theory. The link between relying on qualitative methods for data collection and the means of generating a theory was articulated by Turner in Bryman (1988 p112). Turner stated that

*"the qualitative researcher has no real alternative to pursuing something very close to grounded theory."*



### 3.1.3 Grounded theory and the researcher's rôle.

In defining grounded theory Glaser (1992 p16) stated that it is a general methodology of analysis linked to data collection that uses a systematically applied set of methods to generate an inductive theory about a substantive area. *The end result of the process is the generation of hypotheses.* More specifically, as it will be pointed out further on in this section, grounded theory involves the discovery of the basic social processes and in particular (i) the basic social psychological process and (ii) the basic social structural process.

Thus, the underlying principle of this approach is that the researcher has an intimate understanding of the problem under investigation. As such, the theory develops gradually so that at its completion the researcher has a high degree of confidence in the credibility of his or her findings. The rôle of the researcher is invariably described as '*participant observation*' in that the researcher is intimately involved with the area under study.

Glaser and Strauss (1967 p225) explain the worth of this methodological approach by remarking that

*"if he has participated in the social life of this subject, then he has been living by his analyses, testing them not only by observation and interview but also by daily living."*

The desired rôle of the researcher in an organisation is articulated in the following quote by Glaser and Strauss (1967 p216). Their comments bear a remarkable resemblance to the author's position within BBC Scotland and the nature of his research.

*"His display of understanding and sympathy for their mode of life permits sufficient trust in him so that he is not cut off from seeing important events, hearing important conversations and perhaps seeing important documents. If that trust does not develop his analysis suffers."*

Among writers articulating the merits of this method of research are Douglas (1976), Gill and Johnstone (1991) and Walker (1985). Gill and Johnstone (1991) explained that it allows for in depth research and enables the researcher to get very close to the phenomena of interest. With reference to Madge (1953) they stated that it catches

*"reality in flight."*

Walker (1985) explained that it involves becoming immersed in a host society. He quotes Powdermaker (1966 p9) who explains that the researcher's rôle is

*"learning, as far as possible, to think, see, feel and sometimes act as a member of its culture and at the same time as a trained (researcher) from another culture."*

Finally, Douglas (1976) stated that it enables the researcher to penetrate the various forms of misinformation, fronts, evasions and lies that are endemic in most social settings. Douglas holds that the approach is particularly valuable where the phenomenon is controversial or surrounded in secrecy and as such it may be the only viable means of discovering what is actually happening (Douglas p109). Douglas's endorsement of the benefits of participant observation seems particularly apt in relation to Corporate Identity and BBC Scotland; both are controversial whilst the BBC is widely known as a secretive organisation.

As Lowe and Glaser (1995) have recently pointed out, the outcome of grounded theory is primarily concerned with the discovery of basic social processes, with the generation of theory occurring around a core variable: the core variable accounts for most of the variation in a pattern of behaviour. The authors point out that there are two types of basic social processes (i) *the basic social psychological process (BSPP)* and (ii) *the basic social structural process (BSSP)*. The former helps to explain *behaviour* whilst the latter helps explain the *consequences* of the BSPP. As such, this thesis is concerned with showing (a) *the basic social psychological process of corporate identity formation*, (b) *the basic social structural process of corporate identity adoption and maintenance (i.e. managing a corporate identity in order that it reflects the organisation's mission and philosophy)*.

Whilst the label '*Participant Observer*' is used to describe the rôle of the researcher when undertaking the above type of research there are in fact various forms of participant observation. The writer found the classifications of participant observation given by Easterby Smith et al (1991) to be useful



classifications of participant observation given by Easterby Smith et al (1991) to be useful

- (a) *researcher as employee*
- (b) *researcher as the explicit role*
- (c) *interrupted involvement*
- (d) *observation alone.*

The writer's rôle most comfortably fits into the second category, eg. '*research as the explicit role*'. However because of the very close involvement with the organisation there are also similarities with the first category, eg. '*researcher as employee*'.

### 3.1.4 Grounded theory: a shifting perspective

Whilst the above may be seen to represent the general thrust of grounded theory there has in fact been an ongoing debate as to the precise characteristics of grounded theory. Such has been the intensity of the debate that there now exist fundamental differences in approaches to the methodology as revealed in the writings of Glaser and Strauss who are credited with articulating this methodological approach in their text "*The Discovery of Grounded Theory*" (1967). Recently, Glaser (1992) criticised a text produced by Strauss and Corbin (1990). Glaser argues that his colleague's text misrepresents the original basis of grounded theory. Glaser (1992 p8) stated that the 1990 text if followed by researchers would lead to

*"a forced, preconceived, full conceptual description, which is fine but is not grounded theory."*

Glaser observed that there has been a shifting perspective on grounded theory and makes reference to five texts in arguing his point. The original text by Glaser and Strauss (1967) presented the underlying logic for grounded theory; Glaser (1978) developed the argument contained in the original text: texts by Strauss (1987) and Strauss and Corbin (1990) are, Glaser argues, devoid of the abstract logic required to generate grounded theory.

Such is Glaser's (1992) strength of feeling that his 1992 text follows the chapter structure of Strauss and Corbin (1990) with the intention of

correcting the errors contained in the 1990 text. Glaser in arguing the nature of grounded theory pointed out

- (a) *that it should be grounded in the data (p15)*
- (b) *that the result of the process results in the generation of hypotheses (p16)*
- (c) *that the literature review should be undertaken after the data has been collected. (p35)*

He also pointed out some of the misconceptions about the criteria for judging grounded theory. He notes that theory is fluid and changeable and therefore it is difficult to replicate; moreover grounded theorists would not wish to be engaged in such an activity as replication (pp116-227).

In this thesis the writer has aimed to follow the original form of grounded theory advocated by Glaser and Strauss (1967). Whilst the writer finds much of Glaser's recent text (1992) convincing, he has been unable to follow this approach, *eg. the writer had already undertaken much of his review of the literature before commencing his second period of research.* However, the fundamental principles of grounded theory have been adopted in that the results are grounded in the data with the findings leading to the generation of a hypothesis.

### 3.1.5 Case Study Research.

The efficacy of case study research in management, as used in this thesis is supported by Eisenhardt (1989), Gill and Johnstone (1991) and Yin (1984). Yin (1984 p23) in explaining the efficacy of case study research states that it can be used to advantage to investigate a contemporary phenomenon within its real life context: when the boundaries between phenomenon and context are not clearly evident, and when multiple sources of evidence are used.

A number of authorities point out that case study research is normally related to research that is exploratory or revelatory. Among such authorities are Gill and Johnstone (1991), Gummesson (1991) and Yin (1984). For instance, Gill and Johnstone (1991 p119) comment that theory building case study research is particularly appropriate when little is known about a topic. They state that



The above almost perfectly describes the situation with regard to corporate identity. Gummesson (1991 p75) holds a broadly similar view and noted the aptness of the case study approach for *explanatory* purposes.

### 3.1.6 Arguments and Counter Arguments regarding the use of case studies.

There are a number of arguments levelled *against* case study research. Yin (1984) identified these to be

- (a) *the lack of rigour.*
- (b) *the time needed to undertake case study research and the lengthy reports that describe case studies.*
- (c) *questions of validity when relying on a single case study.*

Countering these arguments Yin, with regard *to point (a)* comments that other methodological approaches may be criticised and that bias may be found in other research strategies. Continuing this point Gummesson (1993) is of the view that the deductive quantitative approach may, for its part, be considered to lack rigour and be of dubious worth. He refers to Blake who stated

*"To generalise is to be an idiot. To particularise is the lone distinction of merit. General knowledges are those that idiots possess"*.

In this thesis the writer argues that the coding process adopted *does* demonstrate rigour and has been presented so that reader may follow each stage of the process of analysis.

In relation *to point (b)* Yin explained that case histories do not necessarily need to take a long period of time or result in unwieldy reports. The writer also adds that it is the quality of the research and the insights which are important. It would appear that in revealing and explaining the nature of corporate identity the use of a case study is an apposite means of undertaking research. As the literature review illustrated, contributions to the area using other methodological paradigms such as that by Kennedy (1977), had lead to an incremental understanding of the entire area.

With regard to point (c) - the reliance on a single case study, a number of arguments are offered to counter this criticism by authorities such as Bryman (1988), Gummesson (1981), Yin (1984) and Znaniecki (1934). Bruman's as editor of the text *'Doing Research in Organisations'* (1988 p18) noted that contributors such as Bresnen, Dunkerley and Turner state that case studies are capable of addressing generality if this is understood in theoretical rather than in statistical terms. Gummesson (1991) refers back to Hippocrates, the founding father of medicine, who based his important work on individual cases. Gummesson (1981 p77) states that *"Medical doctors' understanding is largely built on their ability to learn from single cases"* (albeit cumulatively).

The argument that relying on case studies is efficacious, gains strong support from the fact that they are used at Harvard Business School. Furthermore, the use of Harvard case studies in business schools is widespread. This is a powerful argument. Yet, the use of case studies as the basis of higher research degrees in business, and particularly in marketing, has not achieved full respectability.

Yin (1984 p47) takes the argument further by identifying those instances where a single case study is particularly important.

*"the single case design is eminently justifiable under certain conditions - where the case represents a critical test of existing theory, where the case is a rare or unique event, or where the case serves a revelatory purpose."*

More recently Gummesson (1993) argued that the single case study is a legitimate approach to management research. He stated that

*"Case study research can, through in-depth and information with cases, generate theories, concepts, categories, statements etc. but not frequencies. It can answer the question why? and how? but not how much? and how often?"*

It is the revelatory function of case studies which is most applicable to this dissertation. This dissertation is revelatory with regard to the nature of Corporate Identity because the writer had a wide degree of access within BBC Scotland. The case for the efficacy of case studies was made



early on by Znaniecki (1934) who remarked that a single case study can suffice for the purpose of analytic induction.

### 3.1.7 The Use of Interviews

The main method of collecting information was through the use of interviews. Interviews have been described by Easterby-Smith et al (1991 p71) as

*"The most fundamental of all qualitative methods"*

The importance of interviews to ethnographic research has been commented upon by Burgess (1982). Burgess (1982 p107), explains the importance of the interview by stating that it is

*"the opportunity for the researcher to probe deeply, to uncover new clues, open up new dimensions of a problem and to secure vivid, accurate, inclusive accounts that are based on personal experience."*

The next section briefly explains how the writer used triangulation.

### 3.1.8 Triangulation

There are several forms of triangulation. Gill and Johnstone (1991 p166) explain that it can be used to describe the use of different methods to collect data or it can mean the collection of different data from the phenomena, sometimes using different researchers to validate findings. Lastly, it can describe the collection of data which is undertaken at different times and places within the same study. In the context of this discussion triangulation refers to the use of multiple methods in checking the validity of research findings.

Hammersley and Atkinson (1983) state that triangulation strengthens qualitative research findings by combining participant observation, interviewing and documentary sources. Easterby-Smith et al (1991) extend the above definition to include the collection of data over

different time frames. Lowe (1991) in his qualitative coding matrix uses triangulation with regard to the various sources of information collected during the interview process.

The writer used triangulation in the sense described by Lowe.

### 3.1.9 Subjective Adequacy of the Methodological Approach

In evaluating the validity of his own methodological approach the writer has attempted to employ six principles established by Bruyn (1966) in order to demonstrate the "*subjective adequacy*" of his methodological approach.

The six principles mentioned by Bruyn are as follows. The longer the length of time spent with the phenomena:

- (i) *The greater the likelihood of adequacy.*
- (ii) *The closer the observer works with the phenomena.*
- (iii) *The more varied the social opportunities experienced.*
- (iv) *The more familiar the observer is with the language used by the subjects in the context of the phenomena.*
- (v) *Researcher should reveal in detail how the social boundaries were recognised and dealt with.*
- (vi) *There should be an opportunity to record the subjects reaction to interim findings as the study progresses.*

In showing the extent to which the writer has met the above criteria *see Figure 3.0* - where examples are given.

**Figure 3.0 EXTENT TO WHICH WRITER HAS EMPLOYED BRUYN'S PRINCIPLES REGARDING THE SUBJECTIVE ADEQUACY OF METHODOLOGICAL APPROACH ADOPTED.**

CRITERIA	HOW MET
i The longer the length of time spent with phenomena the greater the likelihood of adequacy.	One year spent within BBC Scotland.  In addition 2 week period spent in studios in the Northern Isles
ii The longer the length of time spent with the phenomena the closer the observer works with the phenomena.	Treated as a member of staff. Visited all parts of BBC Scotland. Accompanied both Radio Nan Gaidheal & the BBC Scottish Symphony Orchestra whilst on tour.
iii The longer the length of time spent with the phenomena the more varied the social opportunity experienced.	Mixed with all categories of staff. Accompanied staff on tour. Shared a flat with staff. Joined BBC Staff Club. Took violin lessons from the principal second violinist of the orchestra.
iv The longer the length of time spent with the phenomena the more familiar the observer is with the language used by the subjects in the context of the phenomena.	Familiarity with BBC Scotland acronyms, eg. C.S. / A.H.D.Tel.S. Organisational "argot" Big Neil/Little Neil/ Securitate/Chuckles/the Pig Farmer/Third Floor/ being boarded/O.B.
v Researcher should reveal in detail how the social boundaries were recognised and dealt with.	Changed dress when visiting on management floor but also distanced himself from management so as to mix with other personnel.
vi There should be an opportunity to record the subjects reaction to interim findings as the study progresses.	Controller Scotland in " <i>Scotland on Sunday</i> ", June 9th, 1991. "Some of that survey was a little bit naive - some of it was painfully true."



With regard to point (vi) Walker (1985 p19) considered this a benchmark of the researcher's validity. Walker states that

*"Grounded theory - a principal output of qualitative research - should therefore be accessible and intended for use. If it is found meaningful by policy makers and employed successfully by them, this may constitute further evidence of the theory's validity."*

The findings of the writer's initial report on BBC Scotland were also felt to be applicable to Scotland generally. W. Robertson of Edinburgh writing in "Scotland on Sunday" on 4 November 1990 commented that the report

*"could be used to describe the whole country". See fig. 3.1*

**FIGURE 3.1 WRITER'S FINDINGS IN THE REPORT  
"THINKING THE UNTHINKABLE" AS APPLIED  
TO THE WHOLE OF SCOTLAND**

- (i) Reactive and insular; has a poor standing in the eyes of the public (read: *rest of UK*).
- (ii) Has a demoralised *staff* (read: *Scottish population*).
- (iii) Does not take its *own* (read: *Scotland's*) image seriously.
- (iv) Is paralysed by paying too much attention to its present difficulties and possible threats to its future (applied to Scotland).
- (v) Has a weak and confusing (read: *national*) image.

### 3.1.10 Interpreting Organisational Cultures

In analysing and identifying the cultures found within BBC Radio Shetland and BBC Radio Orkney the writer drew on the framework of Gregory (1983) and Pettigrew (1979).

Gregory noted the importance of everyday language, myth, stories and special jargon in revealing the characteristics of a particular culture (p359).

Pettigrew's work has much in common with Gregory's. He identified the key facets of culture to be language, ideologies, (*the latter*



*encompassing values and beliefs*) ritual and myth. He commented that culture is a system of publicly and collectively accepted meanings operating for a given group at a given time. Each of four facets of culture identified by Pettigrew will be looked at in turn.

*Language.* Pettigrew stated that language embodies implicit exhortations and social evaluations. Words are part of action. By acquiring the categories of language the researcher understands the structured ways of a group along with the value implication of those ways. A distinct corporate language, which is sometimes called "*argot*" expresses communal values, past experiences and provides seed beds for action.

*Ideologies.* These have also been identified by Pettigrew as having action-impelling qualities. He commented that they can play a significant rôle in the process of organisational creation because they have the potential to link attitude and action. However the potency of an ideology will be dependant upon how it is maintained and kept alive and this is why ritual and myth are so important. It should be noted that the writer has taken ideology as encompassing values and beliefs.

*Ritual.* Pettigrew commented that the important aspect of ritual is the message it contains. As such, ritual can articulate what are the central or peripheral values, the dominant and marginal peoples, the highly prized and less important goals and so on. Thus it is through ritual that relationships become stylised, conventionalised and prescribed.

*Myths.* These also communicate what is legitimate and unacceptable in an organisational culture. They can often infuse past events with a sacred quality which explores in dramatic form issues of origin and transformation. Pettigrew remarked that myths have value-impacting, justifying and reconciling qualities which are indicative of its powerful analytical rôle in studying the creation of organisational cultures.

In demonstrating his familiarity with the cultures of BBC Radio Shetland and BBC Radio Orkney the writer will give examples of language, ideologies, rituals and myths which were revealed as a result of his analysis of data. (*See Appendices 5.0 to 5.13.6 inclusive*).

In the following sections of this chapter the writer will outline the research activity undertaken and will detail how the data was collected.

### **3.2. The Scope of the Research: Introduction.**

The second section of this chapter has the object of communicating *what* was done by the writer during his five years of part-time research: its purpose is to list the various stages and activities undertaken by the writer in his collection and analysis of data. This will be done by referring to various charts and diagrams. For instance, *Figure 3.2* outlines the various facets of the writer's research; *Figure 3.3* details the field visits, whilst *Figures 3.4 and 3.5* outline the various categories of interview engaged in by the writer. In addition, a visual audit was undertaken during the first research period in 1989-1990 and for nine days in 1992. This is illustrated in *Figure 3.6*.

**BEST COPY**

**AVAILABLE**

Variable print quality

**FIGURE 3.2: RESEARCH ACTIVITY (NB: PUBLICATIONS DERIVED FROM THIS THESIS)**

		Literature Review	Interviews with Senior Management	Interviews Personnel	Conferences & Publications	Writing up Research
1989	September					
	December					
1990	January					
	March					
	June					
	July					
	September					
	December					
1991	January					
	March					
	June				1	
	September			1		
	December				2	
1992	January					
	March		1			
	June					
	September					
	December					
1993	January					
	March	Harvard				
	June					
	September				3	
	December					
1994	January					
	March	Harvard			4	
	June					
	December					
1995	January				5	
	March					
	June					
	August				6 & 7	

1. Paper given at the Marketing Education Group Conference, 1991, "Corporate Identity: Problems and Possibilities".
2. Joint article for the Journal of General Management, "Building Societies Change Strategy and Corporate Identity".
3. Paper given at The Marketing Education Conference, 1993, "Corporate Identity: Towards an Understanding".
4. Single authored article published in The Journal of General Management "The BBC's Corporate Identity: Myth, Paradox and Reality".
5. Single authored article published in Journal of Design Management "Corporate Identity: the Power and the Paradox".
6. Single authored article accepted for the Journal of General Management "Corporate Branding and Connoisseurship".
7. Single authored article accepted for The Association of Management Conference, Vancouver, "Managing the Corporate Brand".



**FIGURE 3.3: DETAILS OF FIELD OBSERVATION**

Place	Duration
Broadcasting House, Glasgow	300 days (1989/1990).
Broadcasting House, Edinburgh	1½ days (1989/1990).
BBC Radio Orkney	7 days (1989/1991).
BBC Radio Shetland	5 days (1989/1991).
BBC Radio Nan Gaidheal (Stornoway)	1 day, (18th October 1989).
BBC Radio Highland, Inverness	2 days (27th October, 1989 & 28th June, 1990).
BBC Radio Gaidheal Portree	9th June, 1990.
BBC Radio Aberdeen	2 days (November 1989 & 26 July 1990).
BBC Radio Solway	1 day, (19th February, 1990).
BBC Radio Dundee studio	½ day (November, 1989).
BBC Scottish Symphony Orchestra (Austria & Yugoslavia)	5 days. (April 1989).
BBC Radio Nan Gaidheal	7 days (Tour throughout Barra and the Uists. 9th July to 16th July, 1990).
BBC Radio Scotland	1 day outside broadcast in the Borders, (6th-7th December, 1990).
BBC Scotland Television	Murrayfield, Edinburgh, (9th December, 1990).
BBC Scotland Television	1 day news camera crew in Edinburgh, (December, 1989).
BBC Scotland Television	1 day outside broadcast at Coatbridge, (December, 1989).
BBC Radio Aberdeen	½ day shadowing news reporter in Aberdeen. (August, 1990).
BBC Scotland Headquarters	Numerous recorded shows and broadcasts with audience.
BBC Scotland Public Meeting	With management board in the Borders.

**FIGURE 3.4: CATEGORIES OF INTERVIEW:  
FIRST PERIOD OF RESEARCH  
M.Note= Mental Note**

TYPE:			NUMBER
<b>FORMAL IN DEPTH INTERVIEWS</b>			<b>47</b>
	Date	Duration minutes	How Recorded
Management Board	October 1989	30/40	Notes
<i>(Controller Scotland, Heads of: Radio, Television, Finance, Personnel &amp; Administration, and Secretary Scotland)</i>			
Others	October 1989 - May 1990	30/40	Notes
<i>(eg. Senior BBC figures &amp; the BBC's Director of Corporate Communications)</i>			

TYPE			NUMBER
<b>ARRANGED FORMAL INTERVIEWS</b>			<b>5</b>
	Date	Duration minutes	How Recorded
Ken McDonald <i>(Senior Producer Aberdeen)</i>	November 1989	60	M.Notes
Neil Moodie <i>(TV Reporter Dundee)</i>	November 1989	60	Notes
Rab Noakes <i>(Senior Producer Radio Light Ent)</i>	March 1990	60	M.Notes
Mike Shaw <i>(Senior Producer Radio Features and Arts)</i>	April 1990	60	M. Notes
A Summers	January 1990	60	M.Notes

TYPE:			NUMBER
<b>GROUP MEETINGS WITH STAFF</b>			<b>7</b>
	Date	Duration minutes	How Recorded
Radio Highland	2 November 1989	30	Notes
Edinburgh Studio		40	Notes
TV Crew Edinburgh*		50	Notes
Orchestra		40+	Notes
Radio Nan Gaidheal Tour		40+	Notes
Engineers: Coatbridge		30	Notes
Telephonists Glasgow		30	Notes
TYPE:			NUMBER
<b>AD-HOC UNARRANGED DISCUSSIONS</b>			<b>250(apx)</b>
	Date	Duration minutes	How Recorded
These took place during lunch times and whilst 'on tour' or whenever there was an opportunity to speak to staff.		typically 25	M.Notes
TYPE:			NUMBER
<b>PRESENTATIONS FOLLOWED BY DISCUSSION</b>			<b>8</b>
	Date	Duration Minutes	How Recorded
Sir Graham Hills with the Broadcasting Council of Scotland (*)	November, 1989	60	M.Notes
Management Board	October, 1990	60	M.Notes
BBC Radio Scotland Senior Managers Seminar	October, 1990	30	M.Notes
Programme Review Board (Radio)		30	M.Notes
Programme Review Board (Television x 2)		60	M.Notes
Human Resources/Trade Union Meeting		30	M.Notes
Librarians' Meeting		30	M.Notes
Project Steering Group x 4		45	M.Notes

<b>TYPE:</b>	<b>NUMBER</b>
<b><i>INTERVIEWS WITH SENIOR STAFF IN BBC WALES AND NORTHERN IRELAND</i></b>	<b>7</b>

	Duration Minutes	How Recorded
Secretary Wales	60	Notes
Secretary N. Ireland	60	M.Notes
Head of Information Northern Ireland	60	Notes
Head of Public Relations Wales	30	M.Notes
Orchestral Manager Wales	30	M.Notes
Marketing Manager N. Ireland	30	M.Notes
Senior Producer Wales	30	Notes

<b>TYPE:</b>	<b>NUMBER</b>
<b><i>INFORMAL MEETINGS WITH EXPERTS ON SCOTTISH BROADCASTING</i></b>	<b>2</b>

	Duration Minutes	How Recorded
Senior Lecturer in Media Studies, Glasgow Caledonian University.	45	M.Notes
National Officer Scotland: ITC* (* The Independent Television Commission).	45	M. Notes

<b>TYPE:</b>	<b>NUMBER</b>
<b><i>INFORMAL MEETINGS WITH DESIGN CONSULTANT WORKING FOR BBC SCOTLAND</i></b>	<b>1</b>

	Duration Minutes	How Recorded
Consultant Westpoint Design	45	Notes



TYPE:	NUMBER	
<b>FORMAL IN DEPTH INTERVIEWS WITH PROJECT MANAGER IN CHARGE OF A MAJOR CHANGE IN IDENTITY</b>	1	
	Duration Minutes	How Recorded
Ian Morrison* (Midland Bank Group Professor of Banking) University of Loughborough	120	Notes

**FIGURE 3.5: CATEGORY OF INTERVIEW:  
SECOND PERIOD OF RESEARCH**

TYPE:	NUMBER		
<b>FORMAL IN DEPTH INTERVIEWS WITH FULL TIME BBC PERSONNEL IN ORKNEY AND SHETLAND</b>	6		
	Date	Duration Minutes	How Recorded
Mary Blance & John Robinson (Senior Producer & Producer Radio Shetland)	October 1991	60	Taped
Brian Flett (Producer Radio Orkney)	October 1991	45	Taped
Kathryn Gourlay (Producer Radio Orkney)	October 1991	45	Taped
John Ferguson (Senior Producer Radio Orkney)	October 1991	60	Taped
Ivy Clueness (Production Assistant Radio Shetland)	October 1991	60	Taped
Daniel Renton (Production Assistant Radio Shetland)	October 1991	30	Taped

<b>TYPE:</b> <i>FORMAL BRIEF INTERVIEWS</i>			<b>NUMBER</b> 3
	Date	Duration Minutes	How Recorded
Jack	October 1991	15	Taped
Alistair	October 1991	15	Taped
John	October 1991	30	Taped
<b>TYPE:</b> <i>FORMAL IN DEPTH 'RETROSPECTIVE' INTERVIEWS</i>			<b>NUMBER</b> 1
	Date	Duration Minutes	How Recorded
Pat Walker (Former Acting Controller Scotland)	27th August 1992	80	Taped
<b>TYPE:</b> <i>INFORMAL MEETING WITH AN AUTHORITY ON HERALDRY</i>			<b>NUMBER</b> 1
	Date	Duration Minutes	How Recorded
Lancaster Herald of Arms	15th May, 1992	30	Notes

### FIGURE 3.6: VISUAL AUDIT

In more detail the visual audit covered the following:

- (a) the use of logos, shields, badges, etc.
- (b) livery of vehicles
- (c) internal signage
- (d) external signage
- (e) entries in telephone books and in newspapers
- (f) the nomenclature of the organisation
- (g) staff uniforms
- (h) on screen identity
- (i) interior and exterior appearance of buildings
- (j) organisational publications
- (k) layout of broadcasting house
- (l) the geographical setting of Broadcasting House, Glasgow

### 3.3 Arranging Interviews: First Period of Research 1989-1990.

In the third and final part of this chapter the writer describes *how* the data was collected, analysed and synthesised.

Upon commencement of his research one of the first things that the writer did was to draw up a list and timetable of people to be interviewed. The list was compiled in consultation with Mike Brown, the Special Assistant to Secretary Scotland. (*Secretary Scotland is a member of BBC's Management Board - he acts as an advisor to the National Governor of BBC Scotland. His rôle is not dissimilar from that of a company secretary*). The rôle of the latter was of particular importance in arranging interviews with members of the Board of Management at BBC Scotland. For instance, he wrote to the members of the Management Board asking them to see the writer, *see Appendix 3.0*. He subsequently followed this with a telephone call to the manager's personal assistant to finalise the arrangements. In addition Secretary Scotland was also instrumental in arranging interviews with senior members of the Corporation outside Scotland, the BBC's Director of Corporate Communications, Secretary Wales and Secretary Northern Ireland.

After this initial round of interviews with the Board of Management the writer took complete responsibility for the setting up of interviews. Would be respondents were contacted by telephone: there was little need for a letter of introduction since all departments within BBC Scotland had been sent a letter, under Mike Brown's signature, asking them to assist the writer, *see Appendix 3.1*. For the most part personnel were keen to speak to the writer. In the few cases where there was a degree of unwillingness the writer pointed out that he was working under the auspices of Secretary Scotland: this underlined the importance of his work. Particular care was taken to time the interviews so as to cause minimum inconvenience to respondents. Forty minutes was the usual duration for interviews. The writer took care to point out the time parameters for the interview. Typically the writer thanked the interviewees by letter for their time and help. *See Appendix 3.2*.

In planning the schedule of interviews it was felt to be politic to visit some of the more remote BBC Scotland studios early on during the research. The writer was anxious that staff working in local radio stations should feel involved with the research. Establishing good



contacts with these stations was to be fortuitous in the light of difficulties the writer experienced during his second period of research. As such, within the first eight weeks of commencing his research, *Radios Shetland, Orkney, Aberdeen, Highland (at Inverness), Radio Nan Gaidheal (in the Outer Hebrides) and Radio Tweed* had all been visited. The only community station which had not been visited was *Radio Solway*. This was visited early on in 1990.

The next section describes how the writer conducted himself during interviews.

### 3.3.1 The Process of Interviewing.

Most interviews took place in the interviewee's office although they sometimes took place in a quiet corner of a staff canteen or in a staff room (*in the case of community radio stations*). It was quite common for coffee (*or sometimes something stronger*) to be offered to the writer and this was always accepted: invariably the respondent would join the writer for a drink and this helped to create a more relaxed atmosphere.

At the commencement of the interview proper the writer made the point of reiterating the nature and the scope of his research. The writer also mentioned the fact that the interview would last for around forty minutes. Towards the end of the interview the writer always made the point of stating that the interview was drawing to a close and asked the respondent whether the writer had failed to ask any important questions. In addition, the writer invited the respondent to ask the interviewer any questions they felt were appropriate. Such an approach often resulted in useful, additional information coming to the surface.

