

# Working Paper Series

**Comprehending Corporate Marketing and the Corporate Marketing Mix**

Professor John M.T. Balmer

Working Paper No 06/08

*March 2006*

*The working papers are produced by the Bradford University School of Management and are to be circulated for discussion purposes only. Their contents should be considered to be preliminary. The papers are expected to be published in due course, in a revised form and should not be quoted without the author's permission.*

**COMPREHENDING CORPORATE MARKETING  
AND THE CORPORATE MARKETING MIX**

**Professor John M.T. Balmer**

Professor of Corporate Brand/Identity  
Management  
Bradford School of Management  
Bradford School of Management  
Emm Lane  
Bradford  
England

*The right of John M.T. Balmer to be identified as  
the Author of this Work has been asserted by him  
in accordance with the Copyright, Designs and  
Patents Act 1988. © John M.T. Balmer (March)  
2006.*

**ABSTRACT**

I marshal the literature relating to the historiography of marketing and use this as a platform for an examination of the embryonic area of corporate-level marketing. I introduce a simplified version of my corporate marketing mix that was first introduced in 1998. My use of the simplified management framework in executive MBA courses (and in executive programmes generally) suggests that this meets the practical needs of executives and is likely to meet, in addition, the pedagogical requirements of faculty members. The six dimensions of the corporate marketing mix are: *Character* (distinctive organisational characteristics), *Culture* (the values, beliefs and assumptions about the organisation by employees), *Constituencies* (the key customer and stakeholder groups upon which the organisational is reliant), *Communications* (corporate communications aimed at key customer and stakeholder groups), *Conceptualisations* (the reputations held of the organisation) and *Covenant* (the nature of the covenant/promise underpinning the corporate brand).

## INTRODUCTION

I introduce a simplified version of my corporate marketing mix that was first introduced in 1998. My use of the simplified management framework in executive MBA courses (and in executive programmes generally) suggests that this meets the practical needs of executives and is likely to meet, in addition, the pedagogical requirements of marketing faculty.

Corporate marketing (CM) represents a field of inquiry that is in its adolescence. However, the canon of work on the area is slight. I am of the view that CM will emerge as a progressively vital area within marketing and within management studies generally. It is hoped that my observations will engender interest in the area.

From the outset, I acknowledge that any discussion of marketing is beset by a number of difficulties including the lack of consensus as to its nature and I note that Crosier (1975) found no less than fifty definitions within the literature which broadly envisioned marketing in terms of a process, philosophy and, in terms of a business orientation.

## REFLECTIONS ON THE PAST

Although there is unlikely to be unanimity among marketing scholars I have argued that corporate marketing constitutes a logical stage in the development of marketing (Balmer 1998, 2001). Along similar lines, Greyser (1997) in his retrospective on marketing noted that the area has metamorphosed from a *(i) production and manufacturing orientation*, *(ii) sales orientation* *(iii) marketing orientation* and, more recently, to a *(iv) relationship marketing orientation*. Following this schema, corporate marketing represents a fifth evolutionary stage of development.

It would appear that marketing is undergoing a paradigm shift and is increasingly characterised by having an institutional wide focus. Evidence of this can be found in the ascendancy of concepts such as corporate identity, corporate reputation, corporate branding, corporate reputation and corporate communications.

Some marketers will inevitably argue that corporate marketing is nothing more than a surrogate for services marketing. Certainly, there are similarities but, on reflection, it soon becomes apparent that not all organisations are services and, for this reason, there are critical differences between them. This can be seen in relation to brands. Consider the British Airways brand and

that its Club and World Traveller brands. All are indubitably service brands but the critical difference is that the British Airways brand relates to the *Corporation in its totality* and, as such, is best regarded as a corporate brand.

Moreover, corporate-level marketing goes beyond organisations having a services orientation so as to include those engaged in production or those in business-to-business categories at the corporate level. Consider Rolls Royce Motors, Sony, Heinz and Nestle for instance. Corporate marketing also accommodates the marketing concept as applied to business alliances, franchise arrangements and supra brands such as the One World, Star and Qualifier airline alliances and, in other categories, the MasterCard and Visa supra brands.

A key attribute of corporate-level marketing (in itself another differentiator from services marketing) is its concern with multiple stakeholder groups and networks, with partner organisations. (It may also include groups of organisations such as industrial partnerships and alliances). Another aspect of corporate marketing is that it goes beyond a concern with present organisational relationships and is, in addition, concerned with those of the future and of the past (consider mutual organisations such as the Coop and Building Societies in this regard.)

## A NEW MARKETING EPOCH? THE EPIPHANY OF CORPORATE-LEVEL MARKETING

My comprehension of corporate-level marketing is informed by my research (conceptual and literature-based, and empirical) and teaching, especially at executive level both at Bradford School of Management and at the University of Strathclyde as well as at the business schools in Aarhus, Loyola (Los Angeles), Stockholm, Rotterdam, and Stockholm and so on.

Corporate marketing may be seen to be a natural development of my advocacy of a multidisciplinary perspective to be adopted in relation to the concepts of corporate identity and corporate branding (Balmer 1991, 1995, 2001). The ACID test framework (in its various permutations) is indicative of this multidisciplinary perspective (see Balmer and Greyser 2002, Balmer and Stuart 2004). I have argued that corporate-level concepts of corporate identity, image, reputation, branding and communications represents a new gestalt of the corporation and provides the platform for corporate marketing. This view informs the integrative approaches that are discussed in "*Revealing the Corporation*," (Balmer and Greyser

2003). Such an approach can be seen to be well within the mainstream of marketing scholarship which has diverse origins and draws on a number of disciplines such as economics, law, and the behavioural and mathematical sciences as observed by Baker and O'Brien (1997).

Of course, others have adopted a broadly similar stance *vis a vis* the need for integration (Van Riel 1995; Knox and Bickerton 2003; and Hatch and Shultz 2003). However such perspectives are discussed within the confines of corporate communications and corporate branding. In addition, such concepts are more limited in scope than the concept of corporate marketing which is a more apposite umbrella title (as will be argued latter on).

#### **CORPORATE LEVEL MARKETING: TOWARDS A NEW GESTALT OF THE CORPORATION**

My examination of the literature (Balmer 1998) reveals that various concepts has attracted the attention of scholars and practitioners alike during different periods and, may in part, reflects the zeitgeist of a particular epoch.

Whereas, during the 1950s and 1960s the corporate image concept was in the ascendant (Boulding 1956), the 1970s witnessed increased attention being accorded to corporate identity (Olins 1978) and the 1980s saw a growth of interest in the area of corporate communications (Bernstein 1984) as well as in corporate reputation (Fombrun and Shanley 1990). In the 1990s, attention began to be focussed on the corporate brand (Balmer 1995 and 1999) and, in business parlance it still appears to hold considerable hegemony. Various special editions of the *European Journal of Marketing* that have appeared since 1997 relating to corporate level concepts such as corporate identity and corporate brand management have provided a forum for different ontological and epistemological issues to be aired. The emergence of degree courses relating to corporate communications, corporate brand and corporate identity management and the appearance of new journals on the area may also be viewed as symptomatic of the area's increased importance.

However, when the broad topography of the area is contemplated I hold that the richness of corporate-level concepts such as corporate identity, reputation and corporate communications provides a critical breakthrough in the conceptualisation of organisations by marketing scholars which explains the need to raise the umbrella of corporate-level marketing. Corporate level marketing provides a new vortex. A vortex that is both powerful and practical. A vortex that synthesises the myriad of corporate level perspectives, and concepts, that have emerged from the 1950s onwards Balmer (1998). I have argued (in Balmer and Greyser 2003) that the concepts of corporate identity, corporate image, corporate reputation, corporate branding and corporate communications and so on, provide the building block of a new marketing gestalt (as applied to corporate and organisational entities). The orchestration of these concepts provides the cornerstone of my simplified corporate marketing mix. I call this the 6Cs of corporate marketing.

#### **SO...WHAT IS AND WHAT OF CORPORATE LEVEL MARKETING?**

As I have observed elsewhere, the corporate-level concepts of corporate identity, corporate image, corporate communications, corporate reputation and corporate branding have (in their totality) many facets. Some have distinct intellectual roots and practice based adherents. Although individual corporate-level concepts provide a powerful, and radical, lens through which to comprehend organisations, individual perspectives are necessarily limited. While issues relating to corporate identity and identification, corporate communication, image and reputation, along with corporate brand management have generated interest from scholars from disciplines beyond marketing the marketing discipline (albeit at the product and service levels) has drawn on such concepts for some time. Moreover, in their totality it seems natural that marketing has strong claims on this nascent area.

I cite my justifications here:

In (Balmer and Greyser 2003 p.349-350) I argued that there are four advantages that marketing can offer this nascent area, namely its:

- (a) *Inheritance,*
- (b) *Prescience,*
- (c) *Expedience, and*
- (d) *Assemblance*

### **Inheritance**

Of all the disciplines that have made a contribution to this the corporate level constructs detailed earlier marketing has been the most conspicuous when the full range is considered. To illustrate my point consider communication, image, reputation, and branding. These are key concepts within the marketing domain while marketing scholars and practitioners frequently marshal others, such as identity. To date, the above concepts have tended to be narrowly conceived by marketers in terms of products or services rather than corporations. To my mind these concepts can be orchestrated at the organisational level in order to underpin the new gestalt of Corporate-Level Marketing just as product, price, place, and promotion have been assembled in creating the marketing mix. However, their comprehension, purpose, and management are likely to be distinct in several or more crucially important regards within the paradigm of corporate-level marketing.

### **Prescience**

The notion that the marketing should concern itself with corporate-level concerns is far from new. In the 1960s, Kotler and Levy (1969) had the prescience to articulate that the marketing concept should be broadened so as to encompass any entity and that it should be able to be applied to all areas of business and not just product dominated organisations.

More recently, Webster (1992) advanced the view that it was *de rigueur* for marketing to affect a paradigm shift away from products and firms to people and organisations. As such, there was a requirement for greater scrutiny to be accorded to phenomena, which traditionally have been the preserve of psychologists, organisational behaviourists, political economists, and sociologists. In terms of corporate-level marketing the insights gleaned from identity theory as employed by organisational theorists and behaviourists can be influential in the conceptualisations of marketing see Bhattacharya and Sen (2003)

Marketing's entrée in to the *corporate* domain has, already, become a reality. The rise of "new" areas of marketing interest such as relationship marketing (Gummesson 1994), the marketing of services (Booms and Bitner 1992), internal marketing (Berry 1981), marketing for non-profits (Kotler and Andreason 1996), green marketing (Meffert and Kirchgeorg 1993), and in specialised areas such as corporate brand management

(Balmer and Gray 2003), corporate communications (Riel van 1995), corporate image and reputation (Brown and Dacin 1997, Dowling 2001). Kotler's (1986) notion of megamarketing with its recognition of groups, "beyond customers" the importance accorded to political power and public opinion, and the importance attached to marketing networks in their various guises (Achrol 1991) all resonate with our comprehension of corporate-level marketing.

### **Expedience**

Marketing has been particularly effective in demonstrating its utility to managers. Baker (1999) has observed that marketing is a synthetic discipline in that it distils insights gained from other fields (both business and non-business) into a body of knowledge with an immediate and practical relevance. In other words, marketing is adept in operationalising theories.

### **Assemblance**

Marketing is, and always has been, a repository of insights and theories marshalled from other disciplines. Traditional marketing draws heavily from a number of management and non-management disciplines such as psychology, economics, and strategy. The assemblance of diverse perspectives to form a unified whole has been a basic tenet of marketing. Indeed, Borden (1964) who first devised the first marketing mix was profoundly influenced by the work of Culliton (1948) who envisioned the marketer to be first and foremost a mixer of ingredients, in other words an *orchestrator*.

### **RETHINKING AND REVISITING MARKETING**

One important observation with regard to the above is that "Corporate-Level" connotes that the area of concern is with corporate entities in their totality *including corporate-level networks and partnerships*. As such, the title aims to reflect my view that the area should not be constrained by rigid disciplinary boundaries or by the fact that past attitudes that "marketing" may be limiting. By its very nature, "Corporate-Level" denotes that the area of concern is *strategic* in effect. Its importance is such that the CEO and board of directors should be apprised of the area on a regular basis and should be familiar with its scope and significance. A further point of note is that Corporate-Level Marketing, as with marketing generally, is more about a philosophy than a function: marketing being the responsibility not so much of a person or a department but, importantly, of everyone within the organisation.

**MARKETING: A CRITICAL AND BORDERLESS IDEA?**

With corporate-level marketing comes a realisation that the traditional internal/external boundary between the organisation and its environment have waned. In this regard, I concur with Badaracco (1991) who questioned the existence of there being an identifiable Corporate-Environment boundary. (Others, echoing the work of Drucker will also remind us about marketing being first and foremost and philosophy rather than function.) For these reasons the notion of profitable exchange relationships will remain an enduring feature of corporate-level marketing as it does with traditional marketing but with the key difference that the emphasis will be on *multiple* exchange relationships. As noted by Ford (1990), corporations are less concerned with the management or ownership of all aspects of the supply chain or distribution channels: they see themselves as part of a network. Consider the phenomenon of the corporate brand (Balmer 2005) and brand communities in this regard. Such developments have led O'Malley and Patterson (1998) to conclude that an organisation's internal and external constituencies are not so much stakeholders or publics but *partners*.

Such perspectives are not without their difficulties. This comes with a realisation that individuals may not belong to a solitary stakeholder group but rather multiple groups, and as such may be engaged in diverse corporate-level partnerships. For instance, an individual can enjoy a myriad of relationships with a single corporate entity as a customer, employee, investor, politician, as well as a member of the local community.

I also hold that there is a significant time (temporal) dimension as well. Increasingly, it would seem that corporations will need to be sensitive to past, future as well as to current stakeholder groups: in this regard they will be more like the catholic church. This is already the case with mutual organisations such as Building Societies and the Co-op Bank. Partnerships represent another category: the John Lewis Partnership being a prime example of this in a UK context.