The interviews themselves were largely unstructured although the interviewer always had a topic guide. Depending on the situation the topic guide was either written down or had been mentally recorded. The first few questions of the interview normally served to win the confidence of the interviewee and to establish rapport between the respondent and the interviewer. Typically, the writer would ask them to describe the nature of their work, how long they had spent working for the Corporation etc.



One problem that had to be overcome by the writer was the inquisitiveness of several members of staff who wished to know what their colleagues had said. Thus, extreme care was taken so as not to reveal the contents of interviews, the writer taking the first opportunity to focus the conversation on an unrelated matter. In addition the writer exercised care in ensuring that interview notes were never on his office desk. The writer had to be particularly scrupulous in this regard since the BBC is full of journalists and investigative reporters who are skilled at collecting, recording and circulating information.

### 3.3.2 Arranging Interviews: Second Period of Research (Northern Isles).

During the second period of research the manner in which interviews were arranged was markedly different from the first. This was because it was realised that greater rigour was required in the collection of data: and the interviews were restricted to BBC personnel working at BBC Radios Orkney and Shetland and a former Acting Controller Scotland.

In light of the non-routine and hectic nature of work within the stations the writer was acutely aware that personnel might resent taking time from their work in order to be interviewed. It was only on his fourth day at Radio Orkney that the writer undertook his first interview. By this time he had won the confidence of personnel.

The writer began the process of interviewing by speaking to some of the station's 'part-time' staff. Whilst these interviews contained little of importance they had an unexpected outcome in that they generated a good deal of interest among full-time personnel who asked the writer if they might be interviewed. Indeed, all the interviews with full time staff were at their own request. One memorable example was when a member of staff wrenched a mug of coffee from the author's hand and insisted an interview should take place right away in a local café.

At Radio Shetland the same pattern was more or less followed. Unlike at Orkney, the writer took the initiative in setting up most of the interviews. This was with the exception of the first interview which took place on the evening of the first day when it was suggested by two members of personnel that an interview might take place in a local hostelry.

In total, seven full-time members of staff were interviewed at Shetland and Orkney. In Shetland four full-time members of staff were recorded. The writer followed the same procedure for all the interviews. For instance it was explained that taping the interview would be of immense benefit to the research. However, he pointed out to respondents that they could press the 'stop' button on the tape recorder at any time during the interview if they had no wish for their comments to be recorded. Only one interviewee actually took up this offer during the interview.

The interviews ranged in length from twenty to eighty minutes. As with the first period of research the interviews were largely unstructured although the researcher did have an interview topic guide. The setting for four of the interviews at Orkney was the station's kitchen. It was the norm for the writer to make a cup of coffee for both parties and then to sit in the easy chairs in the kitchen. The other interview took place at a local café. As has already been pointed out this was at the instigation of one member of staff. On another occasion the interview took place within one of the studios with the interviewee surreptitiously switching on the "on air" sign: this ensured that there would be no disturbance. In Shetland all the interviews took place in the senior producer's office with one interview taking place in a local hostelry.

### **3.3.3 Recording Primary Data.**

During the first period of data collection the writer relied on written notes rather than written-up transcripts of taped interviews. This was in marked contrast to the writer's second period of data collection where virtually all his interviews were recorded. The reason the writer decided not to tape interviews during the formative stage of his research was because BBC staff are naturally sensitive as to the power of recorded information. There was some justification for the cautious approach adopted by the writer since he did encounter some resistance at BBC Radio Orkney: one member of staff turned the tape off several times during the interview. This member of staff had spent a considerable amount of time working at Broadcasting House, Glasgow and this is where much of the initial research took place.

### **3.3.4 Field Notes, Research Journal and Documentary Material.**

During the first period of research the researcher kept only brief field notes. These were written on note pads and on A4 sheets: some of this



information was directly entered onto the writer's word processor. However, there was a lack of method and consistency in the taking of field notes during this first period of research. This was unlike his time at BBC Radios Shetland and Orkney where he kept a research journal. The journal recorded not only anything which struck him to be of interest but also typical work activities and details of conversations. The writer made a point of writing up these research notes in the evening in the quiet of his hotel room.

Documentary material was collected throughout the two periods of research within BBC Scotland. This comprised reports, minutes of meetings, memorandums, letters, press cuttings, staff notices and BBC advertisements. Of particular note was the invitation to see a "*secret diary*" which had been kept during the early days of broadcasting at Radio Orkney. Reference will be made to this later.

During the first period of data collection the writer had good access to documentary material since his office was next door to BBC Scotland's management registry where internal reports and important letters were kept. He had been given permission by a senior manager to have access to this material.

### 3.3.5 The Visual Audit.

A particular feature of field observation was the undertaking of a visual audit. The visual audit commenced from the day of the researcher's interview for the research position to the completion of the project. The visual audit entailed making notes, the taking of photographs and slides (*around 100 35mm transparencies were taken of the organisation*). Most of the transparencies were taken by BBC Scotland's house photographer as directed by the writer. The writer had attempted to undertake the visual audit on his own but the resulting photographs turned out to be of poor quality. The audit recorded BBC Scotland's visual identification scheme, its buildings, their setting and other visual manifestations of the organisation. In addition, the writer undertook an audit of BBC Scotland's nomenclature within the organisation; what Coley Porter Bell (*a leading identity consultancy*) describe as the "*corporate architecture*". BBC Scotland's "*corporate architecture*" is represented in diagrammatic form in *Appendix 3.3*.

### **3.3.6. Second period of Research: Formulating a Topic Guide**

With all the interviews undertaken in BBC Radio Orkney and Shetland the writer referred to a basic topic guide. Approximately ten questions were contained in the topic guide. The questions contained in the guide were influenced by the researcher's pre-understanding of corporate identity based on his one year's full time research within BBC Scotland. As such, his pre-understanding of corporate identity was that it was a complex and multi-layered phenomenon, with personnel appearing to have an association with a wide range of ideologies. As such, the questions focused on the individual's relationship with (a) the BBC, (b) BBC Scotland, (c) Radio Scotland, (d) local radio station. The basic topic guide also asked them to speak about what they liked/disliked about their position and asked them to refer to (a) the nature of their work, (b) what they disliked about their position and (c) to refer to any memorable experiences. However, in all the interviews there were a great many questions asked of the interviewee which were *not* contained in the topic guide but were prompted by interesting information communicated by the respondent.

### **3.3.7. Selecting the Data for Analysis.**

A major problem faced by the writer was deciding how much of the data collected should be analysed. Discussions with Dr Lowe lead the writer to the conclusion that the quantity and variable quality of the data collected during the first period of research was unsuitable for analysis. Thus it was decided to concentrate on the data collected during the second period of research. This comprised interviews which had been undertaken at Radio Shetland and Orkney. The next section will explain how the data was analysed and synthesised.

### **3.3.8. How the Data was Analysed and Synthesised.**

The process of analysis and synthesis of data was not without its difficulties. This was the first time the writer had analysed data of this kind and this meant that the writer had to undergo a learning process. As a consequence, the writer made a number of mistakes and false starts. In particular there was a tendency to want to rush the process of analysis too quickly. Whenever this occurred, Dr Lowe, the writer's supervisor insisted that he repeat the process of analysis.



In following the principles of qualitative research within the paradigm of naturalism the writer adopted a coding process devised by Lowe (1990). *See Figure 3.7.* The coding process served this thesis in three distinct ways. From the perspective of the researcher it allowed him to make sense of the data. Turner (1988) states that in re-reading through the material the researcher begins to 'botanize' and to identify shapes and patterns from the confusion. The coding process also benefits the reader in that it enables the process of analysis to be retraced. Furthermore, it is likely to satisfy an academic audience since the coding process provides a degree of rigour which is not always apparent in qualitative research, *e.g. there is often a certain degree of vagueness as to how the results were generated.*

In analysing the data the writer followed the normal convention of identifying three types of codes (a) *open codes* (b) *axial codes* and (c) *selective codes*. An explanation of each of these codes is given below.

- (a) *Open codes represent the first stage of analysis and result in a series of low category findings.*
- (b) *Axial codes mark the second stage of analysis where the researcher identifies relationships between the open codes. Stronger findings emerge as a result.*
- (c) *Selective codes marked the final stage of the process. Here the researcher analyses the axial codes for relationships. The end of the process results in findings of the highest order.*

Each of these stages of analysis will be explained in more detail in the following section.

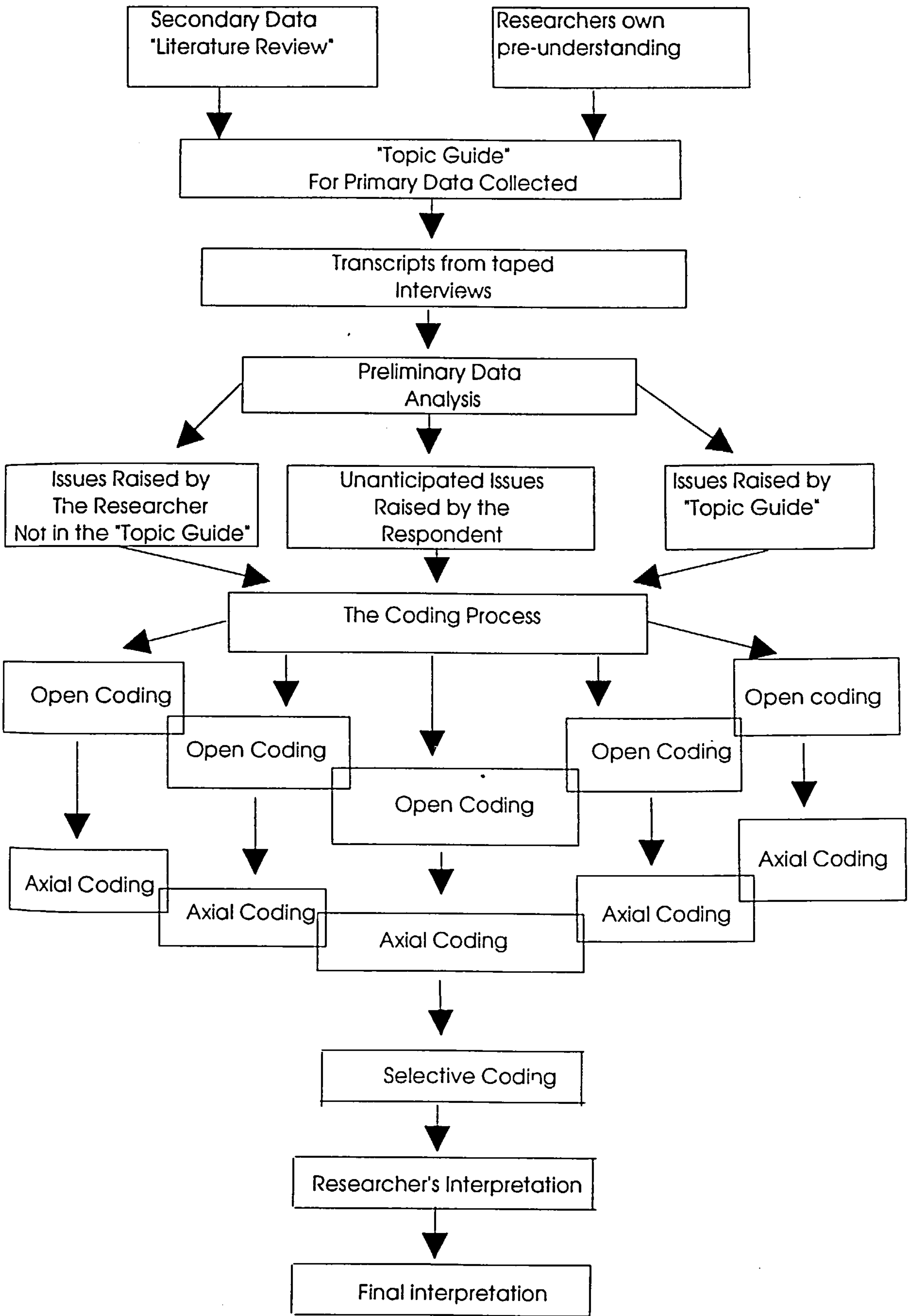
### **3.3.9. Formulation of Open Codes.**

This initial stage of the coding process is concerned with the naming and categorising of phenomena through the close examination of data. The process of open coding stimulates the discovery of categories and their properties and dimensions. As Glaser (1992 p39) remarks, the basis for open coding is underpinned by conceptual mapping.

In generating open codes the researcher began by reading through the interview transcripts several times and identifying low data categories. These low data categories were further categorised according to how the

Figure 3.7: LOWE'S SYSTEMATIC ANALYSIS OF PHENOMENOLOGICAL DATA

**THE SYSTEMATIC ANALYSIS OF PHENOMENOLOGICAL DATA**



data was generated: there were *three* categories of *open* codes. The codes were categorised as follows: according to the source of the information.

- (i) *generated by a question contained in the interview's topic guide;*
- (ii) *generated by a question not contained in the topic guide, and*
- (iii) *generated by information that was not solicited by the interviewer; in other words, the information was given without any prompting by the interviewer.*

As a means of identifying the various types of open code within the transcripts of the interviews *various shapes* were employed in conjunction with a *numbering system* so that the source of the data could be readily identified by a reader. Thus, *a circle* indicated that the information was derived from the topic guide. *A square* indicated responses to questions that were not on the topic guide. *A triangle* represented information that was not solicited by the interviewer.

These codes appeared on the transcripts as follows:



(See Appendix 4.1 which shows a transcript of an interview and shows how the coding process was used).

After the coding process had been completed the writer assigned a label to every open code which described its nature. Sometimes actual phrases or words used by the informants themselves were used. Glaser (1978 p70) calls these '*in vivo*' codes. The next task involved entering the label and source for the code into the writer's word processor. This was subsequently printed out with the colour of the code drawn onto the sheet. After this the codes were cut, *e.g. each code was represented by a strip of paper*. Well over a hundred codes were generated and these were assembled on the writer's large kitchen table.

The next stage of analysis resulted in the generation of *axial* codes and this is discussed in the next section.

### **3.3.10. The Formulation of Axial Codes.**

An axial code is created when the researcher identifies strong or plausible relationships between two or more open codes. As such a



higher, more robust, theoretical category comes into being. In formulating axial codes the writer read and re-read the strips of paper so as to identify similarities between the open codes. When such similarities were discovered the strips of paper concerned were placed into an envelope: with a 'label' written on the front of the envelope. (*Thus, every envelope had a theme*). Placing these strips into envelopes provided a useful means of keeping the strips together and made identification of the 'working' axial codes easier. Once all the strips had been allocated the contents of each envelope was re-examined. Upon re-examining the contents it quite often resulted in further adjustments with the writer either identifying new axial codes or moving individual open codes to other envelopes. Once the process was finished the strips of paper representing open codes were sellotaped on to a piece of paper with the 'a label' (*title of axial code*) written at the top.

In one or two cases some open codes could not be assigned to one of the groups or open codes. These 'odd' codes had nothing in common with other codes and so were placed on a separate A4 sheet: they were not discarded. At this point the writer compared the A4 sheets of paper and arranged those sheets which had more in common in groups. These clusters were represented in diagrammatic form on an A1 sheet. Thus each sheet showed clusters of coloured open codes forming axial codes: both the open and axial codes were labelled. The relationship between open codes and axial codes were indicated by a dotted line. As with open codes each axial code was given a label.

### **3.3.11. The Formulation of Selective Codes**

Selective codes are upgraded axial codes which were identified as having greater robustness than other axial codes. In establishing which axial codes could be upgraded the researcher brought to bear negative evidence to each code. A new integrative diagram resulted at this stage.

At this point the writer decided to differentiate between the data collected at Orkney and that derived from the interview with Pat Walker; the former Acting Controller of Scotland. The above process was undertaken in order that similarities and differences between the two stations and the views of Patrick Walker were easily recognisable. Thus the process of establishing axial and selective codes was repeated in Orkney.

### 3.3.12. The Analysis of Selective Codes.

The final stage of analysis involved studying the various selective codes in order to determine the degree of similarity between them. Where clear links are revealed this forms the basis of the discovery of theory from data as mentioned by Glaser and Strauss (1967).

## 3.4 Chapter Summary

In this chapter the writer has explained the research design adopted in this thesis: the writer's research is explanatory and falls within the research paradigm of naturalism. In generating the theory contained in this dissertation he used the principles of grounded theory as developed by Glaser and Strauss (1967). He pointed out the difficulties experienced in undertaking his research. This includes a change of academic supervisor and the difficulty in regaining access to BBC Scotland.

The writer, with reference to writers on methodology, points out the efficacy of relying on a single case, particularly where the case is revelatory. The conclusions from this thesis will shed light not only on the phenomena of corporate identity but, to a lesser degree, will provide insights into part of an important and secretive British institution: the BBC.

The likelihood of revelatory material is heightened by the fact that the writer spent over a year within BBC Scotland; he enjoyed a high status within the organisation; his lifestyle reflected that of staff, and he had wide access to confidential documents. Moreover, he was given an unusually high degree of access to one of the world's greatest and most secretive organisations.

The following chapter explains how the findings were generated using the principles of grounded theory. In order that the reader may follow the process by which the theory was generated the writer will guide the reader through each of the three stages of analysis *represented by the categorisation of open, axial and lastly, selective codes*. This has the aim of demonstrating the rigour of the process of analysis and synthesis adopted by the writer in this thesis.

**CHAPTER FOUR**  
**THE ANALYSIS AND SYNTHESIS OF DATA**



## 4.0 Abstract

This chapter outlines the process of analysis and reveals the principal findings from the research, leading to the generation of theory.

The writer explains that in analysing the qualitative data a process of coding was used. The first part of the chapter explains the different stages of the coding process beginning with the generation of open codes (*the initial stage of analysis*); the identification of axial codes (*the middle stage of analysis*) and concluding with the generation of selective codes (*the final stage of analysis*). The step by step explanation of the process of analysis is designed to allow the reader to follow and comprehend each stage of the coding process and as such the manner in which the theory contained in this thesis has been generated. *Particular reference is made to one interview in explaining the process of analysis.*

Since the writer undertook research within two radio stations the writer analysed the data from both stations separately to the selective code stage. This was followed by a comparison of the data from both stations together with data from a third source (*a former 'chief Executive' of BBC Scotland*) in generating his theory. As such this served as one means of triangulating his findings.

The chapter concludes with an explanation of the main themes revealed from an analysis of the data. The data revealed that the identity of both stations (BBC Radio Shetland and BBC Radio Orkney) was underpinned by a number of ideologies. In interpreting the data further the researcher concluded that the basic social psychological process underpinning personnel's links with various ideologies was one of affinity. Further consideration of the data showed that the basic social process of *affinity* would be broken down into sub variables, i.e. *Kinship, Bonding, Closeness, Affection, Attachment, Alliance and Nostalgia*. These sub variables characterised particular ideologies present within the station. The data revealed that personnel had an affinity with individual ideologies for various reasons.

### 4.1 The Process of Analysis: Introduction.

The process of analysis comprised six distinct stages and involved a system of 'coding' with three types of codes being generated; *open, axial and selective*.

FIGURE 4.0:  
A SUMMARY OF THE PROCESS OF ANALYSIS AND SYNTHESIS OF DATA

Name of Interviewee	Where Interviewee Worked	Stage 1: The Generation of Open Codes. No. of open codes per interview:	Stage 2: The Generation of Axial Codes. No. of Axial codes per interview:	Stage 3: The Generation of selective codes in individual stations. No. of codes.	Stage 4: The Generation of selective codes from all interviews and from Pat Walker. No. of codes.	Stage 5: Comparison of selective codes and the generation of main themes. No. of main themes	Stage 6: Comparison of findings leading to the generation of theory														
IVY CLUENESS	BBC RADIO SHETLAND	127	23	6		7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity														
DANIEL RENTON	BBC RADIO SHETLAND	113	19					7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity												
MARY BLANCE and JOHN ROBINSON (Joint interview)	BBC RADIO SHETLAND	84	13								7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity									
JOHN FERGUSON	BBC RADIO ORKNEY	93	17											7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity						
BRIAN FLEET	BBC RADIO ORKNEY	138	28														7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity			
KATHRYN GOURLAY	BBC RADIO ORKNEY	157	32																	7	The existence of multiple ideologies in both stations revealed that corporate identity was underpinned by a social psychological process based on affinity
PAT WALKER	BBC SCOTLAND (Former Acting Controller)	259	42																		

Figure 4.0 represents a summary of the process of analysis and synthesis. So that the reader can follow the process of analysis particular reference will be made to the analysis of one interview. Whilst the process might suggest linearity this was not the case. A more accurate description of the process is that it was cyclical with the writer having to make numerous amendments.

Figure 4.1 outlines each stage of the process of analysis.

<b>Figure 4.1: The Process of Analysis</b>	
<b>STAGE ONE: THE GENERATION OF OPEN CODES</b>	
<b>SOURCES:</b>	3 interviews at BBC Radio Orkney. 3 interviews at BBC Radio Shetland. 1 interview with Patrick Walker: a former Acting Controller Scotland.
<b>PROCESS:</b>	<i>Each interview transcript was read through several times: the writer searching for low category 'findings', eg. open codes.</i>  <i>These initial findings being categorised according to their source. There being three such sources:</i>  <i>(a) generated in response to a question on the researcher's topic guide</i> <i>(b) in response to a question from the researcher but not on the topic guide</i> <i>(c) an unsolicited response.</i>  <i>These open codes being identified on the transcript of the interview by being given a number and a symbol. See Appendix 4.0. Furthermore these codes were entered on to strips of paper where they were given a 'label' which encapsulated the essence of the findings.</i>



## **STAGE TWO: THE GENERATION OF AXIAL CODES**

**SOURCES:** 3 interviews at BBC Radio Orkney.  
3 interviews at BBC Radio Shetland.  
1 interview with Patrick Walker: a former Acting  
Controller Scotland (i.e. Chief Executive of BBC Scotland).

**PROCESS:** *This stage of analysis still concentrated on individual interviews.*

*The open codes generated from each interview were analysed. Open codes sharing certain similarities or having strong connections were grouped together. This resulted in clusters of open codes: each cluster forming an axial code. As such these clusters were of great rigour in that they represented a higher level of analysis.*

*These axial codes were entered on a chart with the open codes forming the axial codes being identified. As with open codes each axial code was given a label which encapsulated the essence of the findings.*

## **STAGE THREE: THE GENERATION OF SELECTIVE CODES FOR INDIVIDUAL STATIONS**

**SOURCES:** (a) Axial Codes derived from interviews at BBC Radio Orkney.  
(b) Axial Codes derived from interviews at BBC Radio Shetland.

**PROCESS:** *All the axial codes from each station were entered on to strips of paper. Subsequently these strips of paper were analysed and those codes with similarities or strong connections were grouped together. These clusters of axial codes being entered on to a sheet with each cluster being given a label. The sheet illustrated the connections between the various codes.*

## **STAGE FOUR: THE GENERATION OF SELECTIVE CODES FROM ALL SEVEN INTERVIEWS**

**SOURCES:** (a) Axial Codes derived from interviews at BBC Radio Orkney  
(b) Axial Codes derived from interviews at BBC Radio Shetland  
(c) Axial Codes derived from Patrick Walker, a former Acting Controller Scotland.

**PROCESS:** (As described above)

<b>STAGE FIVE: COMPARISON OF SELECTIVE CODE CHARTS</b>	
<b>SOURCES:</b>	The Selective Code Charts
<b>PROCESS:</b>	<i>Comparisons were made between the selective codes to see the degree of similarity/dissimilarity between them.</i>

#### 4.2. Establishing Open Codes.

*Should the reader wish to follow the process in greater detail the full transcript of the interview which the writer will refer to is given in Appendix 4.0 to 4.2: the transcript includes explanatory notes.*

The first stage of analysis entailed the generating of open codes. The generation of open codes took place after the interviews had been read through and analysed. The researcher noted all low category types of information contained in the interview and identified the source of this information in the transcript by a number, the manner in which the information was derived and by a symbol. Finally the open code was given a label which captured the essential meaning of the data.

Reference will be made to the transcription of an interview with Ivy Clueness of BBC Radio Shetland in explaining the generation of these codes. *See Appendix 4.0.* The reader can follow the process by retracing the steps by which the final open code was generated by the interview. *See Appendix 4.1 and look for 33 in a square box.*

This code had the following characteristics

- (i) it was in response to a question that was not in the researcher's topic guide. As such this was indicated by a square. □

The interviewer's question was

*"A point crossed my mind. We talked about monks the other day: there must be a vocation working here."*

- (ii) it was the 33rd code to be generated by a question which was not on the interview guide and was therefore given the number 33.

- (iii) it was given the label *"It is a bit of a vocation."* since this encapsulated the essence of the findings.

The respondent's reply to the question was.

*".... So it is a bit of a vocation isn't it. So if you want it to be right you have to spend some time on it."*

The following section will describe in a little more detail the significance of the symbols used in the identification of open codes: see (a), (b) and (c) below.

There were three sources for the data forming open codes.

(a) In response to a question contained in the topic guide. These being indicated by a circle. ○  
An example of this being page 282 taken from *Appendix 4.1*.

Code Number	Label
4	<i>Must remember that we are BBC.</i>
5	<i>Announce everything as BBC Radio.</i>

(b) In response to a question not on the topic guide. These being indicated by a square. □  
An example of this being taken from page 281 *Appendix 5*.

Code Number	Label
3	<i>Weather reports are important.</i>
4	<i>What's on is important.</i>

(c) Information which was not solicited by the researcher. These being indicated by a triangle. △  
An example of this being taken from page 280 *Appendix 5*.

Code Number	Label
4	<i>Radio Shetland rather than Radio Scotland.</i>
5	<i>News keeps the islands areas together.</i>

A full list of the open codes identified in this interview is given in *Appendix 4.2*.



In total 127 open codes were generated from the single interview. These 127 codes fall into the three categories which reflect the source of the data. *Appendix 4.3* shows how the open codes from the interview with Ivy Clueness appeared in diagrammatic forms.

FIG 4.2: CATEGORIES OF OPEN CODE GENERATED FROM INTERVIEWS IN BBC RADIO SHETLAND.	
TYPE OF OPEN CODE	NUMBER
Generated in response to a question in the interview topic guide ( <i>circle</i> ) ○	34
Generated by a question not included in the interview topic guide. ( <i>square</i> ) □	33
Unsolicited information. ( <i>triangle</i> ) △	60

The significance of the above is that it illustrates the richness of the data. As such the three sources may be regarded as a means of triangulation.

The next stage of the coding process involved the generation of axial codes. This was done by identifying links and similarities between the open codes. The discussion of how axial codes were generated forms the next part of this chapter.

### 4.3 The Generation of Axial Codes

The next stage of analysis - the formulation of axial codes - entailed examining all the open codes generated from each interview. This was done in order to identify those open codes having a strong connection or degree of similarity with other open codes.

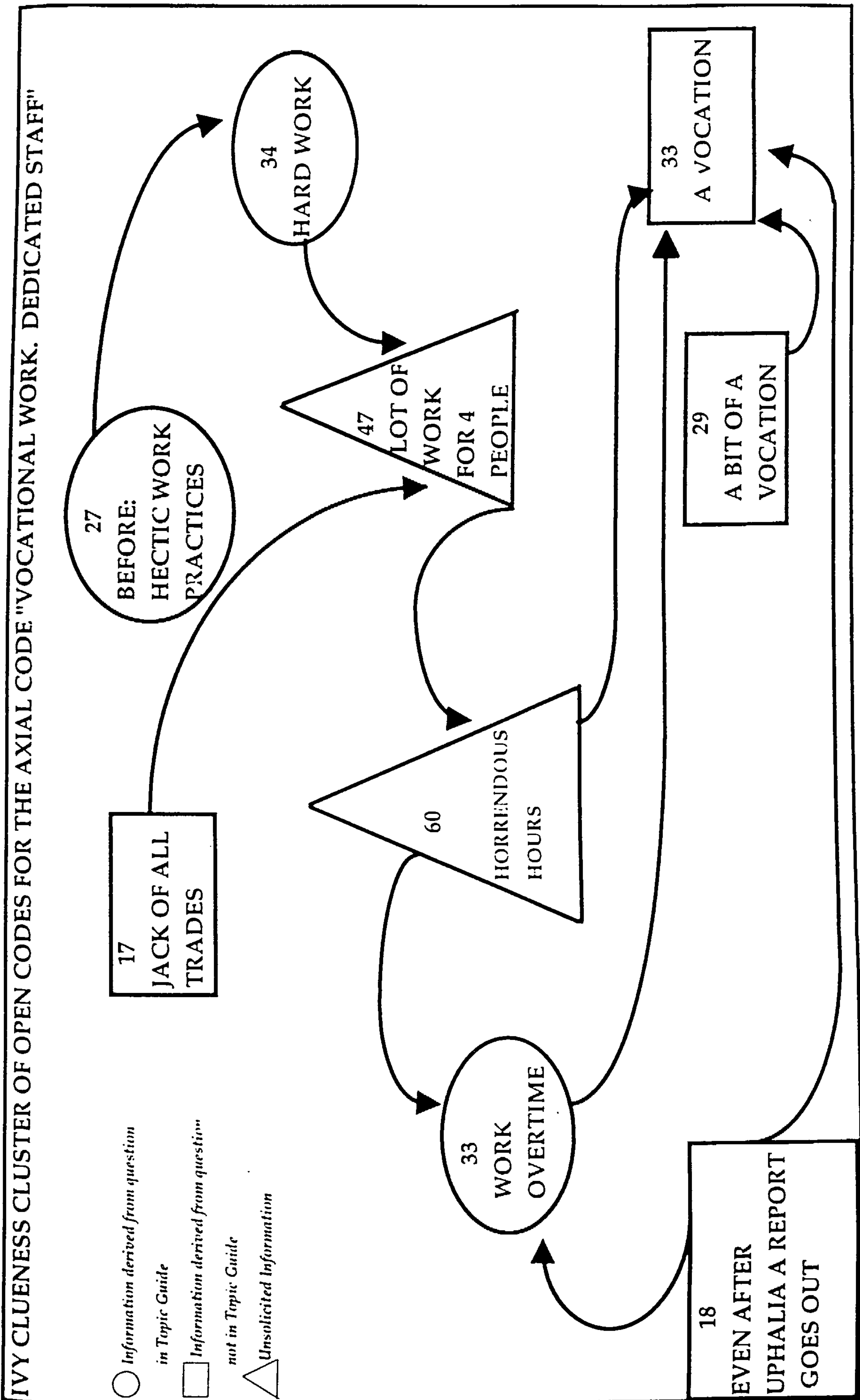
Because of the large number of open codes generated by each interview once the writer had found similarities between these codes he found it useful to place strips of paper with '*common*' open labels together into an envelope. Each envelope being given a 'label' which was identified on the front of the envelope.