Of course, different organisational types will have different modus operandi, different types of stakeholder relationships (not-for-profit compared to plcs), and will view, as a consequence, view the temporal dimension in different ways. Regulatory, and supervisory, characteristics of countries will also have a bearing (for instance, the importance,

and constraints, of supervisory boards in Germany as opposed to a more *laissez faire* attitude that characterises many corporations within the UK and US). For these reasons, just as the orchestration of the marketing mix will differ for products within the same sector, the corporate marketing mix will also need to be orchestrated so as to mutually satisfy the needs of both the organisation and of stakeholders.

**CORPORATE-LEVEL MARKETING MIXES**

Two of marketing's enduring characteristics, namely expedience and assemblance, are at their most translucent in terms of the marketing mix originally devised by Borden. McCarthy (1960) in simplifying the mix (although losing a good deal of richness in the process) ensured that the 4Ps had a utility, which, otherwise, might not have been the case. I also take cognisance of Drucker (1954) observation that concern and responsibility for marketing must permeate all areas of the organisation. In terms of corporate-level marketing such a perspective take on a heightened importance and non-marketers are not exonerated from having responsibility in this regard.

What are the substantive differences between the marketing mix and the corporate-level marketing mix?

I hold there to be three substantive differences.

The first is that: *the elements are broader* than the traditional "4Ps" of the marketing mix.

The second is that the elements of *the traditional mix require a radical reconfiguration*.

The third is that *the mix elements have distinct disciplinary traditions*. They also transcend the traditional organisational boundaries.

My initial attempt in articulating a corporate marketing (management) mix Balmer (1998) resulting in a marketing mix of ten elements. More recently (as used in classroom situations) an eleventh element was added so as to take account of the corporate brand (many organisations, but by no means all, can be regarded as corporate brands).

However, as with Borden's mix it had the difficulty of being difficult to recall. As such I have simplified the mix so that it comprises six elements: character, culture, constituencies, conceptualisations, communications and covenant. See Exhibit 1.

## EXHIBIT TWO: COMPARING THE 6Cs OF CORPORATE MARKETING

The 6Cs of Corporate Marketing (Balmer 2006)	The 11 Ps of Corporate Marketing (Balmer 1998) Adapted	Explanation
<b>CHARACTER</b>	Philosophy and Ethos	How the organisation is constituted. What the organisation stands for, the way it undertakes its work and activities.
	Product	What the organisation makes and does.
	Price	The emotion and capital assets of the organisation. The valuation its brands (corporate, services and product). What it charges for its products and services. The share price. Staff salaries.
	Place	Distribution and organisational relationships in terms of the selling and distribution of products and services. (Franchising, outsourcing, licensing).
	Performance	Quality of products and services. Standards vis a vis issues of governance, ethics and social responsibility.
	Positioning	The organisation's position relative to its competitors (size, geographical coverage, product and service range).
<b>CULTURE</b>	Personality	The critical role of personnel vis a vis corporate marketing activities. The shared (as well as differentiated) meanings accorded to the organisation by personnel *including strength of identification with the organisation).
<b>COMMUNICATION</b>	Promotion	Co-ordinated corporate communications (corporate advertising, corporate PR, visual identification etc.)
<b>CONSTITUENCIES</b>	People	In addition to customers: the organisation's internal and external constituencies and communities (the latter boundary spans constituencies).
<b>CONCEPTION</b>	Perception	The reputations held of the organisation by groups, communities and by individuals.
<b>COVENANT</b>	Promise	The expectations associated with the corporate brand (stakeholder perspective) and the promise underpinning the corporate brand (organisational perspective).

It is hoped that nothing of the richness that was contained in the original 11 Ps of the corporate marketing mix. Exhibit Two compares the 6Cs of the Corporate Marketing Mix with the (expanded) mix of 1998 (the 11Ps).

#### THE SIX DIMENSIONS OF THE REVISED CORPORATE MARKETING MIX "THE 6CS"

The following section provides a brief description of each of the elements forming the corporate marketing mix. In illustrating each dimension I posit a question, which articulates the critical nature of each of the components of the mix, and also articulate the concept underpinning the area. The six elements of my corporate marketing mix are shown below in the form of six-sided star: see Exhibit Two.

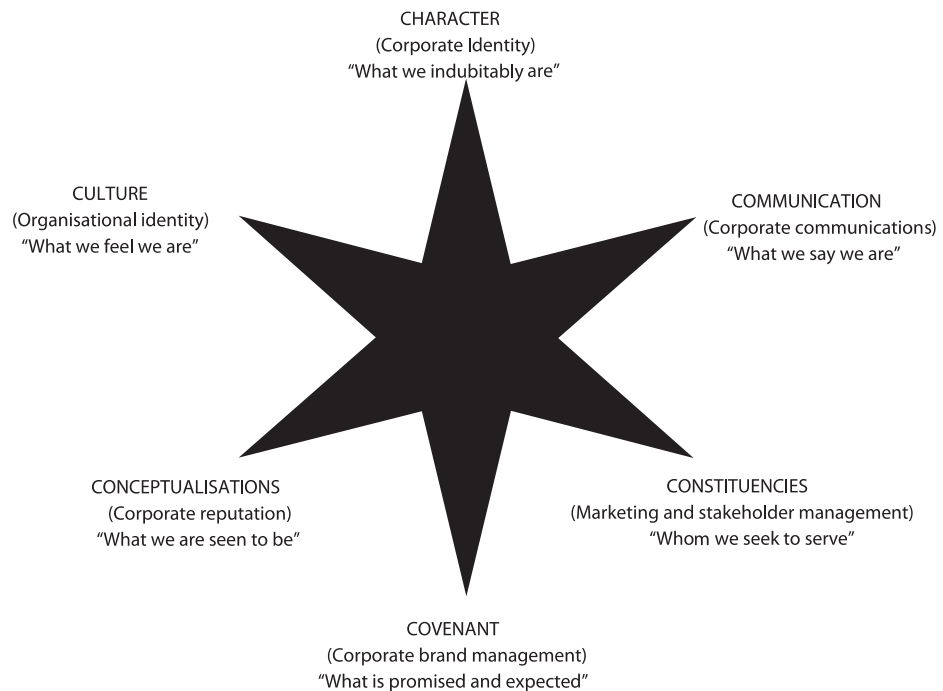
#### CHARACTER

*Question: "What are the distinctive and defining characteristics of our organisation?"*

*Concept/s: Corporate Identity*

Those factors that, in their totality, make one entity distinct from another. These include key tangible and intangible assets of the organisation as well as organisational activities markets served, corporate ownership and structure, organisational type, corporate philosophy and corporate history. In academic parlance this is often called the corporate identity (not to be confused with corporate identity as it relates to systems of visual identification).

## EXHIBIT TWO: THE 6Cs OF CORPORATE MARKETING (BALMER 2006)

**CULTURE**

*Questions: "What are the collective feeling of employees regarding the organisation where they work?"*

*Concept/s: Corporate Culture/Organisational Identity*

This refers to the collective feeling of employees as to what they feel they are in the setting of the entity (their work place entity). These beliefs are derived from the values, beliefs, and assumptions about the organisation and its historical roots and heritage. Individuals many, in part, define themselves in terms of organisational members and may, in turn, feel that they, as individuals, share common values with the organisation. Culture is important since it provides the context in which staff engage with each other and with other groups such as customers: employees represent the "front-line" of the organisation.

**CONSTITUENCIES**

*Question: "Which stakeholders are of critical importance and why?"*

*Concept/s: Stakeholder Theory and Corporate Governance*

Corporate-marketing takes cognoscente that many customers also belong to one or other organisational constituencies (employees, investors, local community etc) and also comes with a realisation that the success of an organisation (and in some cases a "license" to operate) is dependant on meeting the wants and needs of such groups. Stakeholder management being a corollary area of concern to the above.

**CONCEPTUALISATION**

*Question: "How are we seen by are key stakeholders?"*

*Concept/s: Corporate Image and Corporate Reputation*

This refers to perceptions (conceptualisations) held of the corporate brand by customers and other key stakeholder groups. The latent perception of the organisation held by the above will affect their view of and their behaviour towards the organisation. Such conceptualisations of the organisation will, of course, differ between different groups and account needs to be taken of this. Corporate image and corporate reputation scholarship inform this dimension of the corporate marketing mix.

**COMMUNICATION**

*Question: "Who do we say we are and to whom do we say this?"*

*Concept/s: Corporate Communications*

Corporate communications relates to the various communications channels deployed by organisations to communicate with customers and other constituencies. At its most comprehensive it also takes into account the communications effects of management, employee and product behaviour and of word-of mouth and media/competitor commentary. Balmer's total corporate communication mix (Balmer and Gray 1999) and Van Riel's (1995) Corporate Communication mix (and corporate communications studies generally) underpin this dimension.

**COVENANT**

*Question: "What are the distinct components that underpin our corporate brand covenant (corporate brand promise)*

*Concept/s: Corporate Brand*

This specifically relates to the corporate brand. I have argued that a corporate brand is underpinned by a powerful (albeit informal) contract, which can be compared to a covenant in that customers and other stakeholder groups often have a religious-like loyalty to the corporate brand. Whereas (I hold) legal ownership of a corporate brand is vested in an entity its' emotional ownership (and therein its substantial value) resides with those who have a close association with the brand. (see Balmer 2001, 2001a, and 2005 and Balmer and Gray 2003).

**CONCLUSION**

In bringing this short overview relating to corporate marketing to a close I am mindful that for the last fifty years, or more, marketing scholars, and practitioners, have realised the crucial importance of corporate-level concepts beginning with the concept of the corporate image and the pioneering work of the English economist Kenneth Boulding whose 50th anniversary of the publication of his book, "The Image" we celebrate this year (Boulding 1956). Whereas, the marketing concept as applied to products, and, services has achieved wide acceptance the same cannot, alas, be said in relation to the application of the marketing concept to organisations in their totality: especially with regard to entities that are traditionally not seen to be within the service sector such as automotive manufactures, oil and pharmaceutical corporations, to name but a few. While scholarship relating to individual constructs such as corporate reputation and corporate communication is developing apace-integrative perspectives still remain the exception rather the rule. However, it would appear to be difficult for scholars to examine, for instance, corporate communications without recourse to an examination of other concepts such as corporate identity, reputation, branding and the same is, surely true, for those charged with the management for the same. From my perspective the epiphany of corporate level marketing is exciting for another reason and this is because marketing becomes very much a strategic, and board-level concern.

What of the future? Well, I acknowledge that for some the very notion of corporate level marketing is likely to be egregious but there should be no

surprise in relation to this. This is because the current respectability in which marketing is held both as an area of practice and scholarship has not been without its difficulties and, as we observed earlier, marketing departments do not necessarily equate with a marketing orientation.

A key point underpinning the notion of corporate marketing is that it should be primarily understood in terms of a philosophy rather than a function. As such, the notion that it is the responsibility of all employees to meet the wants and needs of present and future customer and other stakeholder groups and communities in the context of the organisation's business purpose and philosophy is of critical importance. (In many instances, of course, conscience needs to be accorded to the legacy of the past in terms of the organisation and its communities: universities, partnership and mutuals are cases in point). Corporate Marketing, inevitably, marks marketing's entrée into the board room and although it is logical to assume that corporate marketing is extrinsically a boardroom and CEO concern, responsibility for corporate marketing should be institutional-wide. In short, we are all corporate marketers.

## REFERENCES AND FURTHER READING

- Achrol, R.S. (1991) Evolution of the marketing organization: new forms for turbulent environments, *Journal of Marketing* Vol. 55, October, pp. 77-93.
- Arndt, J. (1984) The anthropology of marketing systems: symbols, shared meaning and ways of life in interorganisational networks, in *Proceeding of International Marketing Research Seminar on Industrial Marketing, Stockholm: Stockholm School of Economics*.
- Badaracco, J.L. (1991) *The Knowledge Link: How Firms Compete Through Strategic Alliances*. Boston: Harvard Business School Press.
- Baker, M.J., Marketing-Philosophy or Function? In M.J. Baker (ed) (1999) *The IEBM Encyclopaedia of Marketing*, London: International Thomson Business Press, pp. 3-17.
- Baker, M.J. and O'Brien, E.M. Marketing in M. Warner (ed) (1997) *The Concise International Encyclopaedia of Management*, International Thomson Business Press, London. 429-448.
- Balmer, J.M.T. (1995) 'Corporate Branding and Connoisseurship,' *Journal of General Management*, 21, 1, 22-46.
- Balmer, J.M.T. (1998) Corporate Identity and the Advent of Corporate Marketing, *Journal of Marketing Management*, 14, (8) 963-996.
- Balmer, J.M.T. Corporate Identity in M.J. Baker (ed) (1999) *The IEBM Encyclopaedia of Marketing*, International Thomson Business Press, London 732-746.
- Balmer, J.M.T. (2001) *European Journal of Marketing: Special Edition on Corporate identity and corporate marketing*, 35, 3&4.
- Balmer, J.M.T (2001) Corporate Identity, Corporate Branding and Corporate Marketing: Seeing through the Fog, *European Journal of Marketing*, 3&4, 248-291.
- Balmer, J.M.T and Greyser, S.A. (2002) Managing the Multiple Identities of the Corporation, *California Management Review*, Vol. 44, No 3, pp. 972-997.
- Balmer, J.M.T. and Greyser, S.A. (2003) *Revealing the Corporation. Perspectives on Identity, Image, Reputation, Corporate Branding and Corporate-Level Marketing*, Routledge, London.
- Balmer, J.M.T. (2003) *European Journal of Marketing: Special Edition on Corporate brands and Identity*. Vol. 37. Nos 7-8.
- Balmer, J.M.T. and Gray, E. (2003) Corporate Brands: what are they? What of them? *European Journal of Marketing*, Vol. 37, Nos. 7-8, pp. 972-997.
- Balmer, J.M.T. and Stuart, H. (2004) Balmer's AC<sup>3</sup>ID Test and British Airways, *University of Bradford School of Management, Working Paper* 04/24.
- Balmer, J.M.T. Greyser, S.A. and Urde, M. (2004) Monarchies as Corporate Brands. Working Paper No 05-002, *Division of Research, Harvard Business School*.
- Bernstein, D. (1984) *Company image and reality: a critique of corporate communications*, Rinehart and Winston, Eastbourne.
- Berry, L.L. (1981) 'The employee as customer,' *Journal of Retail Banking*, Vol. 3 No.1, March, pp. 33-40.
- Bhattacharya, C.B. and Sen, S. (2003) Consumer-company identification: a framework for understanding consumer's relationships with companies, *Journal of Marketing*, Vol. 67, pp. 76-88.
- Booms, B.H. and Bitner, M.J. Marketing strategies and organisations structures for service firms', In J. Donnelly and W.R George (eds) (1992) *Marketing of Services*, American Marketing Association, Chicago.
- Boulding, K (1956) *The Image*, Ann Arbor, University of Michigan Press.
- Brown, T.C. and Dacin, P.A. (1997) 'The company and the product: corporate associations and consumer product responses.' *Journal of Marketing*, January, Vol. 61, pp. 68-84.
- Crosier, K. (1975) What is marketing? *Quarterly Review of Marketing* 1 (2).
- Culliton, J.W., *The Management of Marketing Costs*, Boston: Harvard University Press, 1948.