Once all the open codes had been assigned the contents of individual envelopes were examined. At this point a further adjustment sometimes took place with some open codes being re-allocated to other envelopes. Occasionally more substantial arrangements took place. For instance new categories were opened whilst some categories were merged with others.

Once the above had been completed, *eg. that clusters of open codes had been identified in the second stage of analysis* - the identification of axial codes was largely complete.

However, in order to see the relationship between the axial codes and to communicate the sense of the analysis which had taken place the writer proceeded to reproduce the analysis in diagrammatic form. This was done by representing the clusters of open codes comprising an axial code in diagrammatic form: this was done on A3 sheets of paper. *Figure 4.3* is an example of a cluster of open codes. *Figure 4.4* illustrates the type of open code comprising individual axial codes in the interview with Ivy Clueness.

FIGURE 4.3: EXAMPLE OF THE RELATIONSHIPS BETWEEN A CLUSTER OF OPEN CODES





**Figure 4.4: Axial Codes generated from Interview with Ivy Clueness.**  
*This diagram gives the labels of the axial codes as well as illustrating the type of open code types comprising individual axial codes.*

AXIAL CODE DESCRIPTIVE LABEL	TYPE OF OPEN CODE*		
	○	□	△
<i>50 members of public broadcast programmes</i>	-	1	8
<i>Public Welcomed into Station "Coffee pot on all the time"</i>	-	4	1
<i>Station has rapport with public</i>	1	3	5
<i>Shetland is different: 'Children in Need' owned by Shetland not BBC</i>	1	3	-
<i>"The People's Radio"</i>	3	-	2
<i>"Lamb Bank a Godsend"</i>	-	1	3
<i>Bastion of local dialect</i>	-	-	3
<i>Station: a lifeline</i>	-	2	7
<i>Royal Visits memorable</i>	-	2	3
<i>Important source of information</i>	1	-	1
<i>Vocational Work: Dedicated Staff</i>	-	3	2
<i>Cramped and cosy team atmosphere</i>	3	4	2
<i>Radio Shetland self contained/remote</i>	1	4	1
<i>Administrative staff also broadcast</i>	-	2	2
<i>Group Spirit</i>	1	1	5
<i>Shetlander asked to broadcast</i>	-	2	7
<i>Confusion over whether BBC/BBC Scotland</i>	3	-	1
<i>Important-part of BBC</i>	6	-	-
<i>BBC=quality/news</i>	5	-	1
<i>Most contact with Glasgow not London</i>	4	-	-
<i>Shetland not seen as a proper station by BBC staff</i>	2	-	2
<i>Reality we are not BBC</i>	-	4	-
	2	-	1

\* ○ in response to questions in topic guide      □ in response to questions not on topic guide      △ unsolicited information

Once individual diagrams had been drawn up for each axial code the writer then moved to represent each interview in diagrammatic form.

This was done by showing all the open and axial codes on a large sheet of paper. Each open code being identified by a *number, symbol and label* this enabling the *place and source* of the information to be identified. Whilst placing the codes in graphic form some further adjustment of material took place with some open codes being re-allocated and in some cases some axial codes being merged or re-named.

These charts were placed on the writer's office wall thus enabling the writer to refine his analysis. It also served to demonstrate to the writer and supervisor the extent of progress with regard to analysis.

The next section examines the manner in which the final stage of analysis was undertaken: the generation of selective codes.

*Figure 4.5* shows a diagram of the relationship between Axial Codes derived from the interview with Ivy Clueness.

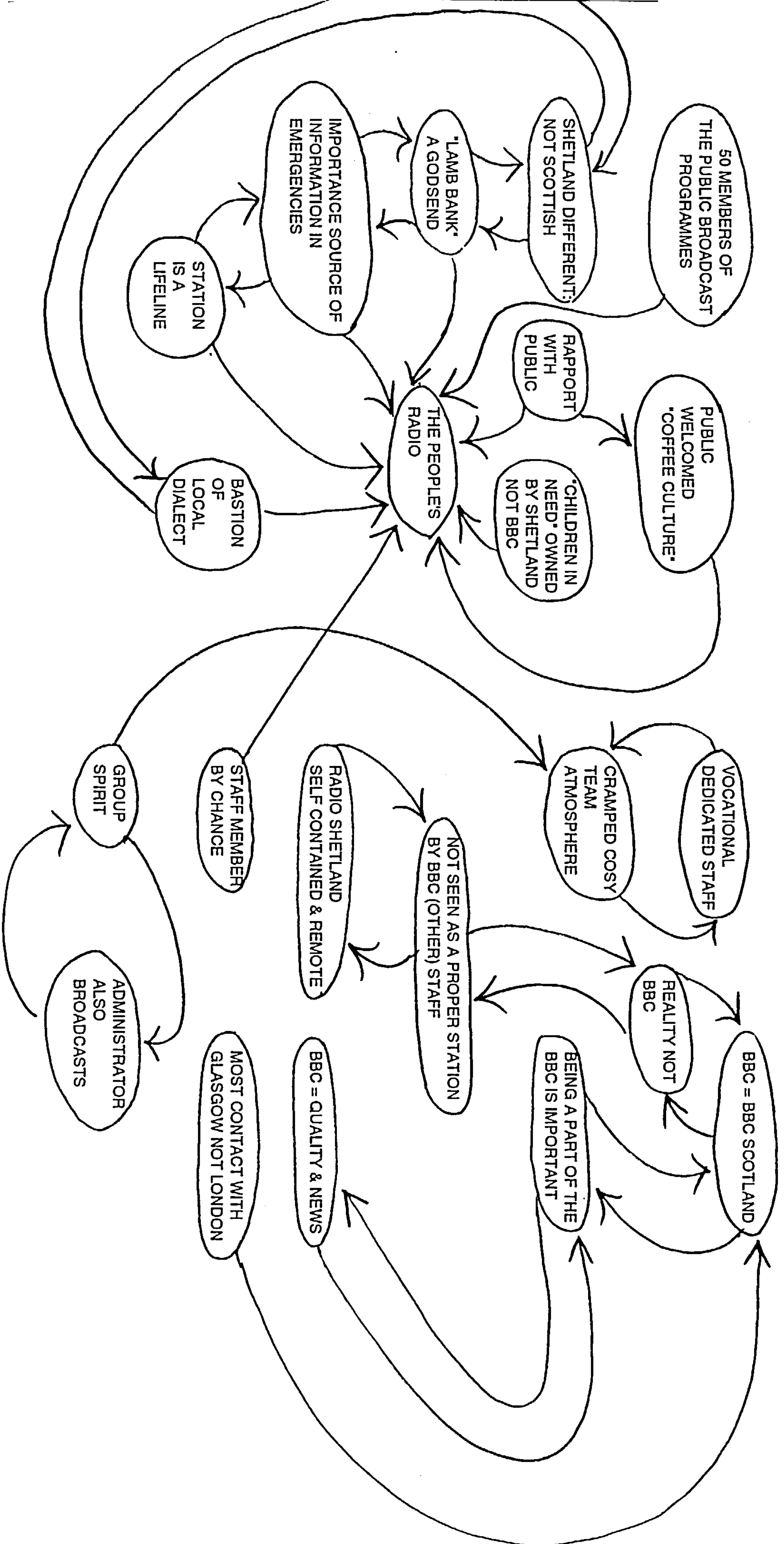
#### 4.4 The Generation of Selective Codes

The final stage of analysis involved analysing the axial codes leading to the generation of selective codes. Selective codes were generated from

- *interviews given at Radio Orkney*
- *interviews given at Radio Shetland*
- *an interview with Pat Walker: a former Acting Controller of BBC Scotland.*

The next section describes the generation of selective codes from Radio Shetland.

FIGURE 4.5:  
 IVY CLOUENESS: AXIAL CODES DERIVED FROM INTERVIEW





#### 4.4.1 BBC Radio Shetland: the generation of selective codes.

The final stage of analysis involved the writer reproducing all the axial codes generated from the three interviews given at Radio Shetland, onto strips of paper. In total some 55 axial codes were generated from these interviews: 19 being generated from Daniel's interview, 13 from the interview with John and Mary and 23 from Ivy.

Subsequently all 55 axial codes were analysed in order to identify codes having similarities or strong connections. Labels representing the essence of the codes were placed in envelopes. As such a similar procedure was followed as with the analysis of open codes. In common with the earlier stages of analysis some adjustments were made when the contents of the envelopes were examined. This resulted in some codes being assigned to other groupings. The analysis of the axial codes resulted in higher categories being generated, *eg. selective codes*. For each selective code the relationship between the axial codes forming the code was represented in diagrammatic form.

The analysis of axial codes from Radio Shetland resulted in six selective code properties being identified. These are shown below.

1. *BBC Scotland's ownership of Radio Shetland was theoretical.*
2. *Ambivalent relationship with BBC Radio Scotland.*
3. *Staff admired the traditional BBC,*
4. *Divisions within the BBC.*
5. *Strong association with the professional group of radio broadcasters.*
6. *Ownership of the station resided with the local populace; station underpinned local culture and staff were dedicated to community.*

Further analysis of the axial codes resulted in the writer identifying six selective codes. These codes were given the selective labels indicated below.

- "Attachment"
- "Alliance"
- "Affection"
- "Kinship"
- "Bonding"
- "Closeness"

Figure 4.6 illustrates the composition of the six selective codes and shows the selective code properties together with the axial codes; making up the selective codes.

**Figure 4.6: THE COMPOSITION OF SELECTIVE CODES FROM INTERVIEWS AT BBC RADIO SHETLAND.**

AXIAL CODES	SELECTIVE CODES	
	PROPERTIES	LABELS
<ul style="list-style-type: none"> <li>- Radio Shetland: self contained and remote</li> <li>- Lack of Contact with South</li> <li>- Confusion re ownership whether BBC/ BBC Scotland</li> <li>- Most contact with Glasgow rather than London</li> <li>- Scotland's management has little impact</li> <li>- Ideally meet Scotland's needs</li> </ul>	BBC SCOTLAND'S OWNERSHIP OF RADIO SHETLAND WAS THEORETICAL	"ATTACHMENT"
<ul style="list-style-type: none"> <li>- Worried about lack of impact on Radio Scotland</li> <li>- Parochial and lacks quality compared to Radio Scotland.</li> </ul>	AMBIVALENT RELATIONSHIP WITH BBC RADIO SCOTLAND	"RESPECT"
<ul style="list-style-type: none"> <li>- BBC = quality and news</li> <li>- admire traditional BBC</li> </ul>	STAFF ADMIRE THE TRADITIONAL BBC	"AFFECTION"
<ul style="list-style-type: none"> <li>- Part of BBC. Important.</li> <li>- TV/Radio divided and rivalry</li> <li>- Dislike TV</li> <li>- Not seen as a proper station by BBC staff</li> <li>- Reality - not typically BBC</li> <li>- Station is insular and office bound</li> <li>- Typical BBC standards are not followed</li> <li>- South more professional</li> <li>- Glasgow see us as second rate</li> <li>- Little experience of other parts of the Corporation</li> </ul>	DIVISIONS WITHIN THE BBC	"KINSHIP"

Continued....

FIGURE 4.6 (continued)

<ul style="list-style-type: none"> <li>- <i>Radio 4 a highpoint of BBC</i></li> <li>- <i>Prefer local radio</i></li> <li>- <i>BBC equals Radio</i></li> </ul>	<p>STRONG ASSOCIATION "BONDING" WITH PROFESSIONAL GROUP OF RADIO BROADCASTING</p>
<ul style="list-style-type: none"> <li>- <i>Children in need owned by islanders not BBC</i></li> <li>- <i>The peoples radio</i></li> <li>- <i>50 members of the public broadcast programmes</i></li> <li>- <i>Station has considerable independence</i></li> <li>- <i>Shetlander's own station</i></li> <li>- <i>Staff all started in station</i></li> <li>- <i>Our own bosses work for Radio Shetland</i></li> <li>- <i>Shetlanders broadcast own programmes</i></li> <li>- <i>Cramped cosy atmosphere</i></li> <li>- <i>Administrator broadcasts</i></li> <li>- <i>Group spirit</i></li> <li>- <i>Vocational nature of work</i></li> <li>- <i>Rapport with public</i></li> <li>- <i>Public welcomed: public offered coffee</i></li> <li>- <i>Hectic workload - bad habits</i></li> <li>- <i>Staff have unusual background</i></li> <li>- <i>Member of the public; broadcaster by chance</i></li> <li>- <i>Lamb bank: a God send</i></li> <li>- <i>Bastion of local dialect</i></li> <li>- <i>A lifeline</i></li> <li>- <i>Station important to community</i></li> <li>- <i>Culture underpins station's identity</i></li> <li>- <i>Shetland different: not Scottish</i></li> <li>- <i>Shetland different values and attitudes</i></li> <li>- <i>Closely tied in with community</i></li> <li>- <i>Real community station</i></li> <li>- <i>Station is integral to community</i></li> <li>- <i>Work flat out for Shetland's needs</i></li> <li>- <i>Strong identification with the public:</i></li> <li>- <i>Public involvement</i></li> </ul>	<p>OWNERSHIP OF THE STATION RESIDED WITH THE LOCAL POPULACE. STATION UNDERPINNED LOCAL CULTURE STAFF WERE DEDICATED TO COMMUNITY "CLOSENESS"</p>

Figure 4.7 shows the writer's interpretation of the link between the six selective codes. The diagram shows the theoretical label of each selective code and also highlights the observation that each code corresponded to a particular ideology, i.e.

- *the Shetland ideology*
- *the current corporate ideology of the BBC*

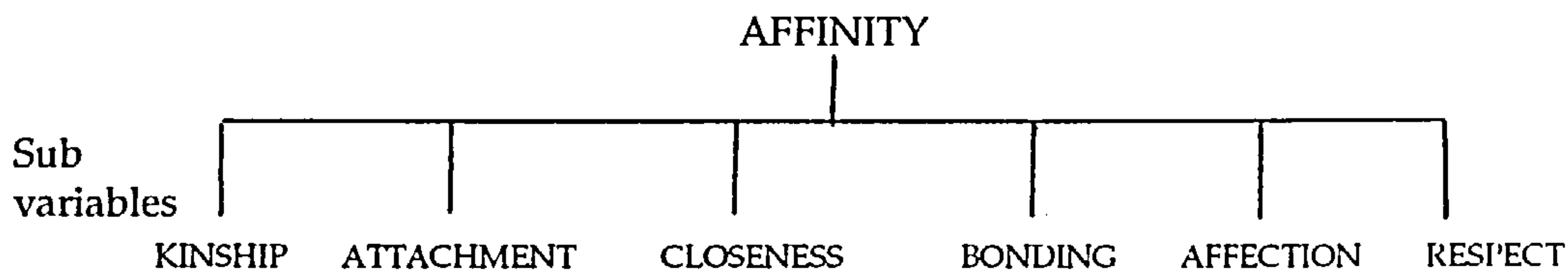


- *the BBC Scotland ideology*
- *the ideology of the professional group of broadcasters*
- *the ideology of the old BBC, i.e. Reithien ideology*
- *the BBC Radio Scotland ideology*

What also became apparent from the data was that not only were all the selective codes underpinned by a distinct ideology but that personnel's association with each ideology was characterised by a common basic social psychological process based on the common variable of **affinity**.

The relationship between the social process of affinity and the selective codes is shown below.

Social Process:

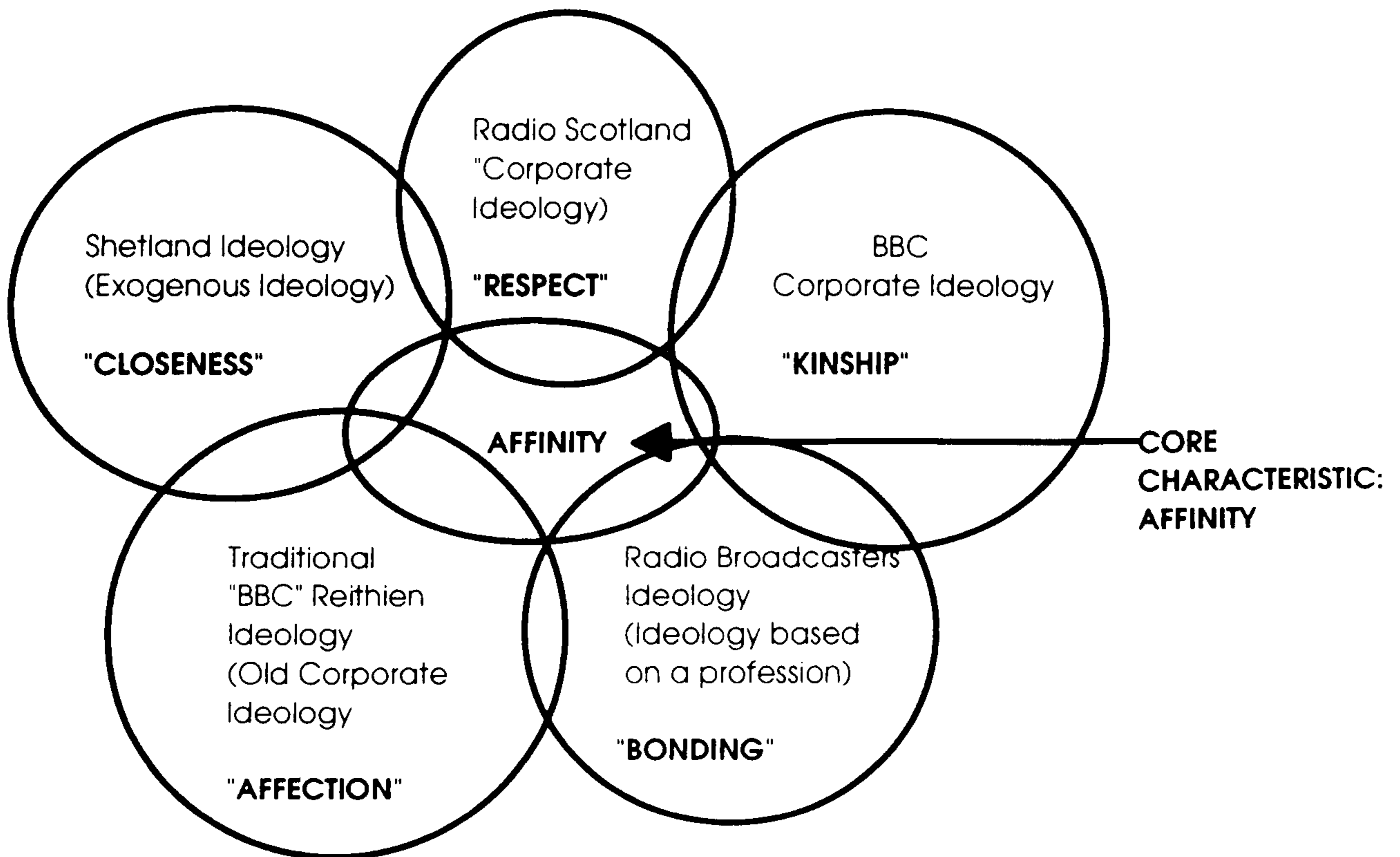


What also became apparent from the data was that there was a rich mix of ideological types within BBC Radio Shetland corporate (both old and new), professional and exogenous cultural (i.e. Shetland). This finding showed that in a very small radio station such as Radio Shetland it was more appropriate to refer to the station's corporate identities rather than to a single corporate identity.

*Figure 4.7* shows the results of the analysis of the data at BBC Radio Shetland in diagrammatic form, i.e. the centrality of the social process of affinity to the ideologies within the station; the sub variables of affinity (kinship, attachment, closeness etc) and the relationship between these sub variables to individual ideologies. The ideologies are also classified into various types - contemporary corporate, old corporate, exogenous cultural, professional, contemporary corporate (current BBC, BBC Scotland, BBC Radio Scotland); old corporate (Reithien BBC); professional (Radio Broadcaster) and exogenous culture (Shetland).

**FIGURE 4.7: DIAGRAM SHOWING THE RELATIONSHIP BETWEEN THE MAIN IDEOLOGIES (& SELECTIVE CODES) AT BBC RADIO SHETLAND**

**BASIS OF BBC RADIO SHETLAND'S IDENTITY**



#### 4.4.2. BBC Radio Orkney: the Generation of Selective Codes

With regard to the analysis of data from BBC Radio Orkney some 77 axial codes were generated from the three interviews.

The interviews at Radio Orkney originally resulted in the generation of 22 selective codes. As with the other stages of the analytical process diagrams were used to assist the researcher with the task of analysis. After further analysis of the selective codes seven main themes emerged from the data. *Figure 4.8.* outlines the descriptive labels assigned to the original 22 selective codes, together with the properties and the theoretical labels assigned to the final selective codes.

**Figure 4.8: THE COMPOSITION OF SELECTIVE CODES AT BBC RADIO ORKNEY**

Descriptive labels assigned to the original 22 "Selective Codes"	Properties assigned to the final 7 Selective Codes"	Theoretical label assigned to Selective Codes
<ul style="list-style-type: none"> <li>- Primary loyalty to Radio Orkney</li> <li>- Preserves dialect and culture</li> <li>- Orkney has a distinctive identity but it is under threat</li> <li>- A central institution - important to community</li> </ul>	Station important to Orcadian culture - primary loyalty is to Orcadian culture	<b>"CLOSENESS"</b>
<ul style="list-style-type: none"> <li>- Loyalty to journalism and radio</li> <li>- Broadcasters are now more professional</li> <li>- Links with Glasgow are stronger</li> </ul>	Strong association with other radio	<b>"BONDING"</b>
<ul style="list-style-type: none"> <li>- There is a need for BBC Scotland</li> <li>- No respect for the Broadcasting Council</li> <li>- BBC Scotland has a weak visual identity</li> </ul>	Ambivalent link with BBC Scotland	<b>"ATTACHMENT"</b>
<ul style="list-style-type: none"> <li>- BBC Scotland has divisions</li> <li>- BBC Scotland an invented division:</li> <li>- 2nd rate</li> </ul>	Divisions within the BBC Family type relationship	<b>"KINSHIP"</b>
<ul style="list-style-type: none"> <li>- Old BBC stands for integrity and for news and reporting</li> </ul>	Respect for old Reithien BBC	<b>"AFFECTION"</b>

*continued...*



Figure 4.8. continued

<ul style="list-style-type: none"> <li>- Work style more open and democratic</li> <li>- Increasing emphasis on news</li> <li>- News emphasis obscures Orcadian identity</li> <li>- Increasingly like Radio Scotland</li> <li>- Ownership of station lies with Radio Station</li> </ul>	<p>Station increasingly like BBC Radio Scotland</p>	<p>"ALLIANCE"</p>
<ul style="list-style-type: none"> <li>- Old station reflected local culture and had local character</li> <li>- Not news based and was reactive and amateurish</li> <li>- Old station strongly identified with the producer</li> <li>- Sometimes had a bad atmosphere: staff kept a secret diary</li> </ul>	<p>Ambivalent attitude to former station's identity</p>	<p>"NOSTALGIA"</p>

As with the analysis of data from BBC Radio Shetland the results of the analysis also revealed that each selective code not only corresponded to a distinct ideology but more importantly, each selective code was characterised by having a common social process which was that personnel had an affinity with each ideology. These relationships are shown below.

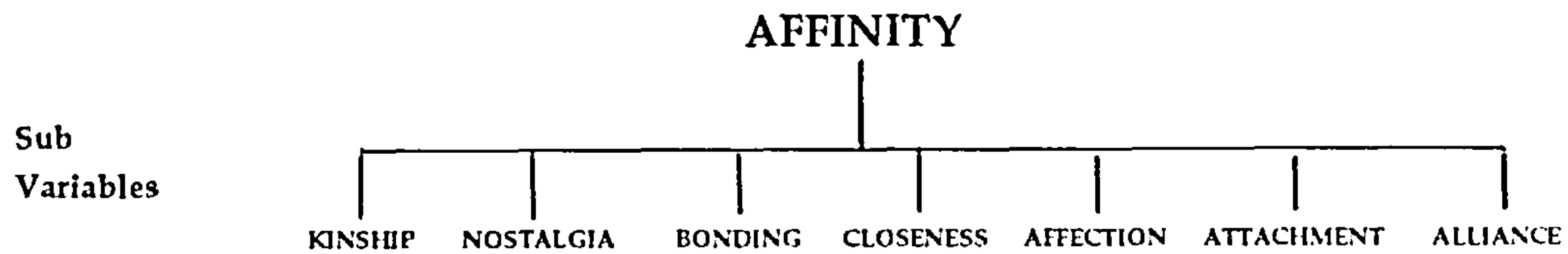
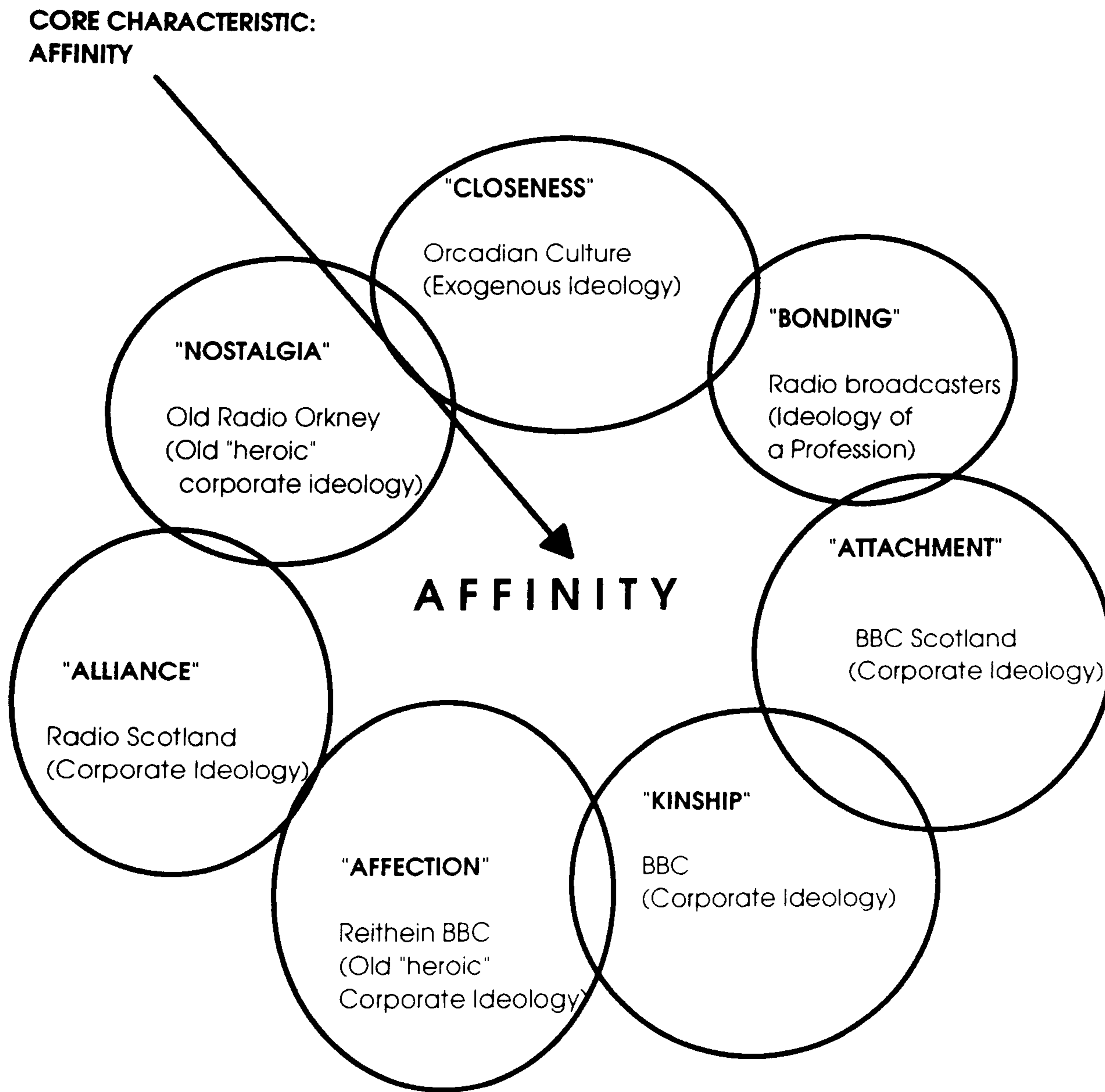


Figure 4.9 expands the basic diagram given above and shows in addition the seven ideologies which correspond to the selective codes together with 9 classifications of the ideologies, i.e. current corporate ideology, old corporate ideology, exogenous ideology (culture) and ideologies based on a profession.

At this juncture the researcher decided to compare the results of the analysis of selective codes from both BBC Radio Shetland and BBC Radio Orkney. This is shown in Figure 4.10.

**FIGURE 4.9: THE RELATIONSHIP BETWEEN THE IDEOLOGIES (& SELECTIVE CODES) AT BBC RADIO ORKNEY**



**Figure 4.10: A COMPARISON BETWEEN THE SELECTIVE CODES GENERATED FROM BBC RADIO SHETLAND AND BBC RADIO ORKNEY**

BBC RADIO SHETLAND

BBC RADIO ORKNEY

"CLOSENESS"  
(Shetland Ideology)  
*Exogenous*

"CLOSENESS"  
(Orkadian Ideology)  
*Exogenous*

"BONDING"  
(Radio Broadcasting's Ideology)  
*Professional*

"BONDING"  
(Radio Broadcaster's Ideology)  
*Professional*

"ATTACHMENT"  
(BBC Scotland Ideology)  
*Corporate*

"ATTACHMENT"  
(BBC Scotland Ideology)  
*Corporate*

"KINSHIP"  
(Current BBC Ideology)  
*Corporate*

"KINSHIP"  
(Current BBC Ideology)  
*Corporate*

"AFFECTION"  
(Old Reithien BBC Ideology)  
*Heroic Corporate - Old*

"AFFECTION"  
(Old Reithien BBC Ideology)  
*Heroic Corporate - Old*

n/a

"ALLIANCE"  
(Radio Scotland Ideology)  
*Corporate*

"RESPECT"  
(BBC Radio Scotland )  
*Corporate*

n/a

n/a

"LIKING"  
(Old Radio Orkney Ideology)  
*Heroic/old*

(The categorisation Heroic may be unfamiliar to the reader. The concept of 'Heroic Identity' was postulated by Professor Olins in 1978, i.e. an identity built around the founder or an individual within an organisation. In the example given above this refers to the BBC's first director General - Lord Reith - and to Radio Orkney's first manager).



*Figure 4.10* reveals a good deal of similarity between the selective codes and ideologies. The basis of the affinity with BBC Radio Scotland, however, was different. Whereas BBC Radio Orkney saw itself as being linked to Radio Scotland, albeit as a junior partner, the data indicated that the amateur and highly localised activities of BBC Radio Shetland resulted in the station's staff having an affinity to Radio Scotland which was more at arm's length and was based on respect. From the diagram it will become apparent that the old Radio Orkney ideology is peculiar to that station.

#### **4.4.3 A re-examination of the data and the incorporation of data from an interview with a former Acting Controller Scotland**

Whilst the analysis of data showed a remarkable similarity in the findings generated the researcher decided to re-check the data. As such it was decided to analyse the axial codes from both stations and, in addition, to include the axial codes which had been generated from an analysis with a former Acting Controller Scotland (i.e. Chief Executive). *As such over 170 axial codes had to be analysed.*

The process of analysis initially resulted in the formation of 33 selective codes: descriptive labels of the 33 codes are given in *Figure 4.11*. However further analysis of the data resulted in seven main themes emerging from the data.

The result of this stage of analysis is shown in *Figure 4.11*. For the main the analysis confirmed the results of the earlier stages of analysis, i.e. the basic social psychological process of affinity to corporate identity formation. One difference was that the selective code "RESPECT" which applied to the category of affinity Radio Shetland had with Radio Scotland did not appear. It will also be seen from *Figure 4.11* that the data from the former Controller Scotland re-inforced the division between Heroic ideology of the Reithian BBC and the current BBC ideology.

After these selective codes had been generated a comparison was made between the selective codes generated from Radios Orkney and Shetland. The following chart - *Figure 4.11* - illustrates the degree of similarity between the selective codes derived from both stations.

**Figure 4.11: THE SEVEN THEMES (E.G. A - G) DERIVED FROM THE ANALYSIS AND SYNTHESIS OF DATA FROM ALL INTERVIEWS**

**A: "CLOSENESS"**

Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes			FIGURE
	ORKNEY	SHETLAND	SNR BBC	
Stations are self contained	3	4	-	
Scotland has distinct island communities	3	1		
Both stations are important to island communities	3	4		
Stations support and reflect local culture	6	3		
Staff dedicated to communities	-	3		
Ownership of stations rests with local people	-	3		
Strong public involvement with station	3	9		

**B: "AFFECTION"**

Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes			FIGURE
	ORKNEY	SHETLAND	SNR BBC	
Great respect for traditional BBC	2	2		
Respect for old BBC	1	-		7
In the past more training	-	1		1

**C: "BONDING"**

Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes		
	ORKNEY	SHETLAND	SNR BBC FIGURE

Old BBC survives in radio: the World Service Radio and in Radio 4	-	3	
Loyalty to journalism and to radio	1		

**D: "KINSHIP"**

Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes		
	ORKNEY	SHETLAND	SNR BBC FIGURE

BBC has divisions and rivalry particularly notable in the TV/Radio division	5	2	7
Local stations feel inferior	2	5	2
Work style: amateur/ democratic (local stations)	3	3	-
Staff (local stations) have unconventional background	22	-	-
Like to be part of BBC	5	1	-

**E: "ATTACHMENT"**

Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes		
	ORKNEY	SHETLAND	SNR BBC FIGURE

Little respect for BBC Scotland's management	4	1	-
Influence of civil servants and accountants	2	2	-
Glasgow remote from public	-	1	-
Need for BBC Scotland	2	1	-
Controllers fight for Scotland	-	-	3

*Continued*



BBC Scotland created by 'pending' devolution and for technical reasons -	-	3		
BBC Scotland has a weak visual identity	1	-		-
<hr/>				
<i>F: "ALLIANCE"</i>				
Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes			
	ORKNEY	SHETLAND	SNR	BBC FIGURE
<hr/>				
Increasing influence of Radio Scotland	4	2		-
Concern about not meeting Radio Scotland's needs	-	2		-
Radio Scotland has a weak visual identity	2	-		-
New managers are more professional and have more in common with BBC Radio Scotland	3	-		-
<hr/>				
<i>G: "NOSTALGIA"</i>				
Descriptive Labels of initial selective codes	Number and source of Axial Codes forming descriptive label of Selective Codes			
	ORKNEY	SHETLAND	SNR	BBC FIGURE
<hr/>				
With a change of management Radio Orkney had more news and less character	3	-		-
Orkney now has more links with Glasgow and has, as a consequence, a weaker identity	7	-		-
Old station had character and was endearing	3	-		-
Old station had a bad atmosphere, i.e. "secret diary"	3	-		-
Old station built on the main personality of the old station	4	-		-

As with the formation of selective codes derived from the analysis of data the main themes derived from the analysis of all the information were shown in diagrammatic form. This is shown in *Figure 4.12*.

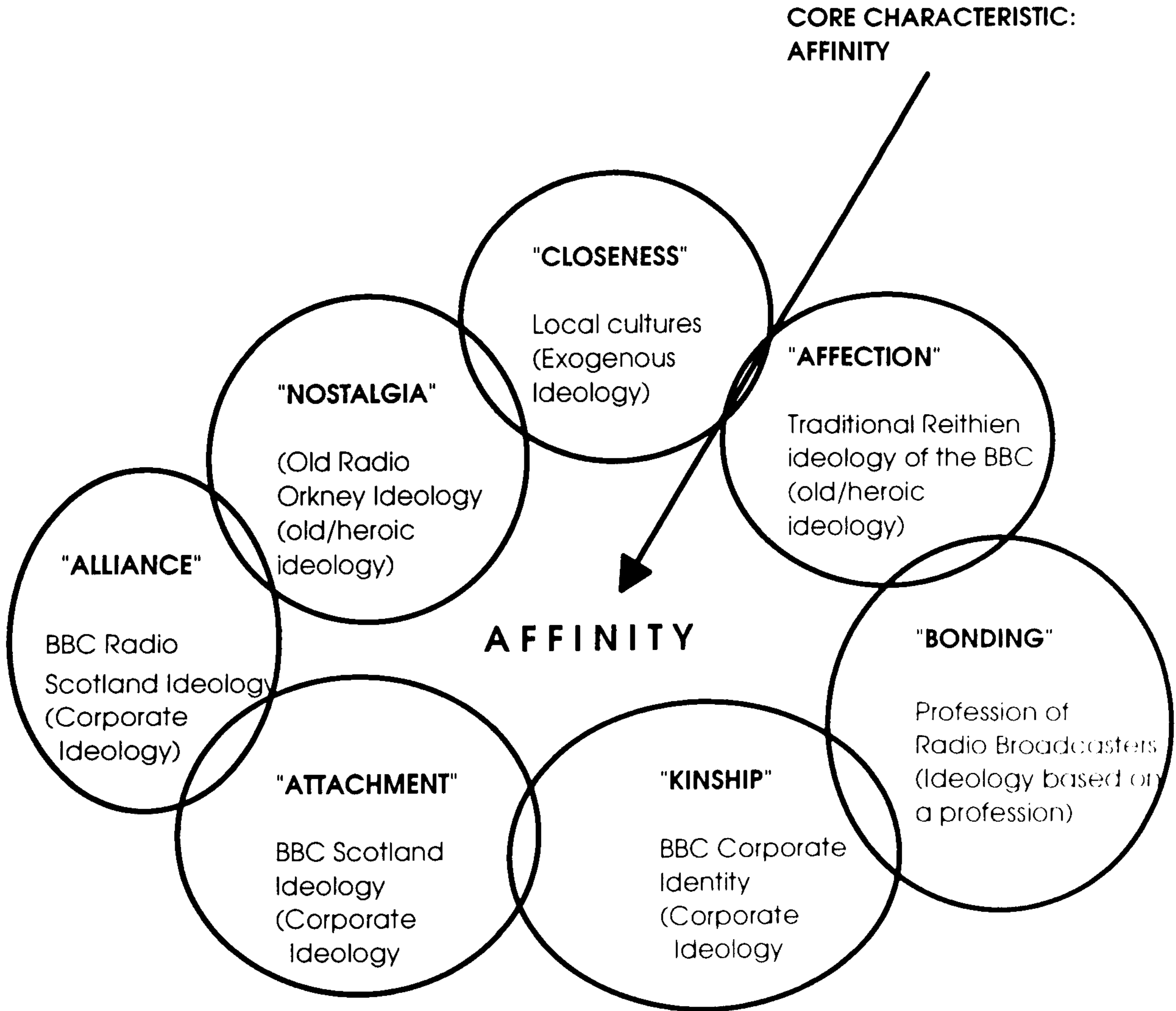
#### 4.4.4. Initial interpretation of the seven themes generated from all the Interviews

The writer found a good similarity during the final stages of the data from (a) BBC Radio Shetland, (b) BBC Radio Orkney and (c) the interviews in their totality. The common characteristics may be described as follows:

- (i) the basic social psychological process linking all the main themes/ideologies was based on the concept of *affinity*.
- (ii) That in small corporate units as BBC Radios Shetland and Orkney personnel had an attachment to *several* ideologies.
- (iii) There were basic sub categories of the social process of affinity which revealed that there were many types of affinity, i.e. based on bonding, nostalgia, alliance, closeness etc.
- (iv) Ideologies were not limited to "corporate ideologies" but included "exogenous cultures", "professional groupings", and "old heroic" ideologies which were strongly associated with an individual's initial vision for an organisation. Most notable from the finding was that personnel still had an affinity with the original Reithien vision of the BBC.

However, the most significant finding was the importance of the basic social process based on affinity. *Figure 4.13* illustrates the link with the seven main themes and ideologies with the common social process of affinity. The rationale for the type of affinity revealed in this thesis is also outlined.

FIGURE 4.12: THE MAIN THEMES GENERATED FROM AN ANALYSIS OF ALL THE INTERVIEWS





**FIGURE 4.13 THE CHARACTERISTICS AND BENEFITS OF EACH OF THE SEVEN THEMES**

THEME	COMMON SOCIAL PROCESS	IDEOLOGY BASED ON LOCAL CULTURE	CATEGORY OF IDEOLOGY
"CLOSENESS" →	AFFINITY ←	LOCAL (EXOGENOUS CULTURE)	IDEOLOGY BASED ON LOCAL CULTURE
"AFFECTION" →	AFFINITY ←	TRADITIONAL BBC	CORPORATE OLD HEROIC 'HEROIC' AND REITHIEN
"BONDING" →	AFFINITY ←	PROFESSIONAL GROUP OF BROADCASTERS	PROFESSIONAL GROUPING
"KINSHIP" →	AFFINITY ←	CURRENT BBC 'ONE BBC'	CORPORATE
"ATTACHMENT" →	AFFINITY ←	BBC SCOTLAND	CORPORATE (Subsidiary)
"ALLIANCE" →	AFFINITY ←	BBC RADIO SCOTLAND	CORPORATE (Section of a Subsidiary)
"NOSTALGIA" →	AFFINITY ←	OLD RADIO ORKNEY 'HEROIC'	OLD HEROIC COMMUNITY

#### 4.5 Moving from Analysis to Synthesis.

The description given thus far has outlined the process of analysis undertaken by the writer. However, the writer's methodological approach was explanatory within the research paradigm of naturalism: as such the primary research 'tool' was the writer. As such, it was up to the writer to *make sense* of the analysis by means of *synthesis* and this will be undertaken in the following chapter.

#### 4.6 Chapter Summary

This chapter explained how the data derived from the interviews at both Radio Shetland and Radio Orkney was analysed. In order that the reader could follow the process of analysis the writer made reference to the

transcript of an interview with Ivy Clueness - a production assistant at BBC Radio Shetland. A full transcript of the interview is given in the *Appendix 4.1*. The process of analysis was further communicated by reference to integrative diagrams which illustrated his process of analysis. The process of analysis revealed a good deal of similarity in the findings generated from both Radio Orkney and Radio Shetland. The writer also double checked this result by re-examining the data collected in both stations together with the data collected from an interview with a former Acting Controller of BBC Scotland.

Whilst the description given in this chapter has outlined the process of analysis and the results generated therein, this does bring this thesis to a conclusion. Since the methodological approach adopted in this thesis is *explanatory* there is a need for the writer to *interpret* these findings (*e.g. to synthesise the data*) in order to *generate a theory*. Furthermore, in order for a thesis to be of doctoral standard the researcher is required to state *how* the research has led to an advance with regard to research methodology *or* explain the implications of the findings for policy makers. In addition to theory generation the writer has attempted to meet the *second* of the aforementioned criteria. The following chapters explain the implications of his findings to academics and managers - particularly those within the BBC.

# **VOLUME TWO**



**CHAPTER FIVE**  
**THE INTERPRETATION OF THE FINDINGS**  
**&**  
**POLICY ADVICE**

## 5.0. Abstract

This chapter will examine the findings derived from the analysis of data.

Successful doctoral theses typically satisfy two of the following requirements: *(a) make a new contribution to knowledge; (b) provide useful advice for policy makers or (c) make a contribution to research methodology. The author contends that this thesis meets the first two of the three criteria.*

This thesis attempts to explain (a) the basic social psychological process of corporate identity formation and (b) the basic social structural process underpinning corporate identity formation and maintenance. With regard to explaining the social psychological process underpinning corporate identity the writer's analysis of data revealed the core variable was "affinity". However, this finding was complicated by the fact that personnel in both BBC Shetland and BBC Orkney had an affinity to at least six ideologies. What became apparent from the research was that there were different reasons why personnel had an affinity with a particular ideology, i.e. an affinity based on closeness, liking, bonding, attachment, nostalgia etc. Moreover, the ideologies were not limited to corporate ideologies. In both stations it was the local cultural ideology of Shetland and Orkney to which staff had the strongest affinity.

In addition, a synthesis of the data led to the articulation of the basic structural process with regard to the acquisition and maintenance of corporate identity management.

With regard to policy advice, recommendations are given to senior managers (a) within BBC Scotland; (b) within the BBC and (c) to senior managers generally. In addition, policy advice is given to the Secretary of State for National Heritage in view of the introduction of a new Royal Charter for the BBC in 1997.

The policy advice, stresses the need for policy makers to show sensitivity to the existence of multiple ideologies; to appreciate that there are various reasons why personnel have an affinity with a particular ideology; to consider nurturing existing ideologies and to appreciate that corporate identity is an on-going concern and is multidisciplinary in nature.

## 5.1. Structure of Chapter

The chapter is divided into three parts.

*PART A: (Outlines the main and subsidiary theories emerging from the analysis of data).*

The main theory emerging from this thesis is that:

- (a) The basic social psychological process of corporate identity formation is based on personnel's affinity with an ideology.
- (b) Corporate identity is underpinned by multiple ideologies which are based on different types of affinity.
- (c) Personnel may show an affinity to non corporate ideologies.
- (d) The strength of affinity to an ideology is likely to reflect the level of benefits offered by the ideology.
- (e) That subsidiaries (such as BBC Scotland) are likely to experience greater difficulty in nurturing a strong corporate ideology where personnel have a strong affinity to the core corporate ideologies and to the local cultural ideology.

*PART B: (Provides policy advice for (i) senior managers within and outside the Corporation and (ii) The Secretary of State for National Heritage).*

*PART C: (Outlines the basic structural process of corporate identity formation based on the findings of this thesis).*

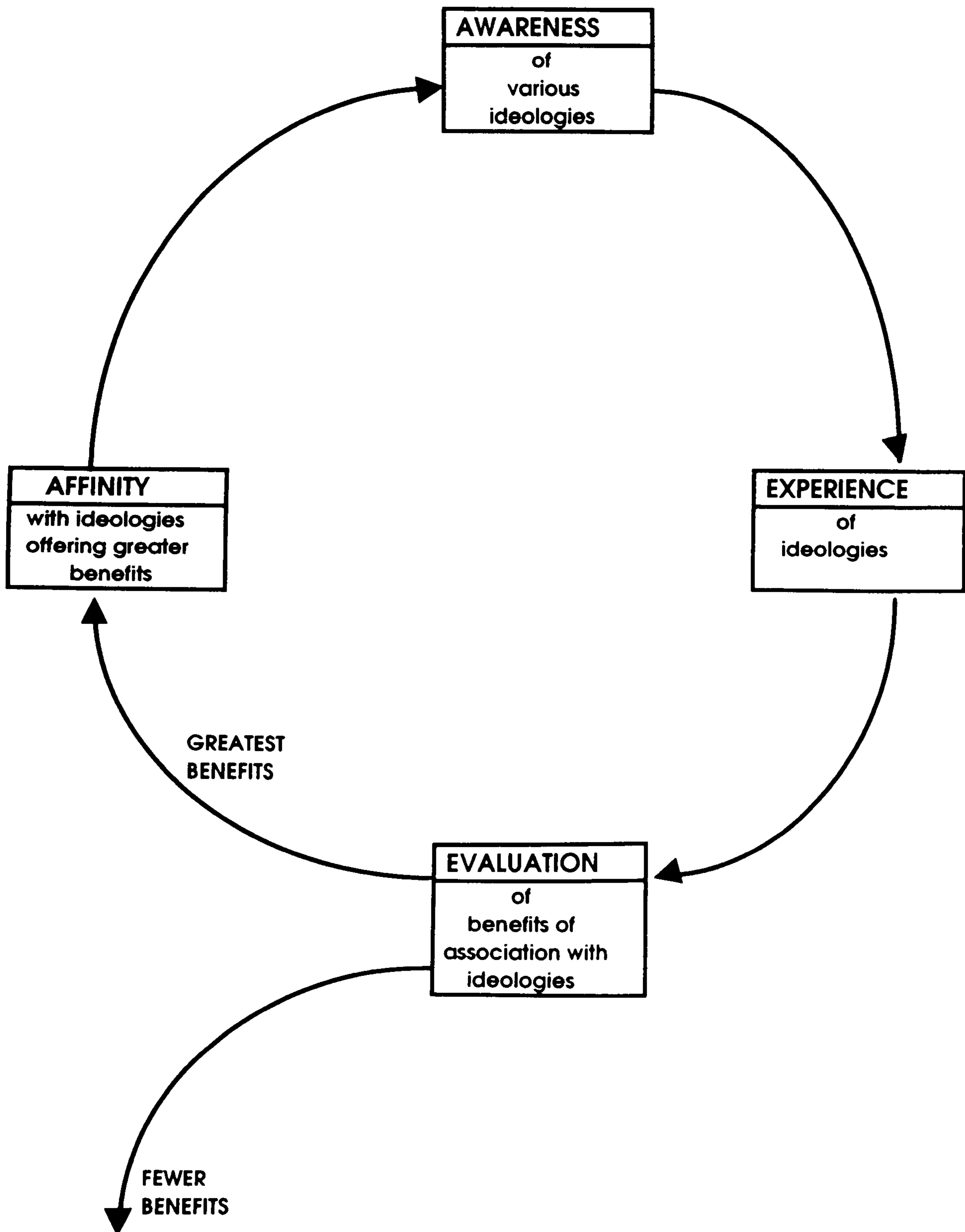
## 5.2. Finding: the importance of "Affinity" to the basic social psychological process underpinning Corporate Identity Formation.

The main finding of this thesis is that the basic social psychological process of corporate identity formation is based on personnel demonstrating an affinity with several ideologies.

A representation of the basic social psychological process involved in the adoption of a corporate identity is shown in *Figure 5.0*. The process is cyclical in that the degree of affinity to particular ideologies can alter and as such



**FIGURE 5.0: SYNTHESIS OF THE BASIC SOCIAL PSYCHOLOGICAL PROCESS RE THE ADOPTION OF CORPORATE IDENTITY. (CYCLICAL)**



corporate identities themselves can change. The writer's synthesis of the data has resulted in the formation of a basic four stage process of corporate identity adoption commencing with (a) awareness of individual ideologies, (b) experience of individual ideologies etc., (c) evaluating the benefits of association with individual ideologies, (d) having an affinity with those ideologies offering the greatest benefits. *(See Figures 4.7, 4.9, 4.12 and 4.13 in Chapter Four which illustrates the centrality of affinity to the basic social psychological process of corporate identity formation).*

However, as the researcher argued in Chapter Two there is a difference between corporate identity and an identity reflecting the corporate mission and philosophy. The writer's synthesis of the data had led to the conclusion that the basic social psychological process underpinning the latter occurs when the dominant ideologies present within an organisation broadly support an organisation's core mission and philosophy.

*Figure 5.1* shows the basic social psychological process involved in the adoption of a corporate identity which reflects the organisation's core mission and philosophy.

*Figure 5.2* reveals the basic social psychological process in corporate identity formation in more detail and attempts to show *(a) that the evaluation of individual ideologies is ongoing, (b) that in addition to corporate ideologies others will be evaluated such as professional ideologies, (c) that groups both within and outside the organisation go through this process.*

### **5.3. Finding: Corporate Identity is underpinned by multiple types of ideologies which are based on different types of "AFFINITY".**

The analysis of data revealed that the identity of both stations was underpinned by at least six distinct ideologies.

The data showed that personnel had an affinity with different types of ideology and as such, the corporate identity of each station was more complicated than had been anticipated. The analysis of data revealed there to be many reasons why personnel had an affinity with an ideology, i.e. closeness to the community (Orkney and Shetland ideologies); Bonding (links with the international profession of radio broadcasters) etc. Reference to

**FIGURE 5.1: SYNTHESIS OF THE BASIC SOCIAL PSYCHOLOGICAL PROCESS INVOLVED IN THE ADOPTION OF A CORPORATE IDENTITY WHICH REFLECTS THE CORPORATE MISSION & PHILOSOPHY. (CYCLICAL)**

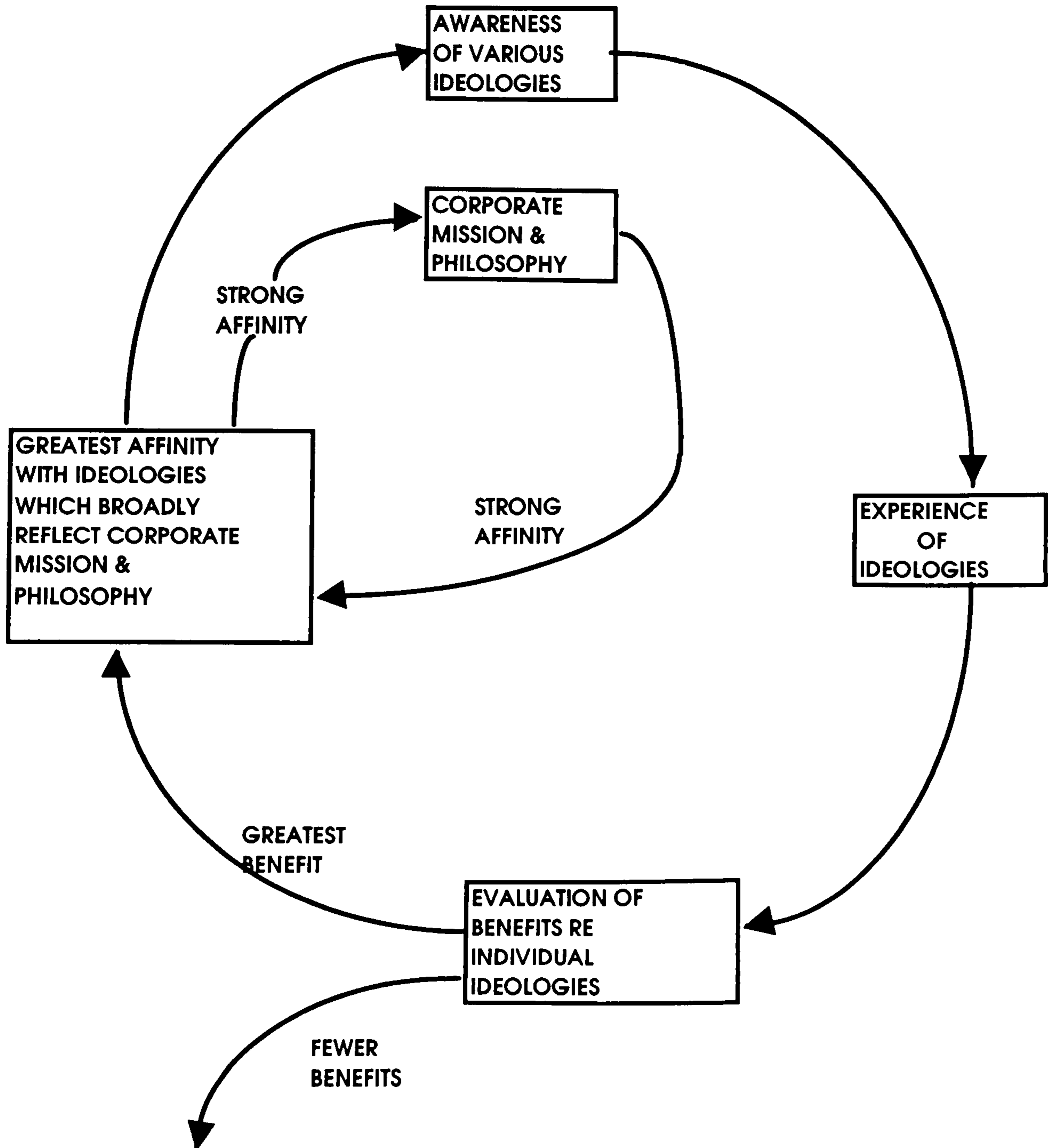




FIGURE 5.2: A PRESCRIPTIVE MODEL OF THE BASIC SOCIAL PROCESS OF CORPORATE IDENTITY ADOPTION LEADING TO AN IDENTITY WHICH REFLECTS THE CORPORATE MISSION & PHILOSOPHY.