- Dowling, G. (2001) *Creating Corporate Reputations*, Oxford University Press, Oxford.
- Drucker, P., *The Practice of Management*, Oxford: Butterworth-Heinemann, 1954.
- Fombrun, S.J. and Shanley, M. (1990)'What's in a name? Reputation building and corporate strategy.' *Academy of Management Journal*, Vol. 33, No. 2: pp. 233-258.
- Ford, D., (1990) *Understanding Business Markets: Interactions, Relationships, Networks*, London: Academic Press.
- Greyser, S.A. (1997) Janus and Marketing. *Reflections on the Future of Marketing*. Marketing Science Institute, Boston. MA.
- Gummesson, E., (1994) *Relationship Marketing- From 4Ps to 3ORs*, Stockholm School of Business, Stockholm.
- Gummesson, E., Marketing-Orientation Revisited: The Crucial Role of the Part-Time Marketer, *European Journal of Marketing*, Vol. 25, No.2 , 1991, pp. 60-75.
- Hatch, M.J. and Schultz, M (2003) Bringing the Corporation into Corporate Branding, *European Journal of Marketing*, Vol. 37, No. 7/8, pp. 1041-1064.
- Knox, S. and Bickerton, D. (2003) The Six Conventions of Corporate Branding, *European Journal of Marketing*, Vol. 37, No. 7/8, pp. 998-1016.
- Kotler, P. and Andreason, A, (1996) *Strategic Marketing for Nonprofit Organizations*, Prentice Hall, Englewood Cliffs, NJ.
- Kotler, P. (1986) Megamarketing, *Harvard Business Review*, March-April, 117-124.
- Kotler, P. and Levy, S. J., (1969) Broadening the Concept of Marketing, *Journal of Marketing*, January, pp. 10-15.
- Levitt, T. (1960) Marketing Myopia *Harvard Business Review*, July-August, 45-46.
- McCarthy, E.J., *Basic Marketing: A Managerial Approach*, Howewood, IL, Irwin. 1960.
- McGee, L.W. and Spiro R.K., The Marketing Concept in Perspective, *Business Horizons*, Vol. 31, No, 3, 1990, pp. 40-45.
- Meffert, H. and Kirchgeorg, M. (1993) Marktorientiertes *Umweltmanagement*, Poeschel-Verlag, Stuttgart.
- Olins, W. (1978) *The corporate personality: an inquiry into the nature of corporate identity*, Design Council, London.
- O'Malley,L. and Patterson, M., Vanishing Point: The Mix Management Paradigm Re-Visited, *Journal of Marketing Management*, Vol.14, No.8,1998, pp. 829-851.
- Riel van, C.B.M. (1995) *Principles of Corporate Communications*, Prentice Hall, London.
- Webster, F.E., The Changing Role of Marketing in the Corporation *Journal of Marketing*, Vol. 56, October, 1992, pp.1-17.

## List of Working Paper Titles

## 2006

- 06/09** – Melaine Baier, Gernot Graefe & Ellen Roemer  
*Screening New Service Ideas for Business Markets: The Case of IT Business Services*
- 06/08** – Professor John M T Balmer  
*Comprehending Corporate Marketing and the Corporate Marketing Mix*
- 06/07** – Shona Bettany  
*Steps Towards transformative Consumer Research Practice: A Taxonomy of Possible Reflexivities*
- 06/06** – Axèle Giroud & Jonna Scott-Kennel  
*Foreign-Local Linkages in International Business: A Review and Extension of the Literature*
- 06/05** – Jenny Fairbrass, Linda O'Riordan & Hafiz Mirza  
*Corporate Social Responsibility: Differing Definitions and Practice?*
- 06/04** – Professor John M T Balmer & Irene Thomson  
*Hilton. The Siamese Twins Syndrome and the Shared Ownership of Corporate Brands*
- 06/03** – Ke Peng  
*Does Liquidity Information Matter? A View from Fixed-Income Market Matters*
- 06/02** – Dr Jenny Fairbass  
*Sustainable Development, Corporate Social Responsibility and Europeanisation of the UK Business Actors: Preliminary Findings*
- 06/01** – Christopher J S Gale  
*The UK Responseto Terrorism: Human Rights and a Wider Perspective*
- 
- 2005**
- 05/43** – Professor John M T Balmer  
*Corporate Brands: A Strategic Management Framework*
- 05/42** – Professor John M T Balmer  
*Monarchical Perspectives on Corporate Brand Management*
- 05/41** – Gretchen Larsen, Rob Lawson & Sarah Todd  
*The Symbolic Consumption of Music*
- 05/40** – Professor John M T Balmer  
*The British Monarchy and Corporate Brand Management: Historical Perspectives*
- 05/39** – Adrian Kuah & John Day  
*Revisiting the Porter Diamond: Applying Importance Performance Matrix to the Singaporean Financial Cluster*
- 05/38** – Jean-Marc Trouille  
*Towards a European Industrial Policy? French and German Strategies*
- 05/37** – Kyoko Fukukawa, Christine Ennew & Steve Diacon  
*An Eye for An Eye: Investigating the Impact of Consumer Perception of Corporate Unfairness on Aberrant Consumer Behavior*
- 05/36** – Dr Ellen Roemer  
*Customer Value in (A) Symmetric Buyer-Seller Relationships*
- 05/35** – Professor John M T Balmer  
*Comprehending the Constitutional Monarchies of Britain and Sweden: Issues of Trust and Corporate Brand Management*
- 05/34** – Christopher Maguire & Christine A Hope  
*The Forensic Sciences Service Post Monopoly – the Need to Understand Customer Expectations*
- 05/33** – Mr David Ginn & Professor M Zairi  
*The Role of QFD in Capturing the Voice of Customers*
- 05/32** – Axèle Giroud & Hafiz Mirza  
*Factors Determining Input Linkages Between Local Suppliers and Foreign Subsidiaries in South East Asia*
- 05/31** – Dr M Al Azmi & Prof M Zairi  
*Knowledge Management: A Proposed Taxonomy*
- 05/30** – Axèle Giroud & Hafiz Mirza  
*Multinational Enterprise Policies Towards International Intra-Firm Technology Transfer: The Case of Japanese Manufacturing Firms in Asia*
- 05/29** – Noor Azman Ali & Mohamed Zairi  
*Service Quality in Higher Education*
- 05/28** – Alexander T Mohr & Jonas F Puck  
*Control and trust as Organizing Principles of International Joint Venture*
- 05/27** – Dr A Al Nofal, Dr N Al Qaim & Prof M Zairi  
*TQM: Theoretical Insights: Part 2*
- 05/26** – Dr A Al Nofal, Dr N Al Qaim & Prof M Zairi  
*TQM: Theoretical Insights Part 1*