(The process may start at either 1 or 3. However, consideration of the philosophy of the organisation's founder should always be undertaken)

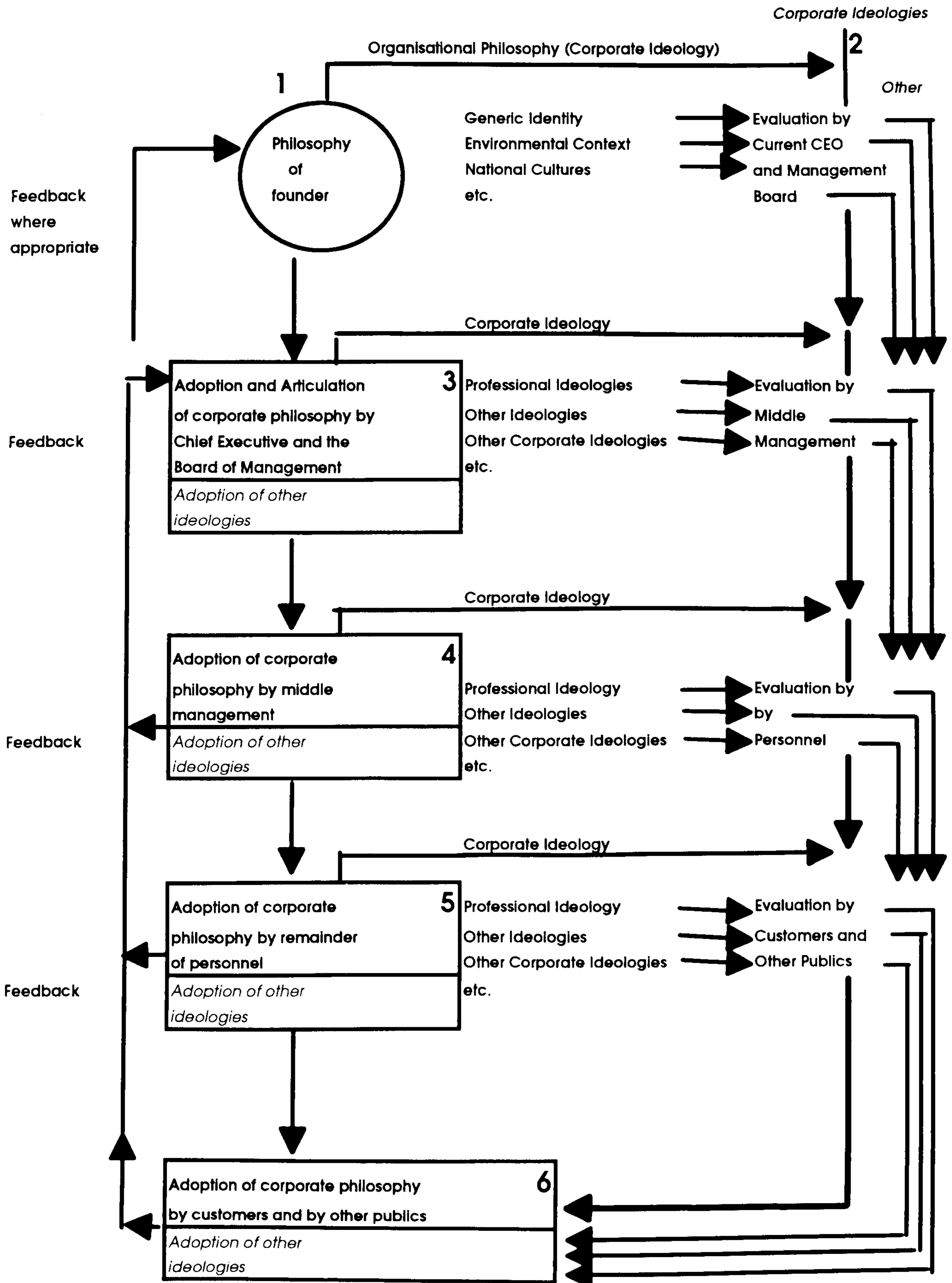
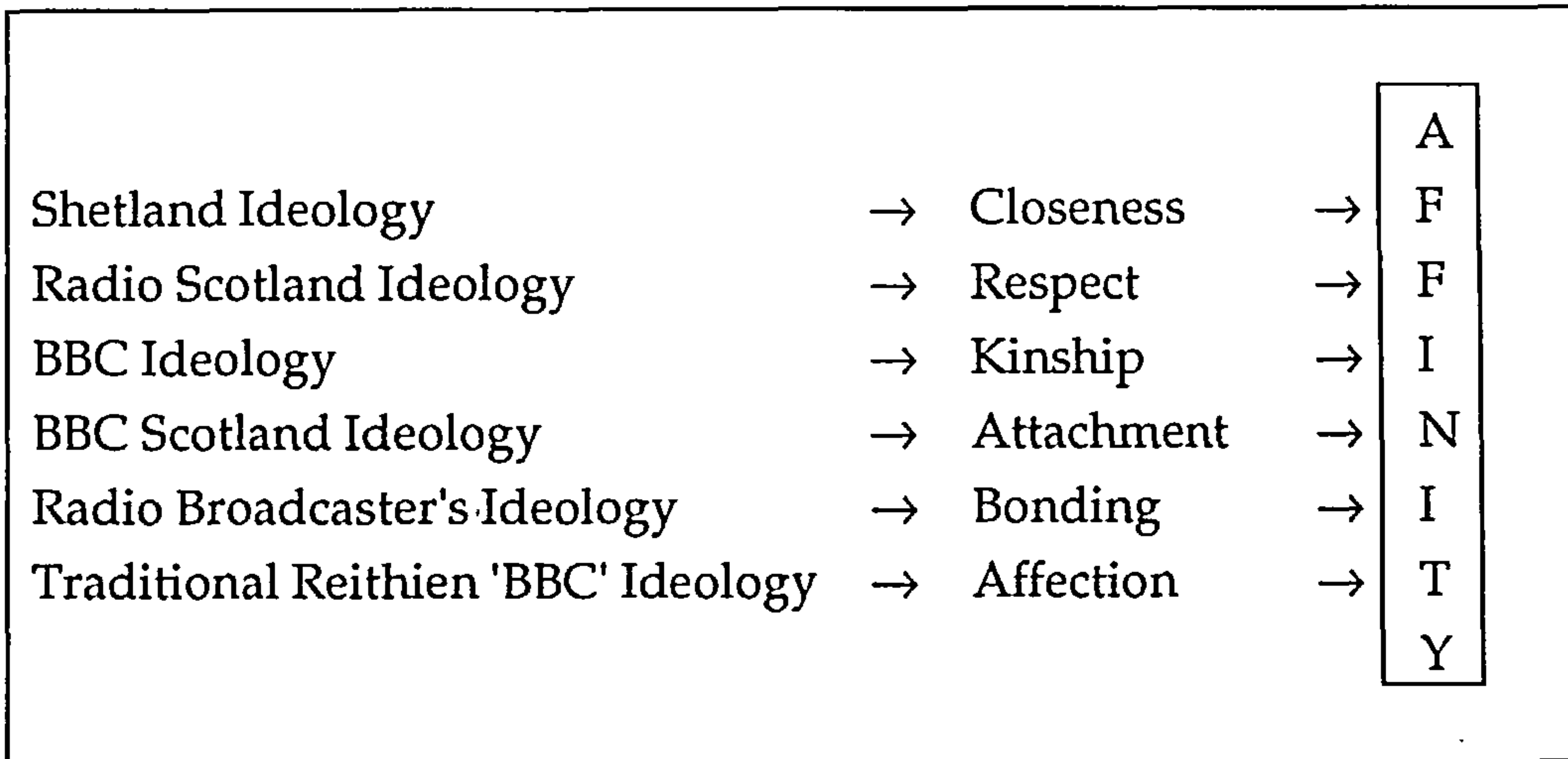


Figure 4.11 in Chapter Four outlines the descriptive selective codes which help explain the various sub categories of affinity.

This finding helped to define the concept of the corporate personality in that the writer concluded that the corporate personality refers to the mix of ideologies to which personnel have an affinity. This is outlined in the diagram below taken from the findings from BBC Radio Shetland.



CORPORATE PERSONALITY

The next two sections explains why personnel in both stations had such a strong affinity to non corporate ideologies.

**5.4. Finding: Personnel had a strong affinity to non corporate ideologies.**

The analysis of data revealed that personnel in both stations had a strong affinity to (i) the ideology of the local culture, and (b) to the ideology of the professional group of radio broadcasters. (See Figures 4.7, 4.9 and 4.12 in Chapter Four).

The synthesis of the data has led the writer to identify the following reasons why the strength of the exogenous cultures within both stations was so strong. It may be recalled that the writer found that the label "CLOSENESS" described the type of affinity personnel enjoyed with the local exogenous culture. This may be explained as follows:

*(a) staff were committed to serving the local communities and saw the stations as maintaining and reinforcing the distinct cultures of Shetland and Orkney.*

In both stations personnel saw their role to be "vocational". They saw the stations' output as supporting the different cultures of the islands which personnel considered to be under threat. In both stations the data revealed that the main objective of personnel was to meet the needs of the local communities. A tangible example of this was that both stations were keen to give the local dialect legitimacy through using it in their broadcasts. See *Figures 4.6 and 4.8. Look at the category entitled "Closeness"*.

*(b) personnel had strong links with the local community.*

The overwhelming majority of personnel in both stations were natives of either Shetland or of Orkney. Even those who were not from one or other of the island groups had strong links and an emotional attachment with the local community. See *Figure 4.7: Chapter Four*.

*(c) personnel had limited experience of other parts of the Corporation.*

Personnel had limited contact or experience with other parts of the BBC - including BBC Scotland. Most staff had not worked anywhere else in broadcasting other than their local radio station. See *Figure 4.6: Chapter Four*.

*(d) the accessibility of both radio stations.*

In *both* stations the public enjoyed a high degree of access. This was encouraged by personnel who were keen that the local populace should be intimately involved with the running of the stations (i.e. fifty or so of the station's broadcasters in Radio Shetland came from the local population). The importance of public access was particularly noticeable in *BBC Radio Shetland*. In this station the layout was such that the public were *encouraged* (e.g. *they had no option*) but to walk right in to the work area. Moreover, the fact that the coffee pot was kept brewing all the time and the fact that *all* visitors were offered coffee was indicative of (i) of the hospitality offered to the station's frequent visitors and (ii) the hospitality offered to the fifty or so members of the public who were, in effect, honorary broadcasters. From the writer's observations the majority of visitors accepted the offer of coffee. The



provision of coffee was not simply because staff liked coffee. *See Appendix 5.10.1 and 5.10.2.*

*(e) the local community permeated the cultures of both stations through their major contribution as broadcasters.*

In Radios Shetland and Orkney the local populace made an important contribution to the broadcast output of the stations. For example, the interviews undertaken by the writer revealed that 50 members of the public regularly contributed to the broadcast output at Radio Shetland. Whilst their total broadcast output cannot be compared to the broadcast output of full-time personnel this figure is nonetheless very large for a station with only a handful of full-time staff. In effect, the populace enjoyed the status of honorary members of staff. The impact of the above activities on the identity of the stations cannot be over stressed. It would appear that this regular and intimate association with the public by Radios Orkney and Shetland *strengthened* the ideology of the exogenous cultures within both stations. *See Figure 4.12 in Chapter Four.*

*The writer's analysis of the interviews at BBC Radio Shetland revealed that the ownership of this station resided with the local populace. See Figure 4.6 in Chapter Four and Appendix 5.6.*

*(f) the strength of the local island cultures.*

This is attributable to the relative isolation of both island groups. This isolation has ensured the survival of the distinct island cultures and diminished the impact of other cultural influences whether they come from Scotland or from the professional groups within the Corporation. Thus, it was natural that personnel should have such a strong affinity to the exogenous culture.

Even though this thesis focused on two comparatively small radio stations (*having around half a dozen staff*) the writer found that several ideologies were present within each station. Leaving aside the influence of the culture of the island groups (*the exogenous culture*) the writer found that staff also associated themselves with the professional group of radio broadcasters.



#### 5.4.1. Affinity to a Professional Ideology.

Whilst the data revealed that personnel had a particularly close affinity to the ideology of the local culture this was not the only non-corporate ideology to which staff had an affinity. Personnel in both stations demonstrated a bond with the worldwide professional group of broadcasters. Thus the basic social process of affinity in corporate identity formation in both stations was remarkably wide, i.e. on the one hand based on closeness with a tightly knit cultural group, and secondly, based on a worldwide professional group of broadcasters. See *Figures 4.6 and 4.8 in Chapter Four* which illustrates the finding from the data.

At this juncture the researcher will remind the reader of (a) how the multiple ideologies were revealed and (b) will refer to the characteristics of individual ideologies.

#### 5.5. Explaining the existence of multiple ideologies with reference to Gregory (1983) and Pettigrew (1983).

In chapter Three the author stated that he used Gregory's (1983) and Pettigrew's (in Van Mannen 1983) scheme in revealing the existence of distinct ideologies by the language, myths and rituals of each.

*DETAILED REFERENCE TO THE DISTINCT LANGUAGE (ARGOT), MYTHS AND RITUALS. THESE APPEAR IN APPENDICES 5.0 to 5.10.3. In supporting the existence of these ideologies the writer will draw on data collected during BOTH periods of research undertaken within BBC Scotland.*

Before describing the various ideologies the writer will summarise Pettigrew's description of language, ideology, ritual, myth and will note their importance.

##### 5.5.1. Revealing Ideologies

Pettigrew comments that an ideology encompasses a set of *values and beliefs* about the social world. Ideologies can play a significant rôle in the process of organisational creation because they have the potential to link attitude and action. For example *the ideology of the Professional Group of Radio Broadcasters* is characterised by personnel being proud to work for radio; regarding radio as the preeminent broadcasting medium and feel that they are the real successors of the Corporation's glorious past.

### 5.5.2. Revealing Ideologies: Language (Argot)

Pettigrew points out that in its' immense variety and complexity, language can typify and stabilise experience and integrate those experiences into a meaningful whole. Pettigrew notes that by acquiring the categories of a language one reveals the structured ways of a group and their *values*. *Examples of the distinct argot generated by both periods this research are as follows:*

ARGOT	IDEOLOGY	AFFINITY TYPE	EXPLANATION
"Radio Howie"	Old Radio Orkney	"Nostalgia"	Nickname
"Tin Whistle"	Old Radio Orkney	"Nostalgia"	Refers to a passion of Howie Firth (former Head of Radio Orkney) who played the tin whistle. A well known party trick was for him to play two tin whistles by blowing them through his nose.
"The People's Radio"	Shetland	"Closeness"	Nickname referring to BBC Radio Shetland
"Lamb Bank"	Shetland	"Closeness"	Phrase used in Shetland for the adopt a lamb scheme operated by Radio Shetland.
"Being Birted"	BBC	"Kinship"	Refers to meetings chaired by John Birt (the Director General) where personnel can ask questions.
"Dukie"	BBC	"Kinship"	Refers to the Chairman of the BBC's board of governors (Marmaduke Hussey) and his somewhat patrician manner.
"Chuckles"	BBC Scotland	"Attachment"	Broadcasting Council for Scotland. (Sir Graham being small, chubby and personable).
"Securitate"	BBC Scotland	"Attachment"	Refers to those working in the office of Secretary Scotland and Head of Information (a member of the Management Board) who are compared with Ceaucescau's police service.



### 5.5.3. Revealing Ideologies: Ritual

Pettigrew comments that actions and gestures can express meaning. The crucial feature of ritual is not what it says but rather what it represents. It can reveal a hierarchy among groups as well as an indication of those organisational activities which are prized. *Appendix 5.13 gives examples of Ritual. For example, (See Appendix 5.13) the headquarters of BBC Scotland in Glasgow was felt to be non user-friendly, e.g. it occupied a fortress-like position and was surrounded by large railings. Within the building, its layout reflected the corporate hierarchy and this was reinforced by staff behaviour. In contrast, in BBC Shetland, See Appendix 5.13.2, all the personnel worked in one room and the room also doubled up as a reception area for the public. There was little in the way of demarcation between personnel either in the layout of the office or in staff apparel.*

### 5.5.4. Revealing Ideologies: Myths

With regard to myth Pettigrew concludes that a system of myths reflect what is acceptable or unacceptable. He states that the concept of myth has a powerful analytical rôle to play in studies of the creation of organisational culture. *Appendix 5.10 - 5.11 details some of the myths surrounding the Corporation, eg. BBC Scotland, BBC Radio Shetland and BBC Radio Orkney.*

The list *given below* details the myths the writer found as a result of his analysis of data.

#### **MYTHS WITHIN THE BBC**

- *Myth of the "one BBC". (See Appendix 5.9)*
- *Myth of Public Accountability within the BBC. (See Appendix 5.9.1)*

#### **MYTHS WITHIN BBC SCOTLAND**

- *Myth of the Distinctiveness of BBC Scotland's Identity. (See Appendix 5.10.1)*
- *Myth that Scottish Culture is important . (This being a belief held by personnel of BBC Scotland. (See Appendix 5.10.2)*
- *Myth of BBC Scotland's Concern with Quality. (See Appendix 5.10.3)*
- *Myth of the non-sectarian BBC Scotland. (See Appendix 5.10.4)*



## MYTHS WITHIN BBC RADIO SHETLAND & BBC RADIO ORKNEY

- *Myth of "Radio Howie" (BBC Radio Orkney). (See Appendix 5.11*
- *Myth of BBC Radio Orkney and Shetland not being seen as proper BBC stations. (See Appendix 5.12)*

### 5.5.5 Description of the ideologies found within BBC Radio Shetland and BBC Radio Orkney

*As with the above, the following section draws on both periods of research. As such, it details the ideologies found within the BBC, Radio Orkney and BBC Shetland (sections a - g: based on the second period of research) and within BBC Scotland (sections h - k based on the first period of research which largely took place at Broadcasting House, Glasgow).*

#### PART A: IDEOLOGIES FOUND IN RADIOS ORKNEY AND SHETLAND

##### *(a) the ideologies of the local cultures in Shetland and in Orkney (an affinity based on "Closeness")*

Both stations were seen to be an integral part of the community which was epitomised by the wide degree of public access to the station. The local culture of both island groups imbued the stations. Ownership of the station was felt to reside with the local populace and overall the station had an important cultural rôle within the community.

*Appendix 5.5 lists the argot applicable to BBC Radio Orkney; Appendix 5.11 refers to the myths of the station; Appendix 5.11.1 gives examples of entries to the "secret diary" at Radio Orkney which the writer was allowed to see, whilst Appendix 5.13.1 outlines the rituals of Radio Orkney.*

*The argot pertaining to BBC Radio Shetland can be seen in Appendix 5.6 whilst Appendix 5.13.2 details the rituals associated with the station.*

##### *(b) the Radio Scotland Ideology (affinity based on "Alliance")*

Whilst the data revealed a notable difference between the two stations in that the alliance with Radio Scotland was more pronounced in Radio Orkney than in Radio Shetland there was a broad degree of similarity between them. For the main personnel had an ambivalent relationship with the station.

Personnel were sensitive to the fact that Radios Orkney and Shetland were meant to be an integral part of BBC Radio Scotland and as such relied on Radio Scotland for funding and for support services. It also enabled the stations to broadcast their finer programmes on the national station and also afforded the staff prospects for promotion. However, personnel felt that their work in the island communities was misunderstood and that their broadcast output was seen as being second rate by Radio Scotland.

*See Appendix 4.4 detailing Radio Scotland Argot*

*(c) the BBC Scotland ideology (an affinity based on "Attachment")*

In both stations personnel demonstrated little in the way of any emotional attachment to BBC Scotland even though they realised that BBC Scotland exercised day to day control of the stations. It became apparent from the data that personnel viewed the values underpinning BBC Scotland as somewhat vague, if not contrived. They saw greater benefit from having an affinity with other ideologies, e.g. the Old Heroic Reithien ideology of the BBC; the BBC ideology and the ideology of the professional group of radio broadcasters. However, they owed their legal existence to BBC Scotland and so there were still considerable benefits to be derived from this association even though it was based on the affinity of attachment.

*Appendix 5.2 outlines the argot applicable to the ideology of BBC Scotland whilst Appendix 5.10 refers to myths and Appendix 5.13.3 describes the rituals pertaining to BBC Scotland.*

*(d) the old heroic - Reithien identity of the BBC (an affinity based on "Affection")*

The analysis of data from both stations revealed that personnel still had an attachment to the traditional and original identity of the Corporation which was very much influenced by the personality of the Corporation's 'founder' Lord Reith. With this ideology there was a strong affinity to the traditional public service tradition based on the Corporation's original mission and philosophy (to inform, to educate and to entertain). This affinity was also based on authoritative news broadcasting and an affection based on the pre-eminence of the BBC in broadcasting (particularly public service broadcasting) and the reputation of the BBC dating back many years.



**Appendix 5.1 refers to the argot applicable to the BBC Reithien ideology**

*(e) the BBC identity (an affinity based on "Kinship")*

The analysis of data revealed that although there were major divisions within the BBC - particularly between Radio and Television, there was still a sense of Kinship i.e. whilst personnel were critical of the various sections within the BBC they would nonetheless defend the Corporation if it were criticised. There was still a strong affinity to the Corporation based on that fact that it is an important British Institution, has an international brand name, provides good support services and still offers personnel a high international status.

**Appendix 5.0 refers to the BBC's Argot whilst Appendices 5.9, 5.9.1, 5.9.2 refers to the myth with the Corporation**

*(f) the ideology of the Professional Group of Radio Broadcasters (an affinity based on "Bonding")*

In both stations the data revealed that personnel saw themselves as belonging to a professional group of radio broadcasters. For instance, they were proud to have an affinity with other radio broadcasters; they admired BBC Radio Four and the BBC World Service; they enjoyed listening to radio and did not watch much television. Personnel regarded themselves as quite different from those BBC personnel who worked in television. From the analysis of the data it became apparent that radio personnel regarded their colleagues working in television broadcasting to be somehow divorced from "real" broadcasting. The implication was that personnel having an affinity with this ideological group equated the BBC with radio.

In one sense an attachment to the professional ideology of radio broadcasters may be seen to draw on one of the most enduring ideology within the Corporation: public service broadcasting on radio. This was because the BBC was for many years primarily concerned with radio broadcasting and in some respects the Corporation's international stature is largely built on the reputation of the BBC World (Radio) Service.

*Appendix 5.3 details the argot applicable to the professional ideology of radio broadcasters.*

*(g) the old heroic - ideology of BBC Radio Orkney (an affinity based on*



*"Nostalgia").*

The data revealed that personnel in BBC Radio Orkney still had a nostalgic attachment to the station's original identity which was very much influenced by the station's first manager Howie Firth. Personnel, on the positive side, mentioned with affection the pioneering nature of the station (one of the first community stations in Britain); the amateurism; the camaraderie and the closeness to community. On the negative side the unprofessional activities were also revealed - this would lead to difficulties.

*Appendix 5.7 refers to the argot of the old heroic ideology of BBC Radio Orkney "Radio Howie". 5.11 refers to the myth of "Radio Howie" and 5.11.1 refers to Excerpts from Radio Orkney's Secret Dairy*

**THE FOLLOWING SECTION (E.G. H - K REFERS TO SOME OF THE IDEOLOGIES IDENTIFIED BY THE WRITER DURING HIS FIRST PERIOD OF RESEARCH WHICH WAS LARGELY UNDERTAKEN WITHIN BROADCASTING HOUSE, GLASGOW.**

*(h) the ideology of BBC Scotland's Senior management "The Suits" (affinity based on "Power")*

Data from the first period of research revealed that BBC Scotland's senior managers or *"The Suits"*, as this group was sometimes referred to, had one of the strongest attachments to the Corporation and to the 'One BBC'. However, there was a paradox here in that the particular responsibility of personnel was day to day management of BBC Scotland which is a semi-autonomous part of the Corporation. *(The important point of note here is that the BBC ideology rather than that of BBC Scotland exerted the greater influence.)*

However, this group did regard BBC Scotland as one of the great institutions of Scotland and this coloured their relationships with those outside the Corporation *(e.g. they felt that BBC Scotland should enjoy particular respect within Scotland)*. It also accounts for their confidence which at times could be unassailable. The group consisted of highly cultured types: virtually every member of the management board had a background in, or a strong interest in, the arts. Managers had excellent interpersonal skills. However, beneath this bonhomie there was a good deal of rivalry, with managers jostling for positions of power. Furthermore, managers coveted their independence and

resented having too much interference from the Broadcasting Council for Scotland (BCS) who were charged to be guardians of the Corporation. (*The BCS are, in effect, the governors of BBC Scotland*).

*Appendix 5.8.2 outlines the argot applicable to this ideology whilst Appendix 5.13.4 describes the rituals pertaining to this group.*

*(i) BBC Scotland television news and current affairs ideology. (affinity based on "Prestige")*

The data revealed this to be one of the most elite groupings within the organisation. This can be explained in view of the fact that news and current affairs is one of the BBC's flagship operations whilst television enjoys a greater prestige than Radio. As such personnel belonging to this group not only enjoyed a high status but *expected* to be accorded such a status.

*Appendix 5.13.6 outlines the rituals pertaining to this group.*

*(j) BBC Scottish Symphony Orchestra ideology (affinity based on "Marginalisation").*

The analysis of data showed this to be one of the most distinct ideologies within BBC Scotland (by virtue of the musicians having a common training). There was a natural group ethos created by the fact that this group felt marginalised because the orchestra was under constant threat of being disbanded. The musicians held the Controller in particularly high esteem because of his rôle in championing the orchestra when it had been threatened with abolition in the past. By no means everyone in the organisation shared their view of him. However, the primary loyalty of the group resided with BBC Radio 3 rather than with BBC Scotland: Radio 3 forming the natural constituency for professional musicians. In addition, Radio 3 assisted with the running expenses of the orchestra. On the whole members of the ideology were categorised by being marginalised.

*Appendix 5.13.5 describes the rituals pertaining to the ideology which is called 'Studio One' (This is where most of the rehearsals took place).*

*(k) the "BBC Club" ideology (affinity based on "Friendship")*

This group relied on the BBC not only for their employment but for their friendships and social activities in addition. The focus for this group was the BBC Club which is situated a few minutes walk away from Broadcasting



House, Glasgow. Many staff took their lunch at the club in preference to dining in the canteen and quite often socialised in the staff club bar in the evenings. Although a cross section of personnel belonged to the club the most active members were drawn from secretarial, manual and security staff. However, a sizeable number of musicians and reporters also frequented the club - presumably because of the low cost of alcohol.

Typically club members had a strong loyalty to the BBC and tended to have a more traditional view of the Corporation. For such people the BBC was not only a place of work but was seen to provide many of their needs. High fliers and middle to senior managers tended *not* to use the club.

Whilst the writer was aware of this ideology *backup data is limited*. However, this ideology was felt to be important since its membership to a certain degree cut across many of the traditional departmental groupings found within the organisation.

**5.6. Finding: (a) The strength of an ideology is likely to reflect the benefits offered and (b) the process of adoption is fundamentally linked to an exchange process.**

The above finding may be explained with reference to the strength of the local island ideologies which were found in both stations. In both island communities personnel enjoyed a particularly high status among both island communities: this was for understandable reasons, i.e. the radio stations were seen to be integral to the life and culture of both island groups: this can be seen in their rôle as the major providers of daily news and current affairs. Furthermore, the presence of the stations epitomised the cultural distinctiveness of both island groups. The latter can be seen with regard to the legitimacy and high profile accorded to the local dialect which was a characteristic of the broadcast output of both stations.

As such, there was seen to be a mutual exchange of benefits between the island communities and personnel by virtue of the fact that

*(i) the stations improved the general quality of life and gave legitimacy to the cultural norms of both island groups (e.g. using the local dialect in the stations' broadcasting output)*



(ii) *personnel enjoyed a high status within the community and as a consequence of the above, they enjoyed a high degree of job satisfaction.*

A comparison was made between the status of BBC Radio Orkney and BBC Radio Shetland and the BBC. (*See Chapter 1, Section 1.3 and Appendix 1.5 for the writer's overview of the status of the BBC*). For instance, all three took their rôle of serving the British, Shetland, or Orcadian culture seriously and this was generally acknowledged in the wider community. In this regard both local radio stations may be seen to complement the work of the BBC in that they can be regarded as a repository of local cultures and values in the same way that the BBC represents a repository of British cultural values.

A comparison of the status of BBC Radio Orkney/BBC Radio Shetland and the BBC is shown in *Figure 5.0*.

Thus, the writer concluded that the strength of affiliation to a particular ideology was in direct proportion to the benefits accrued from association with such an ideology. Moreover, it became clear that the strongest ideological association was with the exogenous culture which was particular to each island group, eg. Shetland/Orkney, rather than with one of the internal ideologies.

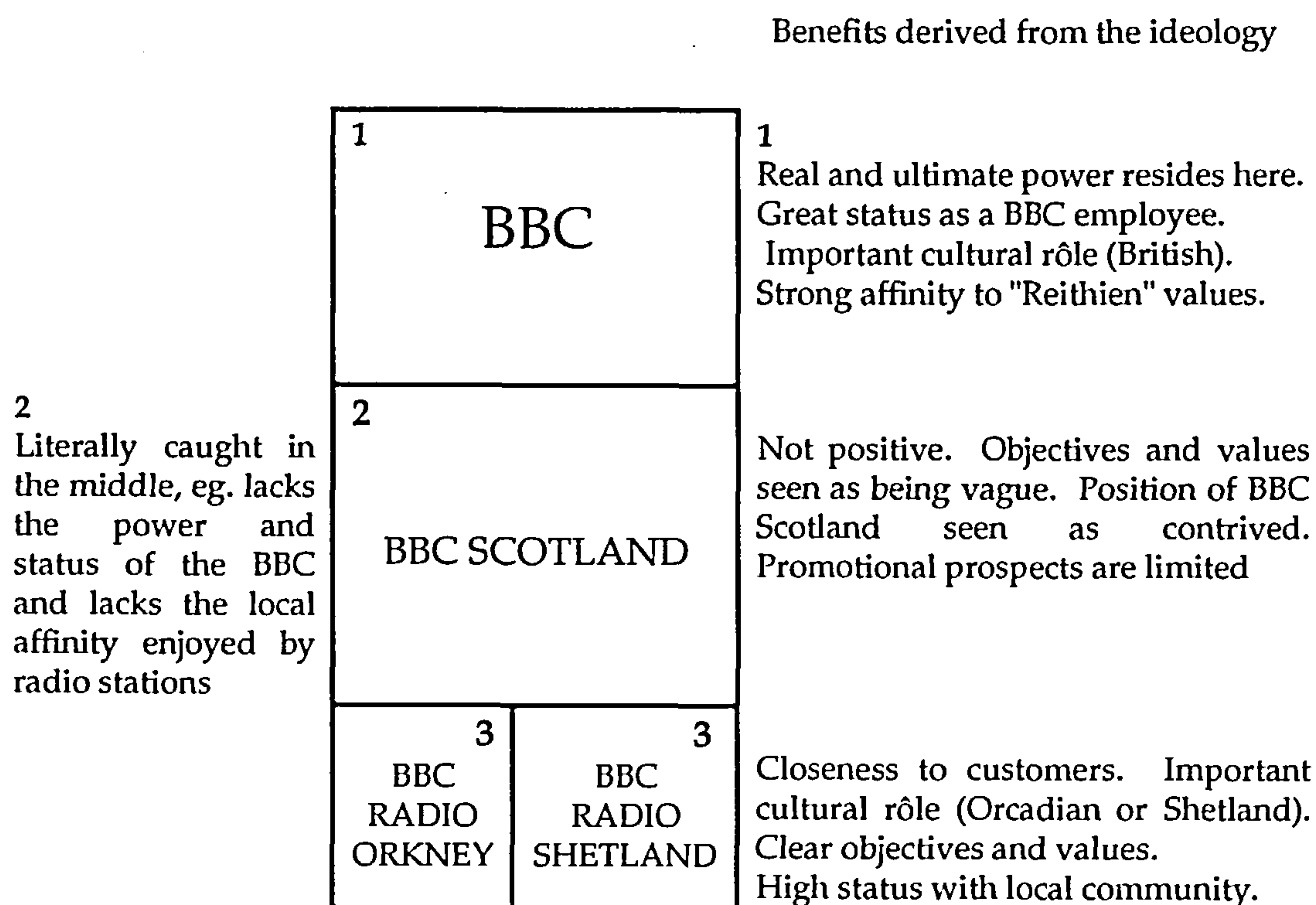
Following on from the above the synthesis of the data, the writer concluded that an ideology has a greater chance of being adopted when individuals derive benefit from an association with the ideology. For instance personnel in both stations placed a high value on the exogenous culture because the association with that culture afforded them distinct benefits. This could also be seen with regard to the BBC ideology with which personnel were hoping to be associated with even though they were in what can only be described as an outpost of the Corporation. The writer concluded that personnel valued working for a broadcasting organisation that enjoyed an international reputation.