- 05/25** – Jeryl Whitelock & Hui Yang  
*An Empirical Analysis of Moderating Effects of Parent Control on International Joint Ventures Performance*
- 05/24** – Dr Ellen Roemer  
*View Your Customers as Real Options*
- 05/23** – Dr A Al Nofal, Dr N Al Qaim & Prof M Zairi  
*Critical Factors of TQM: An Update on the Literature*
- 05/22** – L Chatziaslan, Dr L Breen & Dr M Webster  
*An Analysis of Power in Buyer-Supplier Relationships in the Pharmaceutical Supply Networks in the UK National Health Service and its Application to International Markets*
- 05/21** – Fernando Fastoso & Jeryl Whitelock  
*Policies and practices of International Advertising Standardisation in the Mercosur*
- 05/20** – Alwabel S A & Professor Zairi M  
*E-Commerce Critical Success Factors: A Cross-Industry Investigation*
- 05/19** – Alwabel S A, Ahmed A M & Professor Zairi M  
*The Evolution of ERP and its Relationship with E-Business*
- 05/18** – Alwabel S A & Professor Zairi M  
*The Web and its Impact on the Provision of Financial Services: A Benchmarking Perspective of Saudi Banks*
- 05/17** – Alwabel S A & Professor Zairi M  
*Factors Influencing the Implementation of E-Commerce Technologies by Financing Services in Saudi Arabia – An Empirical Study*
- 05/16** – Andrew J Taylor & Damian R Ward  
*Consumer Attributes and the UK Market for Private Medical Insurance*
- 05/15** – Roszaini Haniffa, Mohammad Hudaib & Abdul Maik Mirza  
*UQUD & Accounting Policy Choice*
- 05/14** – Mohamed Zairi  
*TQM Sustainability: How to Maintain its Gains Through Transformational Change*
- 05/13** – Myfawny Trueman  
*Emotional Intelligence: The Relationship Between an Innovative Construct and Successful Training in Management Schools (A Comparison Between German and British Contexts)*
- 05/12** – Nicholas J Ashill & David Jobber  
*Measuring Perceived Environmental Uncertainty: Scale Development and Validation*
- 05/11** – David Jobber  
*The Social Psychology of Sales-Marketing Intergroup Relations: An Empirical Investigation*
- 05/10** – Myfawny Trueman, Ali Bagg & Diana Cook  
*Anyone for Hanging Baskets? Re-Building Business Confidence and Shaping Society in a Multi-Ethnic City*
- 05/09** – Dr Rana Tassabehji  
*Managing E-Business Security: A Holistic Approach*
- 05/08** – Dr Myfanwy Trueman, Mirza Mohammed Ali Baig & Dr Diana Cook  
*Who's Listening? How a Misunderstanding about Communications Networks within the UK Asian Business Community can Impact on the Rejuvenation of a City Brand*
- 05/07** – Dr Hong-Wei He & Professor John M T Balmer  
*Identity Studies: Multiple Perspectives and Implications for Corporate-level Marketing*
- 05/06** – Robert Wapshott & David P Spicer  
*Seeking Evidence of HR Change Agents in SMEs – A Preliminary Investigation*
- 05/05** – Gretchen Larsen & Daragh O'Reilly  
*Music Festivals as Sales of Consumption: An Exploratory Study*
- 05/04** – Dr Hong-Wei He & Professor John M T Balmer  
*Identity Studies: Multiple Perspectives and Implications for Corporate-level Marketing*
- 05/03** – David P Spicer & Rusli Ahmad  
*Cognitive Processing Models in Performance Appraisal: Evidence From the Malaysian Education System*
- 05/02** – Alexander T Mohr & Jonas F Puck  
*How Can Firms Improve the Performance of Their International Joint Venture? Responding to Functional Diversity*
- 05/01** – David P Spicer  
*Culture in Change: A Case Study of a Merger Using Cognitive Mapping*

**2004****04/44** – (not available)**04/43** – Professor John M T Balmer & Professor Edmund R Gray  
*Corporate Brands as Strategic Resources***04/42** – Musa Mangena & Venanico Tauringana  
*A Study of the Relationship Between Audit Committee Characteristics and Voluntary External Auditor Involvement in UK Interim Reporting***04/41** – Axèle Giroud & Hafiz Mirza  
*Multinational Enterprises and Local Input Linkages in South East Asia***04/40** – Belinda Dewsnap & David Jobber  
*What Factors Affect Collaborations Between Sales and Marketing Department?***04/39** – Dr Hong-Wei He & Professor John M T Balmer  
*The Oneworld Alliance Brand: A Preliminary Inquiry***04/38** – Hairulliza Mohamad Judi, Roger Beach & Alan Paul Muhlemann  
*Defining Manufacturing Flexibility: A Research Prerequisite***04/37** – Professor W A Taylor  
*Relative Influence of Structure and process in Strategic Alliances: An Empirical Study of the Software Sector***04/36** – Dr Ellen Roemer  
*Guiding a Double-Edged Sword: Continuity versus Flexibility in Industrial Relationships***04/35** – David P Spicer  
*Organisational Learning and Performance in SMEs***04/34** – Aren Boschman & Margaret Webster  
*Outsourcing as an Operations Strategy in a National Conservation Agency: A Case Study from South African national Parks (SANParks)***04/33** – Jo McBride & John Stirling  
*A New Industrial Relations in an Old Industry?***04/32** – Roszaini Haniffa & Mohammad Hudaib  
*Disclosure Practices of Islamic Financial Institutions: An Exploratory Study***04/31** – Professor John M T Balmer  
*The Corporate Branding Triumvirate: Values, Promise and Behaviour?***04/30** – Christopher Pass  
*The Configuration of Long-Term Executive Directors Incentive Schemes: An Empirical Survey of Option and LTIP Practice in Large UK Companies***04/28** – Ellen Roemer  
*Real Options and the Theory of the Firm***04/27** – Deborah Allcock & Christopher Pass  
*Executive Incentive Pay Strategies in Entrepreneurial UK Initial Public Offering Companies: An Empirical Study***04/26** – Professor John M T Balmer & Dr Helen Stuart  
*British Airways and Balmer's AC<sup>2</sup>ID Test of Corporate Brand Management***04/25** – Musa Mangena & Richard Pike  
*Shareholding of Audit Committee Members, Audit Committee Size and Expertise and the Quality of Interim Financial Reporting***04/24** – Professor John M T Balmer, Stephen A Greyser & Mats Urde  
*Monarchies as Corporate Brands***04/23** – Nur Naha Abu Mansor, Mike Tayles & Richard Pike  
*The Role of Team-Related Factors in Implementations Success of Activity-Based Costing Systems***04/22** – Musa Mangena  
*On the Perceived Importance of Disclosure Items in UK Interim Financial Reports: Evidence from the Investment Analysis***04/21** – Arvid Falgestad & Christine A Hope  
*Stakeholders in a Winter Sports Destination: Identification and Prioritisation***04/20** – Oliver Breiden, Hafiz R Mirza & Alexander T Mohr  
*Coping with the Job Abroad: A Correspondence Model of Expatriate Work Adjustment***04/19** – Michael Baum, Sandra Hogarth-Scott & Devashish Pujari  
*The Auction Flow: Goal-Directed and Experimental Flow Effects on User Experience in Online Auctioning***04/18** – Hong-Wei He & John M T Balmer  
*The Saliency & Significance of Generic Identity: An Exploratory Study of UK Building Societies***04/17** – Professor John M T Balmer  
*The British Monarchy as a Corporate Brand: Heresy or Necessity?***04/16** – Professor John M T Balmer  
*The British Monarchy: Does the British Crown as a Corporate Brand Fit?***04/15** – Professor John M T Balmer  
*Dimensions and Associations of Corporate Identity: Insights from the British Monarchy, the BBC and from Identity Consultancy***04/14** – Edmund R Gray & John M T Balmer  
*The Sustainable Entrepreneur***04/13** – Professor Zairi M, Dr Hogg L & Dr Ahmed A M  
*Introducing A New Innovation By Stimulating A Real Shopping Experience***04/12** – Dr Al-Rasheed S, Professor Zairi M & Dr Ahmed A M  
*Getting in The Mind of The Customer: An Empirical Study of Consumer Behaviour in Retailing***04/11** – Dr Al-Nofal A, Professor Zairi M & Dr Ahmed A M  
*Critical Factors of TQM: An International Comparative Benchmarking Analysis***04/10** – Belinda Dewsnap & David Jobber  
*The Antecedents of Sales-Marketing Collaboration: An Empirical Investigation***04/09** – Mary Klemm & John Redfearn  
*Mission Statements: Do They Still Have a Role?***04/08** – Taufiq Choudhry, Edward Ng & Ke Peng  
*Dynamic Interaction Among Asian Exchange Rates: Evidence From Asian Financial Crisis***04/07** – Zahid Hussain & Peter Prowse  
*Human Resource Information Systems (HRIS) as Means of Fulfilling Job Roles More Professionally for Human Resource (HR) Managers***04/06** – Damian Ward  
*Measuring the Value of Differentiation In The UK Monthly Savings Market***04/05** – Stephanie Hussels & Damian Ward  
*Cost Efficiency and Total Factor Productivity in the European Life Insurance Industry: The Development of the German Life Insurance Industry Over the Years 1991-2002***04/04** – Axèle Giroud & Hafiz Mirza  
*Intra-firm Technology Transfer: The Case of Japanese Manufacturing Firms in Asia***04/03** – David Spicer  
*The Impact of Approaches to Learning and Cognition on Academic Performance in Business and Management***04/02** – Hafiz Mirza & Axèle Giroud  
*Regionalisation, Foreign Direct Investment and Poverty Reduction: The Case of ASEAN***04/01** – Gretchen Larsen & Veronica George  
*The Social Construction of Destination Image – A New Zealand Film Example***2003****03/35** – Alexander T Mohr & Jonas F Puck  
*Asymmetries in Partner Firms' Perception of Key Variables and the Performance of International Joint Ventures***03/34** – Hafiz Mirza & Axèle Giroud  
*The Impact of Foreign Direct Investment on the Economic Development of ASEAN Economies: A Preliminary Analysis***03/33** – Raissa Rossiter  
*Networks, Collaboration and the Internationalisation of Small and Medium-Sized Enterprises: An Interdisciplinary Perspective on the Network Approach – Part 1***03/32** – Stephanie Hussels, Damian Ward & Ralf Zurbrugg  
*How Do You Stimulate Demand For Insurance?***03/31** – Donal Flynn & Zahid I Hussain  
*A Qualitative Approach to Investigating the Behavioural Definitions of the Four-Paradigm Theory of Information Systems Development***03/30** – Alexander T Mohr & Simone Klein  
*Adjustment V. Satisfaction – An Analysis of American Expatriate Spouses in Germany***03/29** – David Spicer & Eugene Sadler-Smith  
*Organisational Learning in Smaller Manufacturing Firms***03/28** – Alex Mohr & Markus Kittler  
*Foreign Partner Assignment Policy & Trust in IJVs***03/27** – Avinandan Mukherjee & Rahul Roy  
*Dynamics of Brand Value Management of Entertainment Products – the Case of a Television Game Show***03/26** – Professor Andrew Taylor  
*Computer-Mediated Knowledge Sharing and Individual User Difference: An Exploratory Study***03/25** – Dr Axèle Giroud  
*TNCs Intra- and Inter-firms' Networks: The Case of the ASEAN Region*