*See Figure 4.12 in Chapter Four.*

5.7. Finding: the difficulty in establishing a subsidiary corporate identity in complex organisational structures.

From the synthesis of the data it is concluded that the identity of a subsidiary such as BBC Scotland, (*using the categorisation of Kammerer (1989) see Chapter 2 Section 2.3.4 and the description of organisation orientation identity*) may not be as distinct as the holding company's identity or of that of its own brand identities, e.g. BBC Radio Shetland and BBC Radio Orkney. In effect a subsidiary such as BBC Scotland is "*caught in the middle*" and is competing with its own brand identities as well as that of the holding BBC organisation. This is illustrated in diagrammatic form in *Figure 5.0*.

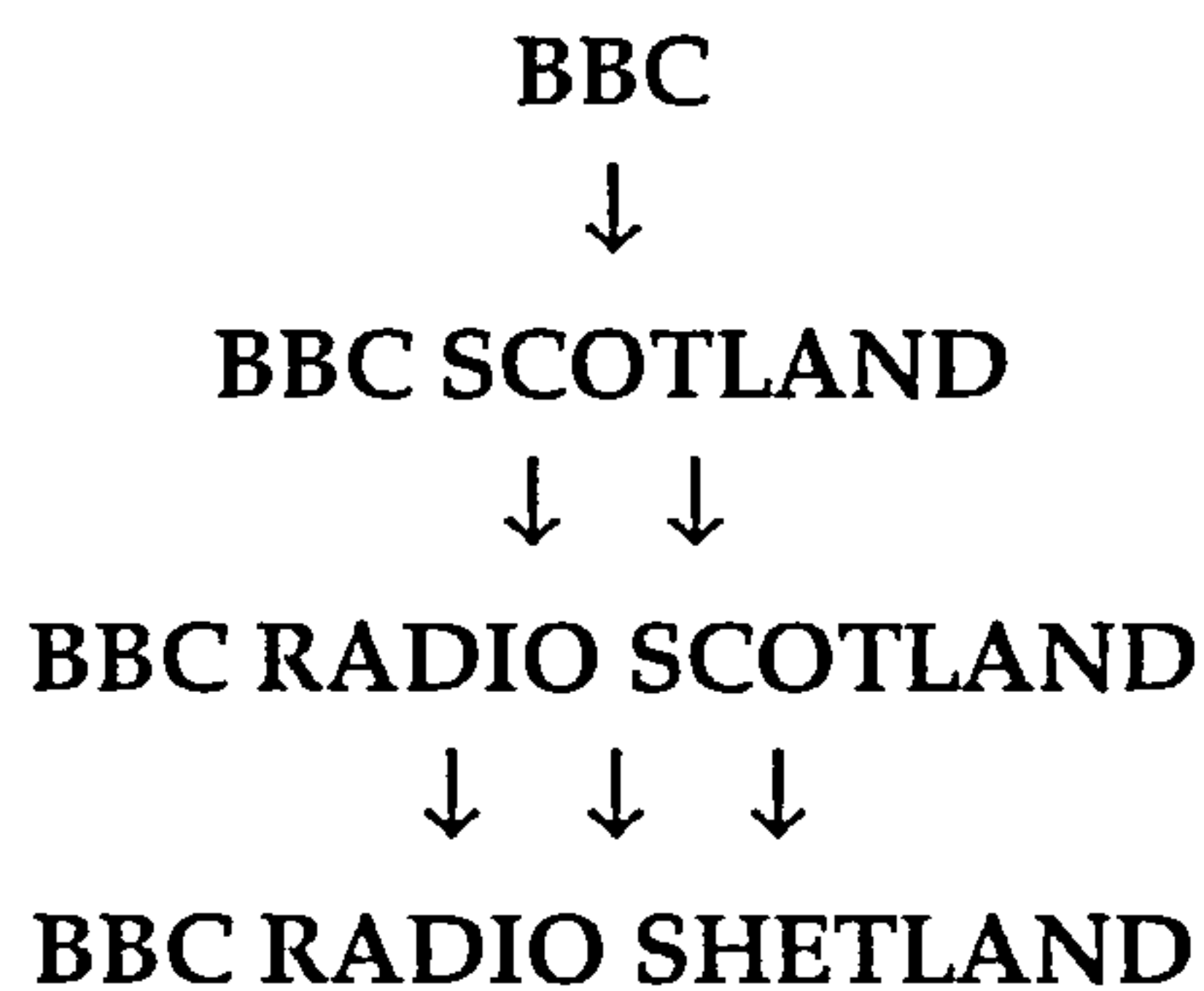
Figure 5.3 An Illustration of the Weaknesses of BBC Scotland's Identity



Within BBC Radio Orkney and BBC Radio Shetland there were many feudatory demands made of the stations, eg. from the BBC, from BBC Scotland and from BBC Radio Scotland, see *Figure 5.1*. Neither personnel nor the public gave loyalty in equal measure to the above. Rather, the main loyalty was to the most *prestigious* ideologies, e.g. *to the BBC which had a British and International reputation and to the ideology of the local stations which was held in high esteem by the local communities.*



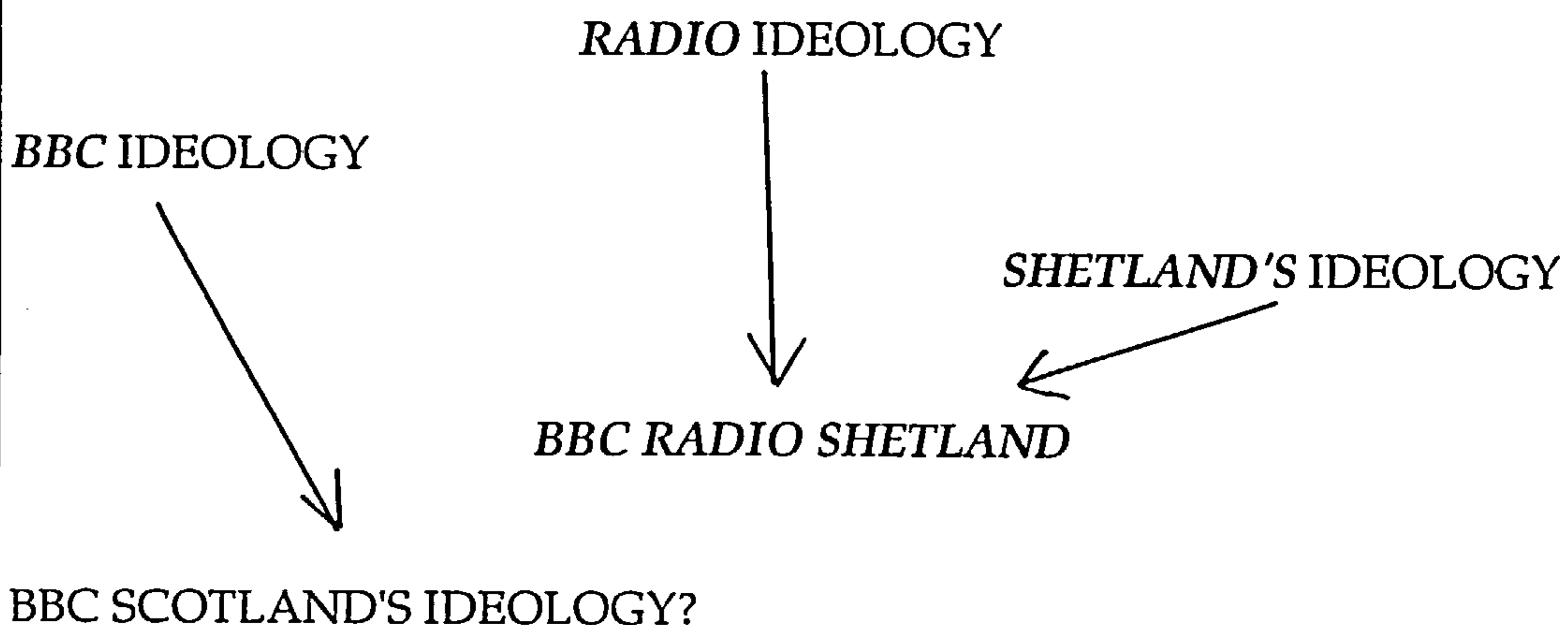
Figure 5.4. Feudatory demands made of BBC Radio Shetland



### 5.7.1. The Comparative Weakness of BBC Scotland's Identity.

One surprising aspect of this finding was the realisation that the strength of attachment to the various ideologies was reflected in the nomenclature of the station. For instance, in BBC Shetland the station's name reflected the station's attachment to various ideological groups, e.g. the station was part of the BBC (*BBC ideology*); it offered a radio service (*BBC Radio ideology*) and lastly it served the people of Shetland (*Shetland and Orkney Island ideology*). The lack of reference to BBC Scotland illustrated and reflected the relative unimportance of the ideology of BBC Scotland. See Figure 5.2.

Figure 5.5. An illustration of how the nomenclature of BBC Radio Shetland *mirrors* the strongest ideological elements present within the station.





## 5.8. The Findings in the Context of Kennedy's research

The main finding of this thesis is that the basic social psychological process of identity formation is based on "affinity". This finding may ideally be compared to the published academic empirical research undertaken by Kennedy in 1977 in order to demonstrate the distinct contribution to knowledge made by this thesis. As with the writer's research Kennedy focused on the internal environment and the rôle of personnel in corporate identity/corporate image formation.

Kennedy's research showed that it was insufficient to rely on formal communications in order to bring about a positive corporate image and that particular attention should be given to personnel.

In summary Kennedy's research may be seen to have made a distinct contribution to an understanding of the area in that it:

- (a) *demonstrated the importance of personnel in image formation*
- (b) *demonstrated that particular attention should be given to the internal environment in image formation*
- (c) *demonstrated that formal communications policies and the reliance on the marketing communications mix were insufficient in creating a new corporate image.*

Whilst Kennedy's research was useful in that it demonstrated the importance of the internal environment and the important rôle of personnel the writer concludes that her findings *were only partly successful in explaining the nature of corporate identity.*

The reason for this partial explanation was her reliance on the research paradigm of positivism which relied on a deductive approach, eg. she, in effect tested the hypothesis that personnel are important in image formation. The above affords one reason why the writer relied on explanatory research within the research paradigm of naturalism in revealing the fundamental characteristics of corporate identity within BBC Scotland.

Thus, this thesis based on *academic empirical* research marks an advance on Kennedy in that it explains that:

- (a) *The basic social psychological process of corporate identity formation is based on affinity, i.e. personnel have an affinity to multiple ideologies. Kennedy noted the importance of personnel. The writer's hypothesis is that it is the basic social psychological process of affinity in corporate identity formation which causes personnel to be of importance.*
- (b) *the writer whilst concurring with Kennedy that an organisation's (BBC Scotland's) internal environment was important to corporate identity formation, argues that Kennedy did not reveal the complicated nature of this internal environment, i.e. the existence of multiple ideologies. This hypothesis generated from this thesis has shown that the internal environment of both radio stations was characterised by a plethora of competing ideologies.*

## **PART B:**

### **5.9. (Explains the basic social structural process of corporate identity adoption and maintenance).**

This section incorporates the writer's synthesis of data into a prescriptive model showing the basic social structural process of corporate identity formation. *Figure 5.6.* identifies the four basic tenets required of corporate identity management, i.e. (a) define the organisation's core mission and philosophy, (b) be sensitive to the multiple ideologies present in organisations, (c) evaluate individual ideologies based on their compatibility with the core mission and philosophy, (d) nurture those ideologies which support the corporate mission and philosophy.

The following describe the basic social structural model of corporate identity adoption in more detail.

#### **The Acquisition of a Corporate Philosophy**

This involves the articulation by an organisation's founder, chief executive or management board of the distinctive features of the organisation. This is likely to include its business scope, its desired reputation and desired values of the organisation.

At this stage the desired corporate identity is little more than the wish image of one or more of the above. However, if this philosophy is firmly held it is likely to determine their actions.

Before adopting the philosophy senior managers are likely to be influenced by environmental considerations; by the strength of the generic identity and by the national or regional culture.

The question of affinity to the corporate philosophy is fundamental to the acquisition of a corporate identity. It is only when the dominant ideologies within the organisation reflect the corporate philosophy that there is likely to be a degree of consistency in the actions and perceptions of individuals whether they be managers, personnel or, most importantly, the organisation's customers. This is likely to manifest itself in individuals having a strong affinity with the organisation (*e.g. this being reflected by personnel achieving quality standards and by customers having a predisposition to buy or use an organisation's products or services*).



**FIGURE 5.6: SYNTHESIS OF THE BASIC SOCIAL STRUCTURAL PROCESS INVOLVED IN THE ADOPTION AND MANAGEMENT OF A CORPORATE IDENTITY**

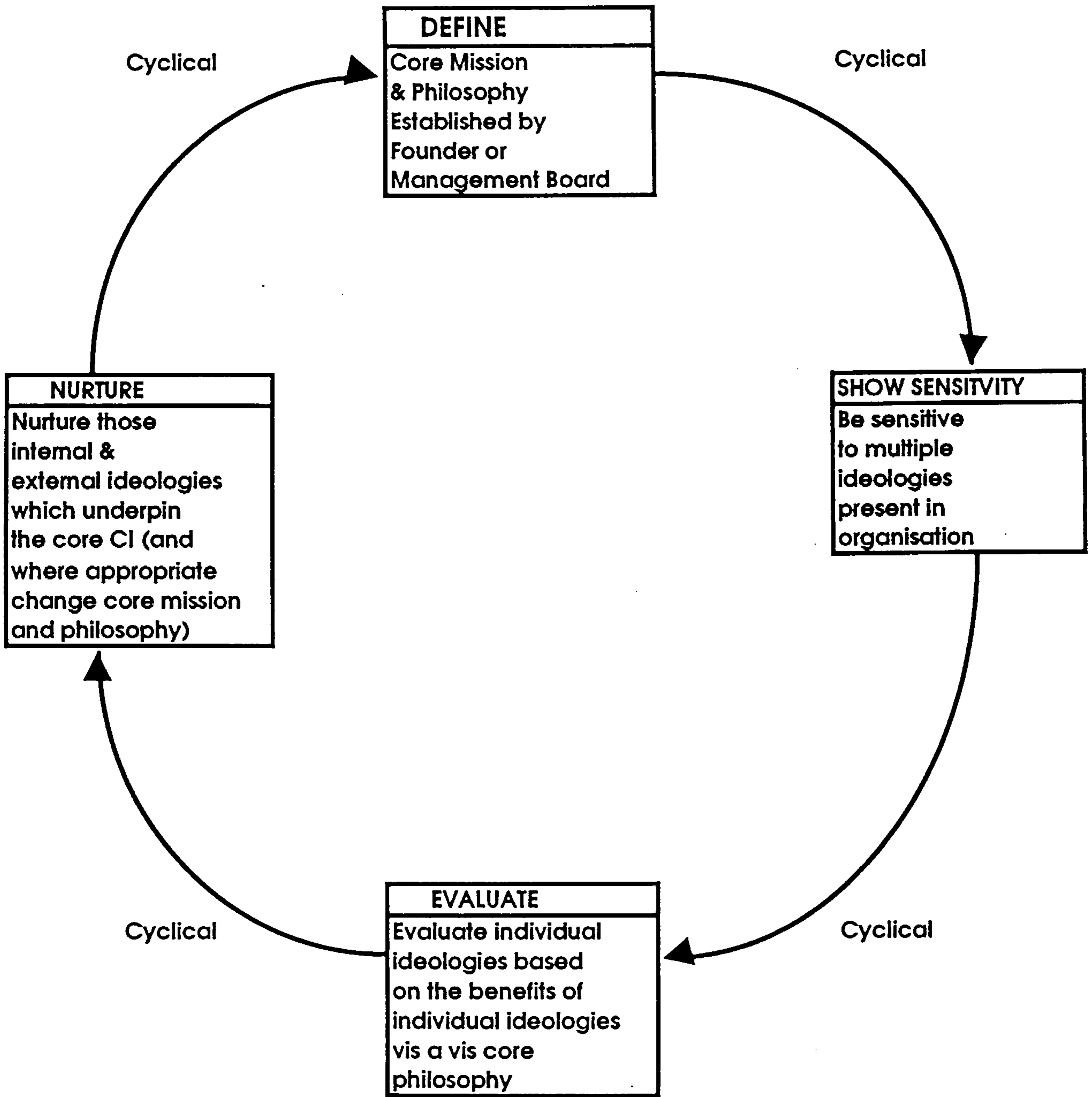
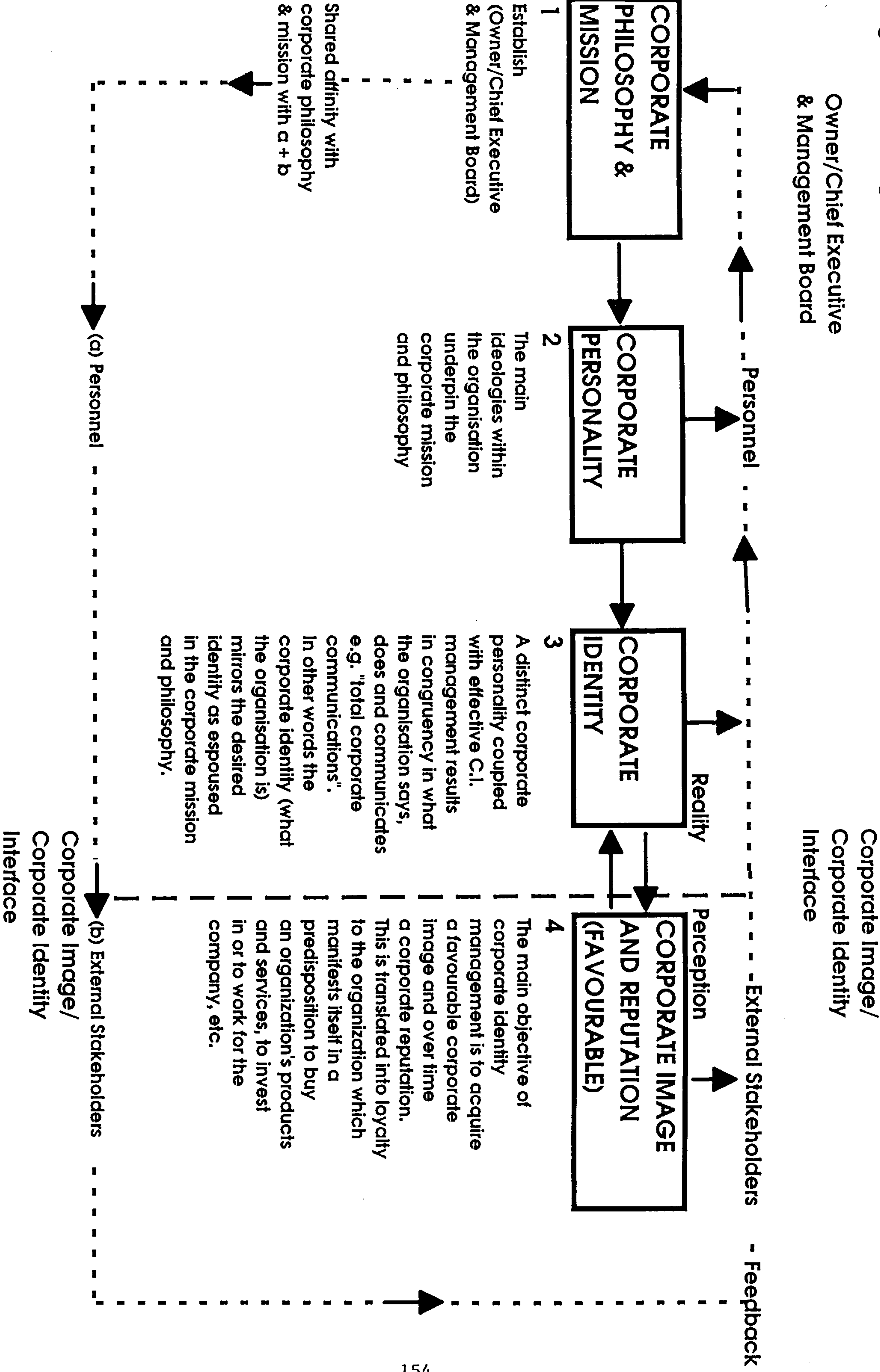


Figure 1: A Simple Model of Corporate Identity Formation



### 5.9.1 Definitions and Relationships between the main concepts

At this juncture the writer gives the following definitions and relationships between the main concepts in use within the area.

#### (a) *Definition of Corporate Identity*

*A Corporate Identity refers to what an organisation "is" eg. its innate character. This is underpinned by a unique mix of ideologies (e.g. organisational, professional, cultural etc) which personnel have an affinity with. An organisation's identity is experienced through everything an organisation says, makes and does, e.g. is experienced through total corporate communications. A corporate identity may be good, bad, unwanted etc.*

#### (b) *Definition of Corporate Personality*

*A Corporate Personality provides the cornerstone of corporate identity formation. It refers to a distinct mix of ideologies which are present within a particular organisation and as such reflects the various loyalties personnel have to different ideologies, e.g. organisational, departmental, professional etc.*

#### (c) *Definition of Corporate Image*

*A Corporate Image refers to commonly held perceptions of an organisation by a group or groups. A corporate image may be positive, inaccurate etc. It is quite common for different groups to hold different perceptions of an organisation.*

### 5.9.2. The model compared to those of Abratt (1989), Dowling (1993) and Kennedy (1977).

There are three "main" prescriptive models which have appeared in academic journals of management written in English. Kennedy's is the only model mentioned above which was underpinned by empirical academic research. The merits and weaknesses of Kennedy's research have already been aired.

Abratt's prescriptive model (1989) assigns comparatively little importance to questions pertaining to culture and appears to stress the importance of formal communications. He certainly does not address the importance of different ideologies in image formation. Furthermore, the writer disagrees with Abratt's definition of the three concepts of corporate image, corporate identity and corporate personality as shown in his model.

Dowling's prescriptive model (1993) which is fundamentally a reworking of an earlier model of his (1986), is limited by the fact that it is a conceptual model. Furthermore, his model is only concerned with image formation. However, Dowling does note the importance of culture but does not allude to



the complexity of the internal environment and the existence of multiple ideologies.

Thus, the author's model showing the basic social structural process of corporate identity management makes an advance in an understanding of the area in that it shows the pivotal importance of culture and the need to have a strong affinity with ideologies which support and reflect the corporate mission and philosophy.

## **PART C:**

*This section gives policy advice to senior managers within and outside the BBC; to the Secretary of State for National Heritage and to Management Academics.*

### **5.10. Policy Advice and Implications**

This section gives policy advice to (a) *senior managers of BBC Scotland*, (b) *senior managers of the Corporation*, (c) *the Secretary of State for National Heritage* (whose responsibility it will be to determine the future identity of the Corporation when Parliament discusses the contents of the BBC's new Royal Charter which will take effect in 1997) and (d) *it raises policy implications for managers in general.*

### **5.11. Policy Advice for Senior Managers of BBC Scotland**

This section offers policy advice to BBC Scotland's board of management. The reader is asked to note that some of the policy advice referred to *has, in part, been accepted by BBC Scotland.* As the reader may recall from chapter one the writer was required to give recommendations with regard to improvements to BBC Scotland's identity during his period as a teaching company associate from 1989-1990. Thus, in November 1989 the governing body of BBC Scotland formally adopted a mission statement drawn up by the writer after he had interviewed Controller Scotland and other members of the management board. Almost a year later, in October, 1990, the writer gave an oral presentation to the board of management based on his final report which was entitled "*Thinking the Unthinkable*" and this was submitted at the same time.

Where appropriate the writer notes whether or not his recommendations have been adopted. However, in light of his further period of research and reflection some amendments to his initial recommendations together with completely new recommendations have been given. Thus, in this section the writer notes whether the recommendations were derived from his first or second period of research and comments whether or not his recommendations have been adopted by BBC Scotland. As will become apparent some of the present policies pursued by the Corporation mirror some of the initial recommendations made by the writer.

The main policy recommendations to BBC Scotland's board of management are as follows, namely that senior management and the Broadcasting Council for Scotland needs to:

- (a) *Articulate, communicate and nurture a distinct mission and philosophy for BBC Scotland.*
- (b) *Undertake a regular audit of BBC Scotland's activities in light of its mission statement.*
- (c) *Appreciate that BBC Scotland derives considerable strength from being an integral part of the BBC and that senior managers should be sensitive to the fact that they should enhance the reputation of the Corporation and not simply derive benefit from this association.*
- (d) *Show sensitivity to the distinct ideologies present within the organisation.*
- (e) *Make effective use of BBC Scotland's visual identity; improve the recognition of the identities of BBC Scotland's radio, television and orchestra and rationalise the number of brand names in use.*
- (f) *Establish a clear marketing function and clear lines of responsibility for managing BBC. Scotland's corporate identity.*
- (g) *Manage the organisation's premises more effectively in order to reflect BBC Scotland's national importance.*

#### **5.11.1 Recommendation: "Articulate, communicate and nurture a distinct mission and philosophy for BBC Scotland"**

One of the main findings from the data was that BBC Scotland had a weak, ill-defined and ill-articulated mission and philosophy among personnel. This was supported by the findings of both periods of research. It was felt that senior managers, together with the BCS (*the Broadcasting Council for Scotland*), had three main responsibilities (a) *to articulate BBC Scotland's philosophy* (b) *to communicate this philosophy* and (c) *to nurture a distinct identity.*

The lack of a clear statement of purpose by BBC Scotland was rectified early on during the writer's first period of research and resulted in the writer drafting a mission statement for BBC Scotland after discussing the organisation's purpose with the board of management. This statement was discussed and accepted by the board of management and was then presented to the National Governor and the Broadcasting Council for Scotland for



approval. Thus, in November, 1989 the statement was formally adopted by BBC Scotland. The mission statement is represented in Figure 5.8 (over).

Figure 5.8

---

### **BBC SCOTLAND'S MISSION STATEMENT**

BBC Scotland is committed to:

- i. maintaining and developing its position as Scotland's premier broadcasting service*
- ii. providing radio and television programmes of excellence, in the public service tradition, which meet and develop the interests of the widest possible audience*
- iii. enhancing Scotland's distinctive culture and languages*
- iv. producing programmes for the enrichment of other networks within the BBC and elsewhere*
- v. ensuring the highest standards in recruitment, training and staff relations*
- vi. fostering communication and creativity within the organisation*
- vii. strengthening awareness of its relevance to contemporary Scottish life*
- viii. demonstrating good stewardship in the use and the deployment of technology.*

Drafted by  
*J.M.T. Balmer*  
and

Formally adopted by the National Governor  
and the Broadcasting Council for Scotland

3rd November, 1989

---

However, it would appear that BBC Scotland has failed to nurture to or to communicate the contents of the mission statement to its personnel and to its external publics.

In light of the above, the writer suggests that the BCS, together with the board of management, re-evaluate the above statement. (*This needs to be done since many new members now sit on the BCS and on the board of management*). The writer still holds that the statement is broadly apposite for BBC Scotland but, in the light of his second period of research, and further reflection suggests the following additions and amendments:

- (a) refer to the cultures rather than to the culture of Scotland under point iii.
- (b) strengthening awareness of its relevance to contemporary Scottish life and of the need for greater accountability to the general public.
- (c) to show sensitivity to the distinct ideologies present within the organisation.

Once the above, or revised, philosophy has been adopted it is suggested that it be communicated to personnel and then to external publics.

However, of more importance is that the BCS and management reflect the philosophy in their behaviour and policy making and that this should attempt to nurture this philosophy in others. The philosophy should not only underpin BBC Scotland's identity but be seen to enhance the reputation of the BBC in Scotland. As such the philosophy should have an impact upon strategy formation and implementation; in policies pertaining to recruitment and communication; in determining the mix of programmes and services offered and as a basis for determining staff reward and promotion.

#### 5.11.2 Recommendation: *"Undertake a regular audit of BBC Scotland's activities in light of its mission statement"*

The importance of the mission statement in evaluating the activities engaged in by the national region cannot be overstated. It is recommended that the Broadcasting Council for Scotland - the governing body of BBC Scotland - have this responsibility and that an audit should be undertaken on an annual basis. In addition, it is recommended that a detailed audit is undertaken of 25% of BBC Scotland's activities every year with individual reports given to the departments concerned. From the writer's experience of BBC Scotland such a rigorous audit does not take place. With regard to the membership of



the audit teams it is recommended that one or two members of the BCS are assisted by politicians, academics, viewers and listeners organisations, together with experts from relevant areas. These should include experts from radio news and current affairs, and senior managers from other public broadcasting service organisations such as the Canadian Broadcasting Service. Expertise for the orchestra should include senior arts administrators, for example, from the Scottish Arts Council.

It is recommended that the findings of the audits should be made public knowledge and should be available as part of a BBC Scotland document, e.g. *"Annual Report and Accounts"* (this is not undertaken at present). Furthermore, it is suggested that a short summary of the findings of the audits should appear in the BBC's Annual Report and Accounts.

*(This recommendation was not made in the initial report and does not appear to have been introduced by the organisation).*

**5.11.3 Recommendation:** *"Appreciate that BBC Scotland derives considerable strength from being an integral part of the BBC and that senior managers should be sensitive to the fact that they should enhance the reputation of the Corporation and not simply derive benefit from this association."*

Whilst the acquisition of a distinct identity for BBC Scotland is a legitimate and desirable strategic objective senior management need to (a) *recognise that BBC Scotland's identity should not be seen to compete directly with that of the Corporation* (b) *recognise that the identity of the national region derives considerable strength from its association with the BBC and that BBC Scotland's identity should not only be strong but should enhance the reputation of the Corporation.* The stark reality is that BBC Scotland needs the reputation, influence, resources, and career opportunities provided by the BBC.

One characteristic of the data was the perception among personnel that some of BBC Scotland's activities did not match those of the BBC, leading to the view that BBC Scotland was 'second rate'. Senior Management need to be aware that it is inevitable that the subsidiary will be compared with 'the BBC' and thus should devote particular attention to the quality of its output and services. Senior management should aim to meet the standards of the BBC in all its activities and, where possible, to exceed this standard. The writer has

identified the quality of television continuity and presentation (and to a lesser extent radio) to be a particular weakness and this is a pressing concern. The opting out of network television should appear to be seamless; rarely is this so and there is an all too apparent drop in standard which tends to be synonymous with the fact that BBC Scotland has taken over. Although the situation has improved since 1989 (the author's recommendation, detailed later on, mentions this) the present situation is still far from satisfactory and it would appear that more resources need to be given to this function.

*(This recommendation was not made in the initial report and does not appear to have been introduced by the organisation).*

#### **5.11.4 Recommendation: "Show sensitivity to the distinct ideologies present within the organisation."**

Many of the strengths and the distinctive personality of BBC Scotland's identity are a result of the existence of distinct cultural groups within Scotland and the affinity personnel show to various ideological groups. The above mix are important characteristics of the national region's distinct identity. As such, senior managers need to show sensitivity towards these ideologies. Where possible these ideologies should be marshalled for the good of the organisation and should not be viewed as threats.

BBC Scotland's mission statement and the underlying philosophy of the Corporation, may be of assistance to senior managers who may consider the appropriateness of individual ideologies and culture to the identity of BBC Scotland by comparing them with the mission statement. For example, does such an ideology help meet the specific needs of one of BBC Scotland's audiences? Does it reflect a distinct cultural tradition within Scotland? Does it reflect one of the important professional groupings which contribute to the quality of the BBC's broadcasts, services or products?

In addition, senior managers should expect that the primary loyalty of the public and personnel may be to an ideology other than that of BBC Scotland. This is understandable when so many ideologies are present. Senior management need to be sensitive to the fact that so many of these ideologies offer considerable benefits and this may result in greater loyalty to them than to BBC Scotland's identity. It is the task of senior management to be sensitive



to such identities; attempt to marshall them for the good of the BBC and to maximise the benefits accorded to individuals through association with BBC Scotland's identity.

In order to undertake the task of identifying the ideologies within the National Region it is recommended that the management board appoint a team of consultants and/or management academics specialising in corporate identity management in order to undertake this task.

*(This recommendation was not included in the initial report and it would appear that BBC Scotland has not followed such an approach.)*

**5.11.5 *"Use BBC Scotland's visual identity more effectively; improve the recognition of the visual identities of BBC Scotland's radio, television and orchestra and rationalise the number of brand names in use."***

The existence of so many brand names and the lack of association with BBC Scotland (*e.g. the lack of endorsement*) may be seen to have contributed to the relative weakness of BBC Scotland's identity. The writer dealt with this issue in his report to BBC Scotland.

It was suggested that a clearer visual identity be adopted for BBC Scotland. The writer recommended that BBC Scotland should simplify its corporate visual identity and use it across its whole range of activities either on its own or as an endorsement to one of the brands existing within BBC Scotland.

Thus broad recommendations made under this heading include:

- (a) that BBC Scotland should adopt a clearer system of visual identification and should only use one of the two logos available to BBC Scotland. (The author recommended the use of lozenges rather than the roundel). BBC Scotland's brands should be endorsed by the above.*
- (b) that the branding structure should be simplified. The latter will be covered in more detail below.*



With regard to point (a) the author feels that the following background information may be of use to the reader.

Back in 1989, BBC Scotland, had two visual identities - the only national region in the UK to have this. The system of visual identification within the BBC will need to be briefly explained. In essence the BBC's visual identification uses a system of colour coding, e.g. the use of colour under the three lozenges which contained the letters BBC. Thus, the Corporation's visual identity consisted of the colours red, green and blue which drew on the national colours of *England and Ulster (red), Wales (green) and Scotland (blue)*. The visual identity of the national regions used only one colour under the lozenges, e.g. for Scotland this was blue and, naturally, the word Scotland appeared in the identity. (It should be noted that England does not have its own colour since it is not considered to be national region in its own right!).

Scotland had an *additional* logo which appeared alongside the other identity. This consisted of a blue roundel which included three planks which designated a rough geographical representation of Scotland. (Pat Chalmers, as Controller Scotland, won the right from the BBC for his region to have its own logo and simply borrowed the three plank logo which had been the logo for the television programme '*Reporting Scotland*' and placed it in a blue roundel. The logo had not been designed for multifaceted usage.)

The writer recommended that it should be the first logo which should serve as the unifying logo for BBC Scotland's activities with the roundel remaining on letterheads.

*(BBC Scotland has, in part, adopted this recommendation in that it takes care to use its corporate visual identification now to great effect and does give prominence to one logo. However, the dominant logo has become the roundel which, in effect means that the organisation uses two logos. Thus, when the organisation endorses one of its brands three logos are used. However, the present system adopted by BBC Scotland and its 'investment' in the roundel does, in fact work well and the discrete use of the blue under the BBC means that only cognoscenti would be able to identify the latter as one of BBC Scotland's two logos.)*

The second part of this section deals with point (b) namely that Scotland's branding structure should be simplified. Under this section

recommendations are made for BBC Scotland's radio and television services and for the Symphony Orchestra.

*BBC Scotland's Radio Services.* The major part of the rationalisation process with regard to the visual identity focused on the nomenclature in use within the radio service. The reader may wish to be reminded of the characteristics of BBC Scotland's Radio Services. In 1989 the nomenclature consisted of *Radio Scotland, Radio nan Gaidheal, Radio Shetland, Radio Orkney, Radio Aberdeen, Radio Highland, Radio Tweed, Radio Solway.* Moreover, many of these stations had their own visual identities. The reality was that BBC Scotland had *one* Radio station *Radio Scotland* and that the seven local stations opted out of its broadcasts in order to transmit local news and one or two locally produced programmes for a couple of hours a day. The gaelic service of *Radio nan Gaidheal* was more complex: it transmitted programmes throughout Scotland on *Radio Scotland* even though it referred to itself as *Radio nan Gaidheal.* The link with Radio Scotland can be demonstrated by the fact that the local stations were funded and managed directly by Radio Scotland even though the nomenclature gave a different impression.

The recommendation consisted of

- (a) *the adoption of one visual identity throughout Radio Scotland (endorsed by BBC Scotland's visual identity).*
- (b) *the word 'radio' to be dropped from the title of the seven radio stations and the link with Radio Scotland to be adopted as shown below:*

*BBC Radio Scotland: Solway*

*BBC Radio Scotland: Aberdeen*

It was recommended that the gaelic service receive special treatment in the light of its' significant broadcast output and the fact that it broadcast throughout a large part of Scotland. It was suggested that its title should be the *gaelic* for Radio Scotland thereby keeping a distinct identity but still firmly linking it to Radio Scotland thus

*BBC Radio Alba*

*(Many of the author's suggestions were adopted)*



However, whilst the writer regards the above policy as reasonable, he now thinks that there is room for a little *more flexibility*. For instance, there is a case for keeping the title *radio* in the broadcast services to Orkney and Shetland in the light of the importance of these stations to the islanders and the distinctiveness of their cultures.

Leaving aside radio a number of other recommendations were made.

*BBC Scotland's Television Service.* Unlike radio, BBC Scotland does not have a dedicated television service, and rather like independent television companies, opts out of network broadcasts in order to transmit its own programmes. However, there was scope for a more effective presentation of BBC Scotland's identity both with its own programmes and in the links between programmes. As such it was recommended that (a) *prominence should be given to BBC Scotland's visual identity* (b) *that a clear system of oral and visual identity should be adopted and it was recommended that the services should be called:*

*BBC 1 Scotland*

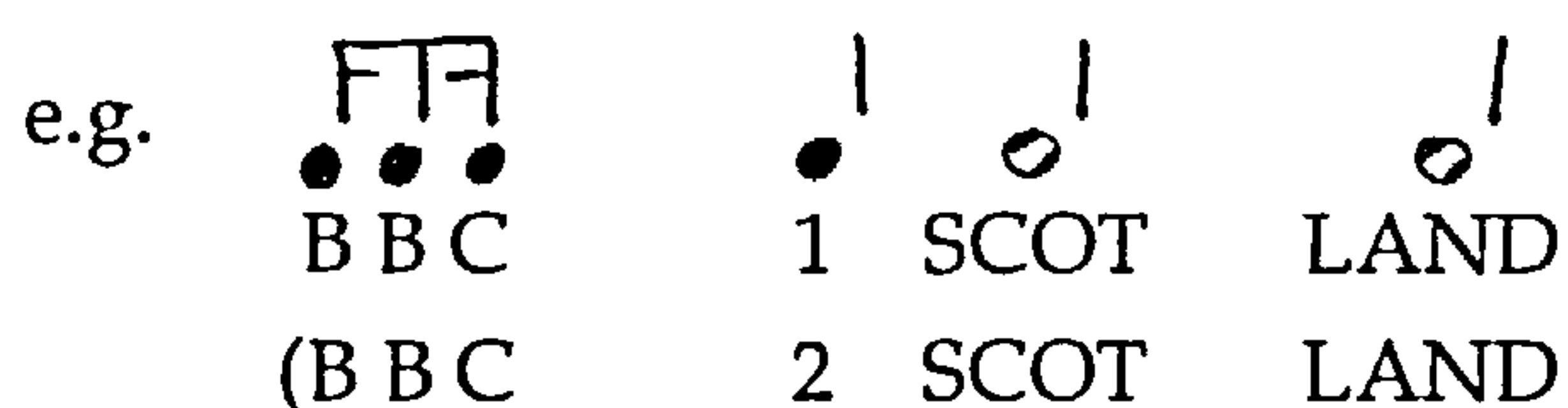
*BBC2 Scotland*

It was further recommended that whenever BBC Scotland transmitted its own programmes that this should be clearly articulated. For instance, it was recommended that a metamorphosis should take place from the BBC's visual identity to that of BBC Scotland, e.g. through the gradual changing of the red, blue and green lozenges beneath 'BBC' to three blue lozenges and the introduction of the second BBC Scotland roundel. It was also suggested that a distinct *musical* identity should underpin the above, e.g.

B B C 1 SCOTLAND and, where appropriate for *Gaelic* broadcasts

B B C 2 AL aBA (a = gaelic pronunciation)

It is suggested that a distinct six note musical phrase (*drawing on distinct Scottish rhythmic patterns, e.g. so called 'Scottish snaps'*).

e.g. 
  
 The diagram shows three examples of rhythmic patterns. The first is for 'BBC', represented by three black dots above the letters B, B, and C, with a vertical line above each dot. The second is for '1 SCOT LAND', represented by a black dot above '1', a white dot above 'SCOT', and a white dot above 'LAND', each with a vertical line above it. The third is for '2 SCOT LAND', represented by a black dot above '2', a white dot above 'SCOT', and a white dot above 'LAND', each with a vertical line above it.



Variety could be achieved with the musical identity through varying the choice and combination of instruments playing or accompanying the musical phrase. For instance, not only could the arrangers draw on the rich musical traditions in Scotland (e.g. Scottish harp, Scottish fiddle, Hebridean psalm singing/Hebridean pater songs, bagpipes (both 'Highland' and 'Northumbrian')) but they could marshal the distinct languages and dialects of Scotland as well as environmental sounds, e.g. wind, waves.

*(The author's recommendations have in part been adopted except that the television services are called 'BBC Scotland on One/Two'. The musical suggestions were not accepted.)*

**BBC Scotland's Symphony Orchestra.** The writer recommended that the BBC Scottish Symphony Orchestra should stop using its logo which was not only fussy but made no reference to BBC Scotland. It was suggested that the orchestra should acquire a clearer brand identity *endorsed by BBC Scotland*, drop the "BBC" from its *title* and become '*The Scottish Symphony Orchestra*'. The recommendation to drop "BBC" from the title was not an easy one to make. However, the writer's interpretation of the board of management's attitude to the orchestra led him to the conclusion that the orchestra's future as part of BBC Scotland was uncertain. Thus, the orchestra could not rely on continued financial support from BBC Scotland and needed to develop a distinct identity. It needed to gain loyalty from the Scottish public and be recognised as Scotland's first professional orchestra.

*(The author's recommendations have, mainly, been adopted and the prediction that the orchestra's future was uncertain was demonstrated by recent events, e.g. the desire on the part of BBC Scotland's management that the orchestra should merge with the orchestra of Scottish Opera.)*

#### **5.11.6 Recommendation: "Establish a clear marketing function and clear lines of responsibility for managing BBC Scotland's corporate identity."**

The absence of a senior figure having direct, day to day, responsibility for the organisation's identity and the lack of a marketing department in the organisation would appear to be symptomatic of the organisation's weak and negative identity. The corporate communication emitted from the

organisation tended to be fragmented. In the writer's initial report it was suggested that

- (a) *There should be established a single department encompassing the Press and Information Services and public relations, - a bi-media continuity and presentation department. This would be a new function and in addition to managing and producing programmes' trails (including cross trailing) it would also be charged with producing corporate advertisements.*

*(The author's recommendations have largely been adopted with there being some coordination of the organisation's communications efforts. The establishment of a bi-media continuity department has been successful and has resulted in a more distinctive visual identity for BBC Scotland.)*

- (b) *As an interim measure, until BBC Scotland has 'brought in' or nurtured 'in house' expertise, it was recommended that a consultant or consultants be retained to advise BBC Scotland on the management and establishment of its marketing and corporate identity. It was further recommended that these consultants would be assisted by a task force drawn from appropriate figures within the corporation and who would report directly to Controller Scotland (BBC Scotland's chief-executive). It was anticipated that having received further exposure to the principles of corporate identity management and marketing, a senior figure would be appointed to advise the Controller on such issues - possibly a member of the management board.*

*(This recommendation was not implemented. However, departments regard outside assistance to be efficacious and have appointed marketing consultants in the last year or so as a result of the introduction of the internal market.)*

- (c) *Acquire in-house marketing expertise (with six staff following a taught course in marketing or a bespoke MBA/marketing course).*

*(This was not implemented by BBC Scotland's board of management - one manager stated that it was unlikely that the Corporation would ever adopt such a policy - however the BBC has, over the last year funded a bespoke MBA 'BBC' degree which is taught at the University of Bradford.)*



*(d) Introduce more generalised training in order to meet the specific needs of various personnel, e.g. how to promote and create awareness of BBC Scotland's programmes and activities; sponsorship; targetting audiences and programme evaluation.*

*(Whilst this recommendation was not implemented, the spate of courses covering a variety of issues of concern to BBC personnel, including the marketing effort, illustrates the recognition of the desirability of these activities).*

The above recommendations reflect the situation that existed within BBC Scotland in 1990, e.g. there was widespread ignorance and suspicion regarding corporate identity and marketing. Events have largely overtaken the author's recommendation, with the BBC, rather than BBC Scotland introducing a whole range of initiatives which are not too dissimilar from those outlined above. However, the writer offers the following further recommendations to BBC Scotland's board of management:

- the appointment of a Director of Corporate Communications who would coordinate the management of corporate identity and marketing within the organisation. She or he would report directly to controller Scotland and should, ideally, be a member of the management board. (The person would also have responsibility for continuity, press relations etc. as detailed above).
- the appointment of (a) a deputy director of corporate identity and (b) a deputy director of marketing to assist the above with his or her work. Both sections would need to have administrative support and would help to coordinate research and the development of departmental plans and strategies.
- as before, the writer suggests that a small steering group be established, comprising corporate identity/marketing consultant(s) together with a small group of senior managers which should, ideally, be drawn from marketing and communications functions, personnel, strategic planning, radio, television and facilities.



**5.11.7 Recommendation: "Utilise the organisation's premises so that they underscore BBC Scotland's importance to the life of the nation."**

As part of his initial recommendations to the board of management the writer advocated that the organisation make better use of its corporate headquarters as befits a major national broadcaster and cultural institution and should make effective use of its communications through its printed and 'oral' identity. (*Whilst the following recommendations specifically apply to Broadcasting House Glasgow they can, to a degree, be applied to other parts of BBC Scotland. For instance, it was recommended that wherever the organisation had complete ownership of a building that it should adopt the generic name of BBC premises, e.g. Broadcasting House*).

**Building (Visual Impact):** Neither internally nor externally did the building succeed in creating awareness of the range of activities it housed. This included the operation of Scotland's only dedicated, full-time broadcasting service, Radio Scotland, and daily broadcasting of television programmes throughout Scotland on BBC1 and BBC2. It included the activity of reporters from network television and radio and from the World Service. The building was also the home of Scotland's oldest professional symphony orchestra. There had been no attempt to capitalise on the rich contribution made to broadcasting and to the BBC by such eminent Scottish figures as Logie Baird, the inventor of television, and Lord Reith, the first Managing Director and first Director General of the BBC. Furthermore, the opportunity to celebrate the considerable number of broadcasting awards gained by the organisation, has been neglected.

It was recommended that particularly in the public parts of the building the great figures of Scottish broadcasting should be commemorated; that there should be a prominent display of BBC Scotland's awards and that visual material (photographs etc) should illustrate the diversity of activities engaged in by BBC Scotland.

**Internal Signage.** This needed to be clearer, more striking and (allowing for security) to keep the visitor in mind. It was suggested that colour coding together with the use of BBC Scotland's brand logos should be used on signage so as to reflect the different types of activity engaged in by BBC Scotland. Furthermore, it was recommended that there should be various

centres within the building, e.g. *The BBC Radio Scotland Centre, The Scottish Symphony Orchestra Centre* and so on. Some bi-lingual signage should be used in the main entrance and public areas in order to show sensitivity to the small but important gaelic speaking communities in Scotland.

*External signage.* There was an urgent need for clearer and more up-to-date signage which reflected the Corporation's new visual identity and conveyed the sense that the public was welcome within the building. There was good reason the building was referred to as being 'Kremlin'-like in view of the unclear *and outdated* signage; the ambiguity as to the whereabouts of BBC Scotland's main entrance (*on letterheads it gives Queen Margaret Drive as BBC Scotland's address and yet the only entrances to the building are in Hamilton Drive!*) and the fact that a good deal of the building is surrounded by trees, high fencing and barbed wire. The writer also envisaged that the foliage of trees and bushes should be reduced and recommended that the saltaire, union and corporate flags be flown on Queen Margaret Drive which would also convey a sense of the organisation's national importance. It was also suggested that the 'Queen Margaret Building' should be floodlit in the evening.

*A new Public entrance and Visitor Centre.* The writer recommended the oldest part of the building (*the Queen Margaret College Building*) situated on Queen Margaret Drive, should again serve as the main entrance. The rationale for this is (a) this is the most accessible and prominent building within BBC Scotland (b) the entrance would correspond to the address given on correspondence (c) the building, both internally and externally, conveys a sense of BBC Scotland's historical rôle as Scotland's premier broadcaster and cultural institution. Within the main entrance of the building it was recommended that the press and information department should be situated along with the BBC Shop, visitor liaison etc.

*Around 50% of the above recommendations were implemented.*

## **5.12. Policy Implications for Senior BBC Managers**

Eight recommendations are given under this category



- (a) *Establish, articulate and communicate the BBC's core philosophy. This should be done by making reference to its' original philosophy as espoused by Lord Reith.*
- (b) *Programmes and services should reflect (and be evaluated in the light of) its philosophy.*
- (c) *The BBC should be sensitive to its cultural rôle.*
- (d) *It should, where appropriate, marshall the various ideologies present within the Corporation for the good of the BBC.*
- (e) *It should be more accountable.*
- (f) *It should give greater attention in managing its corporate identity and give greater emphasis to the marketing function.*
- (g) *It should give more attention to the identity of the national regions.*
- (h) *It should make minor changes to its visual identity in light of (a) + (b).*

Each of the above will be discussed in more detail below:

**5.12.1 Recommendation: *"Establish, articulate and communicate a core philosophy. This should be done by making reference to the BBC's original philosophy as espoused by Lord Reith."***

This thesis revealed there to be particular loyalty amongst personnel to the BBC as an institution and to what may be described as the traditional BBC and Reithien philosophy which aimed to '*inform, educate and entertain.*' However, there was mistrust and some vagueness as to the current philosophy underpinning the BBC. It was as if it were politically incorrect to still hold on to so called '*Reithien*' percepts of broadcasting. Yet, the three traditional '*Reithien*' values of public service broadcasting are implicit in the BBC document entitled "*Extending Choice*". Thus, it is unclear whether the Corporation is reverting to its original philosophy, has adapted this philosophy, or is moving away from it.



Furthermore, there is a need for the Corporation to acquire a strong mission and philosophy. This is because in such a large and amorphous organisation there is a need for a common thread which binds together the BBC's diverse audience and personnel, whether they are listeners or work for BBC Radio, BBC Radio 3, or whether they watch 'Eastenders' or 'Newsnight'. In addition, it is more important than ever for personnel to feel that they belong to the organisation (particularly with the introduction of temporary and short-term contracts).

The writer recommends that the Corporation re-evaluates the BBC's original philosophy as espoused by Lord Reith which the writer considers to be still an appropriate basis for the BBC's identity. He is of the view that the Reithien philosophy needs to be distinguished from John Reith's complex personality which many find to be unattractive and authoritarian.

As the reader may recall, the writer's review of the literature relating to the BBC (*see Appendix*) resulted in the author discovering what he believes to be the source of the Reithien philosophy which is taken from a passage from the new testament with each phrase of the passage beginning with the word "Whatsoever" which in the Latin translates as "Quaecunq̄ue". The latter was not only the motto for Lord Reith's grant of arms but is one of two mottoes officially sanctioned for use by the Corporation and was, understandably enough, introduced by Reith. (*This motto is rarely seen within the BBC.*)

The philosophy espoused in the scriptural passage is more comprehensive than the four objectives mentioned in the recent BBC document in that the passage can be interpreted as referring to the activities to be engaged in by the BBC, e.g. news and current affairs; the arts and culture generally also the BBC's important national and international rôle in procuring the esteem and goodwill of other nations and by its conduct edifying others, including other nations. Furthermore, the passage can be seen to refer to the desired values to be shared among personnel (*gravity in manners, modesty in dress and decency in conversation; in dealing with others to be fair and honest - the writer certainly found this to be present within the Corporation.*)

As such the writer *suggests* that the following might suffice as the basis for the BBC's mission statement.

(The writer, as will be seen, has re-crafted certain elements of the mission statement he produced for BBC Scotland).

Figure 5.9

---

**THE BBC'S MISSION STATEMENT  
(PROPOSED)**

The BBC is committed to:

- i. maintaining and developing its position as Britain's premier bi-media broadcasting service which meets and develops the interests of the widest possible audience*
- ii. building on its position as the first and foremost broadcasting service in the public service tradition both within Britain and overseas*
- iii. recognising its rôle as a major British patron of music and the arts*
- iv. nurturing, reflecting, and communicating British cultural life and cultural traditions to home and overseas audiences*
- v. maintaining its position of excellence in news and current affairs*
- vi. strengthening awareness of its importance to contemporary British life and showing greater accountability to the general public.*
- vii. demonstrating good stewardship in the use of its assets; its resources and in the deployment of technology.*
- viii. ensuring the highest standards in recruitment, training and staff relations*
- ix. fostering communication and creativity among the diverse groups within the Corporation*
- x. showing integrity, fairness and sensitivity in all its activities and in its dealings with people.*

Drafted by  
J.M.T. Balmer

---



5.12.2 Recommendation: "*Programmes and services should reflect and be evaluated in light of the BBC philosophy.*"

There needs to be greater consistency between what the Corporation claims to uphold, and what it actually does. With regard to the first policy recommendation (above) the writer is of the view that some of the more notable distinguishing features of the Corporation include its public service ethos; its rôle as a repository and communicator of British cultural traditions; as a patron of music and the arts and the excellence in its coverage of news and current affairs. Specific recommendations include the following:

**Public service broadcasts. (PSB).** The presence of so many quiz shows and game shows; soap operas, (*many of which are imported*), and chat shows tends to give undue prominence to the third part of the "psb" mix, i.e. news and current affairs, education and entertainment. Furthermore, there are an insufficient number of programmes which reflect the variety of British culture and artistic life. The inclusion of these programmes in BBC schedules could lead to a convergence in the type of programme offered by the BBC and independent television.

In general, it is recommended that more emphasis be given to news and current affairs, to the arts, and to the great British playwrights, and that the more popular programmes should more closely reflect British life.

More radically, the writer is of the view that should the Corporation's financial situation reach a point where the BBC felt unable to offer transmit programmes on both channels that follow the PSB ethos, it would be better if the BBC only offered a one channel service. He can see no advantage in the BBC duplicating the type of broadcast output that can be found elsewhere and which would undermine the BBC's philosophy and core identity.

The same recommendations apply to BBC Radios 1 and 2 which could quite happily sit in the commercial sector.

The existence of a clearly articulated philosophy would allow the Corporation to undertake effective evaluation of its programmes and services, in light of the philosophy. The specific responsibility for evaluating the BBC's output

should be undertaken by the Board of Governors of the BBC who should seek external assistance, where necessary, for undertaking this review. The Board of Governors report should be included in the BBC's annual report.

#### 5.12.3 Recommendation: *"The BBC should be sensitive to its cultural rôle"*

One characteristic of corporate identity management is the attention given to an organisation's key publics including its customers. Implicit in this is the need to regularly check the perceptions held of an organisation against its mission in order to identify either (a) *failure to meet its mission, or (b) failure to communicate its identity*. One weakness identified by the writer during his first period of research was the lack of reference to viewers and listeners in programme planning and evaluation and in the printed and other communications materials. Furthermore, there was some manipulation of the BCS by the board of management (the BCS are meant to represent the public interest. BCS = Broadcasting Council of Scotland).

#### 5.12.4 Recommendation: *"It should, where appropriate, marshal the various ideologies present within the Corporation for the good of the BBC"*.

The Corporation should, in effect, follow the basic outline in *Figure 5.7* of the basic social structural process of strategic corporate identity formation. The basic recommendations given to BBC Scotland's senior management in 5.11.4 apply more or less to this recommendation.

#### 5.12.5 Recommendation: *"It should be more accountable"*.

The analysis of data reveals that the corporation in many of its activities shows a lack of regard for the public. It is recommended that the Corporation should establish structures in order to evaluate its broadcast output having due regard for the public. (see *Figure 5.13* and the author's article "The BBC's Corporate Identity: Myth, Paradox and Reality which will be found in the Appendix).



**5.12.6 Recommendation:** *"The BBC should give greater attention to managing its corporate identity and give greater emphasis to the marketing function."*

Whilst the Corporation has a public affairs department and has made considerable improvements to its visual and on-screen system of identification, the management of the BBC's corporate identity is not as effective as it could be. As with BBC Scotland the writer recommends the following:

- (a) **The establishment of a single Directorate of Corporate Identity.** This would have the responsibility for managing the BBC brand and would encompass such activities as marketing, corporate communications, the Press and Information services, public relations, public affairs, continuity and presentation, visual identification (bi-media), audience research and evaluation and so on. *(As such, this would enlarge the present Directorate of Corporate Affairs in that it would have responsibility for a much wider range of corporate communications).*

In addition to permanent staff such as continuity and presentation planners and researchers, public relations and public affairs, print and design experts etc. who need to be in some way incorporated, the other functions which will have an effect on the organisation's identity must be involved. These should include one or more consultants together with a small group of senior managers, ideally, drawn from marketing and communications, personnel, strategic planning, radio, television and facilities.

- (b) **The establishment of a Directorate of Marketing.** Unlike the aforementioned directorate this section would have responsibility for coordinating and assisting with the planning, research and evaluation of the non-corporate marketing effort within the Corporation, i.e. applying the principles of marketing management to the organisation's diverse brands and departments, e.g. BBC1 and 2, the radio stations, the orchestras, the world service, support services etc. *(At present, whilst the Corporation has appointed so called 'marketing managers' this appears to have been undertaken on an ad-hoc basis by departments and it would appear that some of those holding these positions are engaged in little more than 'publicity').*



*More recently a senior figure has been appointed who has responsibility for the BBC's corporate brand).*

- (c) **The Directorate of Marketing to be headed by an individual having a place on the board of management.** This person would be assisted by individuals who would coordinate the activities of radio, television, the world service, facilities and so on. For each major section within the Corporation it is recommended that brand managers be appointed who would have particular responsibility for the marketing effort of say Radio 3, or of the orchestra. (There does not appear to be a member of the BBC's board of management who has this rôle).
- (d) **The Appointment of a Second Deputy Director General.** Since the establishment of the above will require a good deal of coordination the writer recommends that the Director General appoints a second Deputy Director General to take on this responsibility. Furthermore, that one or two task forces should be established to assist him in this task. Such groups would consist of senior members within the organisation, consultants and management academics.

**5.12.7 Recommendation: *"The BBC should give more attention to the management of the identity of the national regions."***

The national regions (as established in the Royal Charter) took place in order that they might serve the distinct needs of the audiences of Scotland, Wales and Northern Ireland. In addition to regular audits by the national regions themselves it is also recommended that the Managing Director of Regional Broadcasting also takes a more proactive rôle in this regard and where it is appropriate should intervene and offer support. For instance, there may be some activities or support services or training which could be shared amongst the three national regions. The rationale for this move would be an improvement in quality control.

**5.12.8 Recommendation: *"The BBC should make minor changes to its visual identity in light of Recommendations 5.12.1 and 5.12.3)***

The researcher considers that a good deal of the original philosophy of the BBC as espoused by Lord Reith, is still apposite for the corporation and is an

alternative motto "*Quaecunq*ue" or ("to inform, educate and entertain" as the preferred motto. (The rationale for this is explained fully in the researcher's article "The BBC's Corporate Identity: Myth, Paradox and Reality" which will be found in the Appendix.)

### 5.13. Policy Implications for the Secretary of State of National Heritage.

In this section the writer gives several recommendations to HM Government and to Parliament generally. Parliament, and more specifically the Government, will determine a new identity of the Corporation. This is because the Secretary of State together with Parliament are considering the content of the new Royal Charter, Licence and Agreement (*this will be called 'The Agreement' and will take the form of a covenant between the Corporation and the Secretary of State*) and a 'Citizen's Charter' specifically for the BBC. The new charter together with the other two Parliamentary instruments to control will take effect from 1997.

The writer is of the view that several of the recommendations mentioned in the policy advice for senior managers within the Corporation and within BBC Scotland ought to be enshrined in the Royal Charter and, where appropriate in the agreement and Citizen's Charter. Where appropriate the writer refers to the recent white paper entitled "*The Future of the BBC*" (BBC 1994).

In total the writer makes nine recommendations. They are as follows.

- (a) *Reaffirm the traditional 'Reithien' ethos of public service broadcasting.*
- (b) *Affirm the Corporation's position as the nation's principal public service broadcaster.*
- (c) *Articulate more clearly the rôle of the BBC as a major cultural body.*
- (d) *Recognise the BBC's importance as an exemplar of good taste, decency, integrity and high standards both in its broadcast output and in staff conduct.*
- (e) *Recognise the BBC as a major international broadcaster.*
- (f) *Clarify the relationships and responsibilities of managers and the board of governors and broadcasting councils.*



- (f) *Clarify the relationships and responsibilities of managers and the board of governors and broadcasting councils.*
- (g) *Introduce structures and systems in order to manage its marketing and corporate identity activities more effectively.*
- (h) *Introduce procedures for evaluating the provision of BBC services by the BBC itself and by external bodies, i.e. ensure that the Corporation is more accountable.*
- (i) *Recognise the need to retain and recruit first class personnel and to acknowledge that the BBC's reputation is, in part, derived from the existence of diverse ideologies present within the Corporation.*

**5.13.1 Recommendation: *"Reaffirm the traditional 'Reithien' ethos of public service broadcasting."***

The new Royal Charter presents the Government with an opportunity to reaffirm the traditional 'Reithien' philosophy of the BBC. The writer interprets this to mean offering a wide range of programmes which seek to 'inform, educate and entertain' and which reflects the diversity of British life. The Royal Charter might possibly include a succinct mission statement along the lines suggested under the section giving recommendations to senior managers.

*(The White Paper refers to the above and notes that the Corporation should serve both majority and minority interests and should reflect the national identity of the United Kingdom. However, the White Paper does not state the need for a succinct statement of the BBC's purpose.)*

**5.13.2 Recommendation: *"Affirm the Corporation's position as the nation's principal, and one of the world's premier public service broadcasters."***

Such an affirmation would enhance the first recommendation in that it would emphasise the fact that the BBC's broadcast output seeks to edify both its home and overseas audiences. This is one of the core features of the BBC's personality.



*(The White Paper explicitly recognises the above with regard to the BBC's home audience and it is implicit in the White Paper that this also ought to apply to overseas audiences.)*

**5.13.3 Recommendation: "Articulate more clearly the BBC's rôle as a major cultural body."**

The BBC should not simply be regarded as Britain's premier broadcaster but as a major patron of the arts in its own right: this dual rôle may be usefully articulated in the Royal Charter.

*(The White Paper recognises the above and states that the BBC should be a major patron of the arts.)*

**5.13.4 Recommendation: "Recognise the BBC's importance as an exemplar of good taste, decency, integrity, and the maintenance of high standards both in its broadcast output and in staff conduct."**

The above flows from the Reithien philosophy from which the motto "*Quaencunque*" is derived. Thus, the BBC is seen to have a rôle in giving an example and a lead in questions relating to taste, decency, integrity and so on. The above is not only so in relation to its programme output but should characterise the way in which personnel undertake their work.

See the author's paper "The BBC's Corporate Identity: Myth, Paradox and Reality" in Appendix.

*(The White Paper states the importance of the BBC producing programmes that are decent and all in good taste but does not apply the above with regard to the Corporation's other activities.)*

**5.13.5 Recommendation: "Recognise the BBC as a major international broadcaster."**

The Corporation has a worldwide reputation in addition to that it has at home. Furthermore, the reputation of the World Service tends to be higher than that of the BBC's home output. The international identity of the BBC and

the strategic and commercial opportunities this affords the Corporation should be more clearly identified in the Royal Charter.

*(The White Paper acknowledges the above and remarks that the Corporation should evolve into an international multi-media enterprise and should build on its overseas audiences and states that the BBC is known for the diversity of its output and the accuracy of its reporting.)*

**5.13.6 Recommendation: "Clarify the relationship and responsibilities of managers and the Board of Governors and Broadcasting Councils."**

It became apparent from the writer's first period of research that the Corporation's identity could be better controlled if *(a) there were more effective governing bodies and (b) if the relationship between managers and the governing bodies were more clearly articulated.*

As such, the writer recommends that the functions of governing bodies and boards of management should be more clearly articulated in one or more of the BBC's documents of control. In general the governing bodies serve as the guardians of the BBC's (or national regions') philosophy and represent the public interest. Senior managers also have to share the above concern but should be more concerned with reflecting and working within the broad objectives set by the BBC or of the national regions.

In particular the writer is of the view that the role of secretary to the governing bodies should be clearly defined. Ideally, the person occupying this position should be employed directly by the governing body concerned and *not* by the BBC. At present senior BBC employees occupy such positions and in some cases still have management responsibility within the Corporation (e.g. it is quite usual for the head of information of BBC Scotland to also occupy the position of Secretary Scotland - i.e. Secretary to the Broadcasting Council for Scotland). Where the latter situation exists there is an inevitable and undesirable conflict of loyalties.

*(The White Paper states that the Board of Governors rôle is to represent the public interest and that the Board of Management is directly accountable to the Governors - a similar relationship should exist with regard to the Broadcasting Councils in the National Regions. The writer is of the view that those working in or heading the*



*secretariat of such governing bodies concerned should not preclude those holding BBC contracts being appointed to such positions.*

**5.13.7 Recommendation:** *"Introduce structures and systems in order to manage its marketing and corporate identity activities more effectively."*

The intense competitive environment facing the corporation both at home and abroad and the difficulties identified with regard to its corporate identity indicate the need for fundamental reappraisal of the management of the BBC. The lack of a directorate of marketing and of specific responsibility for an holistic approach to corporate identity management within the BBC would indicate the efficacy of such functions being adopted within the management structure of the corporation. These management functions would ensure a more direct interface by BBC management with its various publics and as such provision for this should be stated in one of the regulatory documents coming into force in 1997.

*(The White Paper makes no reference to marketing or to corporate identity management. However, it does identify the BBC Governors and the three Broadcasting Councils as representing the public interest and keeping in touch with audiences. The latter, whilst acceptable in so far as it goes is, the author suggests, an unacceptable control mechanism for a number of reasons. (a) The various governing bodies meet only occasionally, (b) The members of such committees are only 'part time', (c) The collection, analysis and interpretation of data on the multitude of activities engaged in by the BBC requires a large, full-time, staff, (d) There is a need for executive action to be taken on a day-to-day basis. Thus, the writer suggests that the Secretary of State together with Parliament reconsider this position.)*

**5.13.8 Recommendation:** *"Introduce procedures for evaluating the provision of BBC services by the BBC itself and by external bodies", i.e. ensure the Corporation is more accountable.*

At present the BBC's system of evaluating its output, particularly in light of its philosophy, would appear to be unsatisfactory. The writer recommends that a system of internal and external checks be established. Internal checks should be the responsibility of the corporate identity directorate (*in relation to how the organisation meets the stated philosophy*) of the directorate of regional



broadcasting (*as to how the national regions meet their particular objectives*) and of the marketing directorate (*how the various brands meet the needs of their audiences*). This is to be supplemented by the various governing bodies who will provide an annual report on activities and how targets have been met and will also coordinate quarterly reviews of individual departments. A summary of these reviews should appear in annual reports.

The above could be broadly articulated in the control documents suggested that the national regions also provide annual reports.

*(The White Paper clearly states that the Corporation should be more accountable. The main control document envisaged for this is the introduction of a Citizen's Charter for the Corporation. This is fine as far as it goes but the writer suggests a more thorough and clearly defined system of monitoring should be introduced.)*

**5.13.9 Recommendation:** *"Recognise the need to retain and recruit first class personnel and to acknowledge that the BBC's reputation is, in part, derived from the existence of diverse ideologies present within the Corporation."*

The writer feels that the important rôle of personnel should be recognised more clearly in the control documents, and that these documents should acknowledge and celebrate the existence of various ideologies within the Corporation which, in their totality, help to give the BBC its distinct identity.

*(The White Paper gives little attention to the rôle and importance of staff other than a brief aside that the BBC should continue to nurture creative, performing and production talent. This needs to be more explicit and to acknowledge the various ideological traditions within the Corporation. Furthermore, at a time when personnel have undergone and are undergoing traumatic change, a clear and unambiguous acknowledgement of the rôle of personnel over the last seventy years in creating the BBC's enviable reputation, may legitimately be celebrated. It would be a clear signal of the importance of personnel in the creation and maintenance of a strong corporate brand identity.)*

#### 5.14. Policy Implications for Senior Managers Generally

This section gives policy advice to managers generally. This policy advice is broken down into seven types. As with some of the earlier policy advice given there is a degree of repetition and where this is the case the explanation has been kept brief. Figure 5.9 provides a basic checklist which may assist managers in assessing their strategic corporate identity management policies. The advice is as follows:

- (a) *Recognise that corporate identity is an eclectic management discipline: as such it is insufficient to rely on the traditional marketing mix/marketing communications mix or on graphic design alone in an attempt to manage a corporate identity.*
- (b) *Appreciate that corporate identities are underpinned by distinct cultures and as such are difficult to change.*
- (c) *Recognise that ownership of a corporate philosophy needs to reside with individuals within and outside an organisation.*
- (d) *Appreciate that the acquisition of a corporate strategy in a subsidiary may be a difficult task.*

**5.14.1 Recommendation:** *"Recognise that corporate identity is an eclectic management discipline: as such it is insufficient to rely on the traditional marketing mix/marketing communications mix or on graphic design alone in an attempt to manage a corporate identity."*

Corporate identity is eclectic and has an impact upon virtually every management discipline. However, it particularly draws on communications theory, corporate strategy, human resources and organisational behaviour as well as graphic design.

Thus in order to manage an organisation's identity, managers need to establish what the current identity is, in order to ascertain the gap between the actual and the desired identity. In order to maintain a corporate identity there needs to be a degree of congruency between corporate mission and philosophy and (a) the corporate culture, (b) what the organisation makes or offers (c) formal corporate communication policies. It is insufficient to rely on graphic design or on advertising in order to manage or change an



organisation's identity. In order to circumvent these difficulties the writer has produced a strategic corporate identity check list which may be of use to senior managers. See Figure 5.9. In addition, the above has implications for marketers who need to rethink the marketing concept as applied to organisations in their totality. The corporate marketing mix needs to encompass the concepts of corporate image, identity, personality and philosophy. For its part the communications mix as applied at the corporate level needs to be extended so that the organisation's diverse publics and channels of communication are considered and if possible used by an organisation.

**5.14.2 Recommendation: *"Appreciate that corporate identities are underpinned by distinct ideologies."***

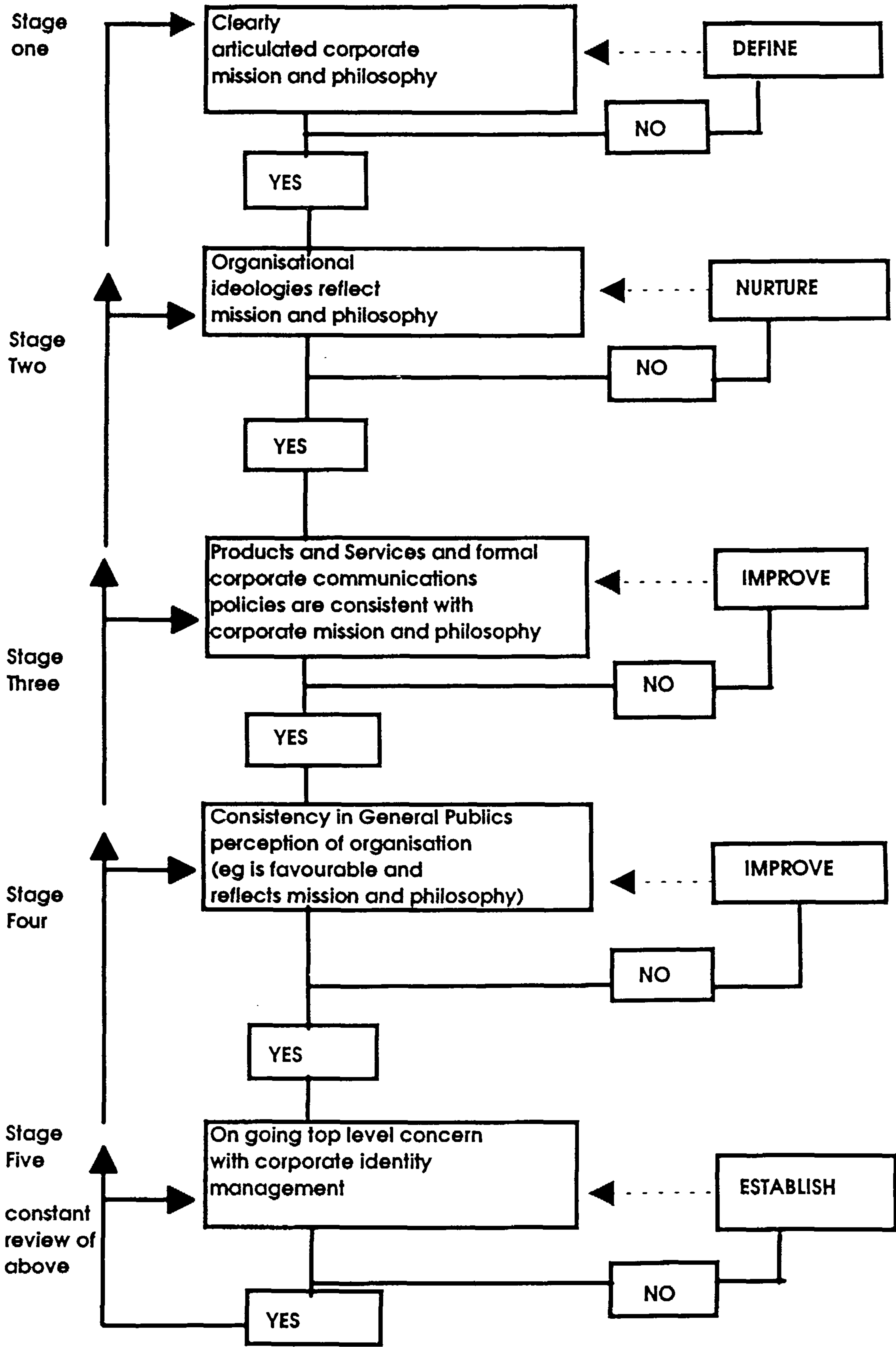
Senior managers need to appreciate that corporate identity is underpinned by different ideologies. Thus, it is the task of senior managers to be aware of the existence of such cultures and as far as possible marshal them for the good of their organisation. Furthermore, where organisations operate in areas where there are strong local cultures these cultures may be useful if assimilated as part of the organisation's identity.

**5.14.3 Recommendation: *"Recognise that affinity to a corporate philosophy needs to reside with individuals within and outside an organisation."***

Senior managers need to differentiate between knowledge and ownership of an organisation's philosophy by its internal and external publics. A strong and favourable corporate identity is dependent upon the ownership of the philosophy residing both within and outside an organisation, since this ownership is likely to be reflected in loyalty not simply to the organisation per se but to the products and services it offers.



APPENDIX 3: A BASIC CORPORATE IDENTITY MANAGEMENT CHECK LIST



J.M.T. Balmer

**5.14.4 Recommendation: *"Recognise that the acquisition of a corporate identity in a subsidiary may be a difficult task."***

Whilst the acquisition of a strong subsidiary identity can be a coveted strategic objective there may be difficulties in acquiring a favourable identity; particularly where the identity of the holding company is favourable and where there is a link in the nomenclature between the holding company and the subsidiary. This is because individuals loyalty to the holding company's identity is likely to be stronger for the simple reason that ultimate power resides there and that the most coveted positions within the organisation are likely to be there. For the above reasons it may be difficult to establish a strong culture within a subsidiary, particularly when individuals are likely to belong to various ideological groups. The implications of this are not that senior managers should give little attention to the corporate identity but rather that they should assign more attention to their corporate identity.

***IN ORDER TO ASSIST SENIOR MANAGERS IN EVALUATING THEIR CORPORATE IDENTITY THE WRITER HAS PRODUCED A CHECK LIST. THIS IS SHOWN IN FIGURE 5.10.***

**5.15. Policy Implications for Management Academics**

Five recommendations are given to management academics under this section. The advice is as follows:

- (a) Recognise in the management and marketing literature that corporate identity is a complex and distinct area of study.*
- (b) Take an holistic view of corporate communications, eg. 'total corporate communications'.*
- (c) In the literature, appreciate the importance of personnel in corporate identity formation.*
- (d) In the literature, appreciate that corporate identity is a general management concern.*
- (e) Recognise the efficacy of the qualitative research methodology and the legitimacy of case study research in investigating the phenomena of corporate identity.*

**5.15.1 Recommendation: *"Recognise in the management and marketing literature that corporate identity is a complex and is a distinct area of study."***

The findings of this thesis suggest that corporate identity is an important but complex area of study. Its importance was demonstrated by its pervasiveness within BBC Radios Orkney and Shetland. Furthermore, the existence of multiple ideologies within both stations demonstrated the complexity of the area. As such, this suggests the efficacy of a multi-disciplinary approach to research, training and scholarship within the area. It also became apparent that a strong and favourable corporate identity tends to result in loyalty and this is an important strategic corporate objective. The latter demonstrates why the area ought to be of greater interest to academics and to a wide mix of management. Furthermore, there is a need for a greater emphasis to be given to the concepts of corporate identity, corporate personality, corporate image etc. within the management and marketing literature.

**5.15.2 Recommendation: *"Take a holistic view of corporate communications."***

There is a need to rethink the communications mix as applied to organisations in their entirety; to appreciate its complexity and acknowledge the importance of informal channels of communication as well as the more formal channels. That is to say, everything an organisation says, makes or does will communicate. This entails rethinking the corporate marketing communications mix. The complexity of the task is encapsulated by the view that everything an organisation says or does communicates, eg 'total corporate communication'.

**5.15.3 Recommendation: *"In the literature, appreciate the importance of personnel in corporate identity formation."***

One finding of this thesis was the importance of personnel in communicating the identities of an organisation, e.g. identity formation (i.e. a corporate identity) is based on the mix of the strongest ideologies within the organisation. This would imply rethinking the marketing mix as applied to organisations in their entirety and giving greater attention to the internal environment and to personnel.



**5.15.4 Recommendation: *"In the literature, appreciate that corporate identity is a general management concern."***

The eclectic nature of corporate identity would suggest it should be covered in general management marketing as well as in bespoke texts focusing on corporate identity. It is recommended that business schools offering MBA programmes (as well as courses in marketing) might usefully consider offering bespoke courses on corporate identity. The findings of this thesis reveal that corporate identity may be more appropriately regarded as a general management concern.

**5.15.5 Recommendation: *"Recognise the efficacy of qualitative research methodology and the legitimacy of case study research explaining the phenomena of corporate identity."***

Traditionally, management research has focused on questions relating to the frequency of a phenomena rather than than ascertaining the meaning of a such a phenomena. Both make distinct contributions to an advancement of knowledge in the field of management, but the latter has tended to be ignored or treated as suspect, particularly since it tends to draw on qualitative methods of data collection. In addition, case studies can provide useful insights into management phenomena such as corporate identity. If case studies are a useful vehicle for teaching (and this is widely accepted as so within the academic community) they should be accorded the same status in research.

**5.16. Chapter Summary**

This chapter has outlined the main findings of this thesis. The writer has argued that he has met the requirement of a doctoral thesis in that *(a) this research has made a distinct contribution to knowledge and (b) that this thesis has resulted in actionable advice being offered to policy makers.*

The main finding of this thesis was that the basic social process of corporate identity formation was based on personnel having a set of relationships with various ideologies based on "affinity". The data revealed that not only did staff have an affinity with at least six ideologies in each station but that they had an attachment to various types of ideology, i.e. corporate, professional

and cultural. The data also revealed that there were different types of affinities, i.e. affinity based on affection or on nostalgia. The researcher also concluded that the strength of attachment to an ideology is likely to reflect the benefits offered.

The principal advice given to policy makers is that senior managers should be sensitive to the existence of multiple ideologies within organisations and that managers should initially evaluate and, where appropriate, marshal such ideologies for the corporate good. In other words the presence of multiple ideologies should not automatically be assumed to be a threat. Furthermore, that when new ideologies are being introduced the chances of adoption are increased when they afford distinct benefits whether it be to personnel or to the public.

The specific advice given to senior managers within BBC Scotland and the BBC has resulted in the writer drafting two mission statements: one for the Corporation in its entirety and one for the subsidiary (BBC Scotland). Specific recommendations given to BBC Scotland include a rationalisation of its branding structure and the establishment of a clearer visual identity. For both BBC Scotland and the BBC the writer makes suggestions relating to the establishment of management systems and structures for managing and evaluating both corporate identities.

With regard to the recommendations given to the Secretary of State for National Heritage the writer suggests that the new Royal Charter should define the Corporation's identity more clearly, eg *(a) Reaffirm 'Reithien' values relating to public service broadcasting (b) Articulate the BBC's position as a major cultural institution (c) Ensure greater accountability.*

Lastly, in the policy advice given to management academics the author argues the following: that they need to acknowledge (within the literature) that corporate identity is a complex and distinct area of study; that a holistic view should be taken of corporate communications, and that further use of the qualitative research methodology and of case studies may be profitable in undertaking further research into corporate identity.

Thus the writer contends that this thesis has made an advance towards an understanding of corporate identity and has given useful policy advice.

Many of the author's recommendations have been implemented by BBC Scotland's senior managers. The writer is of the view that much valuable work in the area of corporate identity still needs to be done. Suggestions for future research form the short final chapter of this thesis.



**CHAPTER SIX**  
**RECOMMENDATIONS FOR FUTURE RESEARCH**

## 6.0. Abstract

The previous chapters of this thesis have explained the background to the research; the literature on corporate identity and the BBC; the methodology employed and the research findings. The objective of this chapter is to outline a few suggestions for further empirical academic research.

### 6.1. The efficacy of further explanatory research.

Whilst the author is of the view that this thesis has made a contribution to an understanding of corporate identity, he feels that further insights can be gained into the area by means of explanatory research within the research paradigm of naturalism, for instance through the use of longitudinal and team-based research. This is because corporate identity as a management discipline still affords numerous possibilities for research. Among these possibilities are the following.

*(a) The degree to which the basic tenets of corporate identity need to be changed when applied to not-for-profit organisational identities and other types of identity, i.e. generic and regional.*

With the advent of corporate identity consultancies advising not-for-profit organisations as well as governments, the above has the potential to reveal the extent to which the process of research, analysis and formation of identities differs between business and non business organisations.

*(b) Insights in to how an identity is evaluated.*

One area which receives little attention is the evaluation of an identity. This appears to have eluded both consultants and writers. Research undertaken immediately after a change of identity might reveal whether corporate identity can be evaluated in a conventional sense. Such research might generate useful policy advice.

*(c) Rebuilding an identity after a merger, acquisition or de-merger.*

Research examining the subsuming of one identity (or an amalgamation of identities) would be of interest in itself and would complement the findings of this thesis.

*(d) Understanding the effect of the ascendancy of the virtual organisation on the phenomena of corporate identity.*

Increasingly a more flexible approach is being adopted to work practices. In some organisations personnel spend a good deal of time working from home. There is also a trend for individuals to be self employed resulting in those individuals having links with several organisations. The phenomena of the virtual organisation in the context of corporate identity management would be a profitable area for research.



*(e) Understanding the influence of the generic identity among organisations.*

To date much of the writing on the area has focused on corporate identity. Yet a number of writers have noted the importance of the generic identity. Research undertaken within organisations which appear to have a strong affinity with a generic identity could reveal the relationship between the two identities and note how a corporate and generic identity might be managed under such circumstances.

*(f) How an identity is rebuilt after a crisis.*

A characteristic of the business environment is the changing perceptions of an organisation brought about because of a crisis. Undertaking research immediately after such a crisis might afford valuable insights into how this situation is managed and the degree to which organisations learn from such experience, e.g. effective management of a corporate identity.

*(g) The effect of non visual senses in communicating an identity.*

To date the literature on corporate identity has given particular attention to the effect of the visual sense in communicating an organisation's identity, e.g. the system of visual identification and the visual audit. There is scope to examine the role of other senses in communicating an identity. Research undertaken among these might reveal findings of interest.

*(h) Understanding the means by which consultants evaluate an organisation's identity.*

To date the writer is not aware of an academic researcher having been fortunate enough to observe the manner in which corporate identity consultants undertake their work. Research of this kind would complement the findings of this thesis in that it would reveal the extent to which consultants focus on cultural aspects of organisations (the corporate personality) which the writer found to be the cornerstone of corporate identity formation. In addition to contributing to a deeper understanding of corporate identity there is the distinct possibility that the findings will be of use to consultants as a methodology for assessing the nature and strength of an organisation's identity.

*(i) Understanding the impact corporate identity consultants have on an organisation once they have departed.*

There is scope for research to reveal the degree to which corporate identity consultants exert a lasting impact on an organisation once the consultancy has ended. The undertaking of a longitudinal study could be beneficial.

*(j) The manner by which corporate identity consultancies evaluate and manage their own identities.*

This would make a fascinating study. There are a number of research questions which might be addressed, e.g. Do corporate identity consultancies practice what they preach? How do they evaluate their identities and who is involved? Do they suffer with problems of culture?

## **6.2. The efficacy of Action Research.**

Whilst the above offer some of the research possibilities for academics there can be difficulties with regard to phenomenological research. For the researcher (or team of researchers) who is familiar with the essential tenets of corporate identity and who has consultancy experience, action research has the potential of offering useful insights into the area, i.e. through the researcher's efforts to change an existing situation within an organisation. The aim of Action Research has been defined by Rapoport (1970 p499) as contributing, both to the practical concerns of people in an immediate problematic situation and to the goals of science, by joint collaboration within a mutually acceptable ethical framework.

Many of the areas identified under 6.1. will be suitable for action research.

## **6.3. Longitudinal Studies.**

The research undertaken in this thesis examined a part of the BBC during a period of change within the Corporation. There is also scope for longitudinal studies to be undertaken both within the BBC and in other organisations which might shed further light on how corporate identities evolve over time. Further research might be undertaken which examines the degree to which the findings of this thesis could be applied to other contexts. For instance similar studies might be undertaken within other organisations which share some of the characteristics of the BBC.

### **6.3.1. Team-Based Research**

The use of team-based research would be particularly apposite when investigating the phenomenon of corporate identity in a large organisation. This would circumvent the problem (experienced by the writer during his first period of research) of analysing a wealth of data. Such an approach might be useful for doctoral candidates and would reflect an approach that is common in the sciences.

### **6.4. Research within the Positivistic Tradition.**

This thesis was undertaken within the research tradition of naturalism. For researchers working within the positivistic tradition, who are concerned with the frequency rather than the meaning of the phenomena under study, the research findings of this thesis could be used as the basis for a questionnaire in order to reach a conclusion regarding the frequency of the phenomenon. For instance, this could be BBC specific with research being undertaken among all the local radio stations.

### **6.5. Chapter Summary.**

The final chapter of this thesis has outlined a few of the possibilities for further academic research into the phenomena of Corporate Identity. The writer is of the opinion that corporate identity affords many opportunities for future research and has the potential to be of benefit to the academic community and to managers as well as to corporate identity consultancies.