- 03/24** – Alexander T Mohr & Jonas F Puck  
*Exploring the Determinants of the Trust-Control-Relationship in International Joint Ventures*
- 03/23** – Scott R Colwell & Sandra Hogarth-Scott  
*The Effect of Consumer Perception of Service Provider Opportunism on Relationship Continuance Behaviour: An Empirical Study in Financial Services*
- 03/22** – Kathryn Watson & Sandra Hogarth-Scott  
*Understanding the Influence of Constraints to International Entrepreneurship in Small and Medium-Sized Export Companies*
- 03/21** – Dr A M Ahmed & Professor M Zairi  
*The AEQL Framework Implementation: American Express Case Study*
- 03/20** – Dr K J Bomtaia, Professor M Zairi & Dr A M Ahmed  
*Pennsylvania State University Case Study: A Benchmarking Exercise in Higher Education*
- 03/19** – Alexander T Mohr & Jonas F Puck  
*Inter-Sender Role Conflicts, General Manager Satisfaction and Joint Venture Performance in Indian-German Joint Ventures*
- 03/18** – Mike Tayles & Colin Drury  
*Profiting from Profitability Analysis in UK Companies?*
- 03/17** – Dr Naser Al-Omair, Professor Mohamed Zairi & Dr Abdel Moneim Ahmed  
*Generic Framework for TQM Implementation with Saudi Context: An Empirical Study*
- 03/16** – AM Al-Saud, Dr AM Ahmed & Professor KE Woodward  
*Global Benchmarking of the Third Generation Telecommunication System: Lessons Learned from Sweden Case Study*
- 03/15** – Shelley L MacDougall & Richard Pike  
*Consider Your Options: Changes to Strategic Value During Implementation of Advanced Manufacturing Technology*
- 03/14** – Myfanwy Trueman & Richard Pike  
*Building Product Value by Design. How Strong Accountants/Design Relationships Can Provide a Long-Term Competitive*
- 03/13** – Jiang Liu, Ke Peng & Shiyan Wang  
*Time Varying Prediction of UK Asset Returns*
- 03/12** – A M Ahmed, Professor M Zairi & S A Alwabel  
*Global Benchmarking for Internet & E-Commerce Applications*
- 03/11** – A M Ahmed, Professor M Zairi & Yong Hou  
*Swot Analysis for Air China Performance and Its Experience with Quality*
- 03/10** – Kyoko Fukukawa & Jeremy Moon  
*A Japanese Model of Corporate Social Responsibility?: A study of online reporting*
- 03/09** – Waleed Al-Shaqha and Mohamed Zairi  
*The Critical Factors Requested to Implement Pharmaceutical Care in Saudi Arabian Hospitals: A Qualitative Study*
- 03/08** – Shelly MacDougall & Richard Pike  
*The Elusive Return on Small Business Investment in AMT: Economic Evaluation During Implementation*
- 03/07** – Alexander T Mohr  
*The Relationship between Inter-firm Adjustment and Performance in IJVs – the Case of German-Chinese Joint Ventures*
- 03/06** – Belinda Dewsnap & David Jobber  
*Re-thinking Marketing Structures in the Fast Moving Consumer Goods Sector: An Exploratory Study of UK Firms*
- 03/05** – Mohamed Zairi & Samir Baidoun  
*Understanding the Essentials of Total Quality Management: A Best Practice Approach – Part 2*
- 03/04** – Deli Yang & Derek Bosworth  
*Manchester United Versus China: The "Red Devils" Trademark Problems in China*
- 03/03** – Mohamed Zairi & Samir Baidoun  
*Understanding the Essentials of Total Quality Management: A Best Practice Approach – Part 1*
- 03/02** – Alexander T Mohr  
*The Relationship Between Trust and Control in International Joint Ventures (IJVs) – An Empirical Analysis of Sino-German Equity Joint Ventures*
- 03/01** – Mike Tayles & Colin Drury  
*Explicating the Design of Cost Systems*
- 2002**
- 
- 02/34** – Alexander T Mohr  
*Exploring the Performance of IJVs – A Qualitative and Quantitative Analysis of the Performance of German-Chinese Joint Ventures in the People's Republic of China*
- 02/33** – John M T Balmer & Edmund Gray  
*Comprehending Corporate Brands*
- 02/32** – John M T Balmer  
*Mixed Up Over Identities*
- 02/31** – Zoë J Douglas & Zoe J Radnor  
*Internal Regulatory Practices: Understanding the Cyclical Effects within the Organisation*
- 02/30** – Barbara Myloni, Dr Anne-Wil Harzing & Professor Hafiz Mirza  
*A Comparative Analysis of HRM Practices in Subsidiaries of MNCs and Local Companies in Greece*
- 02/29** – Igor Filatotchev  
*"Going Public with Good Governance": Board Selection and Share Ownership in UK IPO Firms*
- 02/28** – Axele Giroud  
*MNEs in Emerging Economies: What Explains Knowledge Transfer to Local Suppliers*
- 02/27** – Niron Hashai  
*Industry Competitiveness – The Role of Regional Sharing of Distance-Sensitive Inputs (The Israeli – Arab Case)*
- 02/26** – Niron Hashai  
*Towards a Theory of MNEs from Small Open Economies – Static and Dynamic Perspectives*
- 02/25** – Christopher Pass  
*Corporate Governance and The Role of Non-Executive Directors in Large UK Companies: An Empirical Study*
- 02/24** – Deli Yang  
*The Development of the Intellectual Property in China*
- 02/23** – Roger Beach  
*Operational Factors that Influence the Successful Adoption of Internet Technology in Manufacturing*
- 02/22** – Niron Hashai & Tamar Almor  
*Small and Medium Sized Multinationals: The Internationalization Process of Born Global Companies*
- 02/21** – M Webster & D M Sugden  
*A Proposal for a Measurement Scale for Manufacturing Virtuality*
- 02/20** – Mary S Klemm & Sarah J Kelsey  
*Catering for a Minority? Ethnic Groups and the British Travel Industry*
- 02/19** – Craig Johnson & David Philip Spicer  
*The Action Learning MBA: A New Approach Management Education*
- 02/18** – Lynda M Stansfield  
*An Innovative Stakeholder Approach to Management Education: A Case Study*
- 02/17** – Igor Filatotchev, Mike Wright, Klaus Uhlenbruck, Laszlo Tihanyi & Robert Hoskisson  
*Privatization and Firm Restructuring in Transition Economies: The Effects of Governance and Organizational Capabilities*
- 02/16** – Mike Tayles, Andrew Bramley, Neil Adshead & Janet Farr  
*Dealing with the Management of Intellectual Capital: The Potential Role of Strategic Management Accounting*
- 02/15** – Christopher Pass  
*Long-Term Incentive Schemes, Executive Remuneration and Corporate Performance*
- 02/14** – Nicholas J Ashill & David Jobber  
*An Empirical Investigation of the Factors Affecting the Scope of Information Needed in a MkIS*
- 02/13** – Bill Lovell, Dr Zoe Radnor & Dr Janet Henderson  
*A Pragmatic Assessment of the Balanced Scorecard: An Evaluation use in a NHS Multi-Agency Setting in the UK*
- 02/12** – Zahid Hussain & Donal Flynn  
*Validating the Four-Paradigm Theory of Information Systems Development*
- 02/11** – Alexander T Mohr & Simone Klein  
*The Adjustment of American Expatriate Spouses in Germany – A Qualitative and Quantitative Analysis*
- 02/10** – Riyadh Eid & Myfanwy Trueman  
*The Adoption of The Internet for B-to-B International Marketing*
- 02/09** – Richard Pike & Nam Cheng  
*Trade Credit, Late Payment and Asymmetric Information*
- 02/08** – Alison J Killingbeck & Myfanwy M Trueman  
*Redrawing the Perceptual Map of a City*
- 02/07** – John M T Balmer  
*Corporate Brands: Ten Years On – What's New?*
- 02/06** – Dr Abdel Moniem Ahmed & Professor Mohamed Zairi  
*Customer Satisfaction: The Driving Force for Winning Business Excellence Award*

- 02/05** – John M T Balmer & Stephen A Greyser  
*Managing the Multiple Identities of the Corporation*
- 02/04** – David Philip Spicer  
*Organizational Learning & The Development of Shared Understanding: Evidence in Two Public Sector Organizations*
- 02/03** – Tamar Almor & Niron Hashai  
*Configurations of International Knowledge-Intensive SMEs: Can the Eclectic Paradigm Provide a Sufficient Theoretical Framework?*
- 02/02** – Riyad Eid, Myfanwy Trueman & Abdel Moniem Ahmed  
*The Influence of Critical Success Factors on International Internet Marketing*
- 02/01** – Niron Hashai  
*The Impact of Distance Sensitivity and Economics of Scale on the Output and Exports of Israel and its Arab Neighbours*
- 
- 2001**
- 01/18** – Christopher M Dent  
*Transnational Capital, the State and Foreign Economic Policy: Singapore, South Korea and Taiwan*
- 01/17** – David P Spicer & Eugene Sadler-Smith  
*The General Decision Making Style Questionnaire: A Confirmatory Analysis*
- 01/16** – David P Spicer  
*Expanding Experimental Learning: Linking Individual and Organisational learning, Mental Models and Cognitive Style*
- 01/15** – E Grey & J Balmer  
*Ethical Identity, What is it? What of it?*
- 01/14** – Mike Talyes & Colin Drury  
*Autopsy of a Stalling ABC System: A Case Study of Activity Based Cost Management and Performance Improvement*
- 01/13** – N Esho, R Zurbrugg, A Kirievsky & D Ward  
*Law and the Dominants of International Insurance Consumption*
- 01/12** – J Andrews Coutts & Kwong C Cheung  
*Trading Rules and Stock Returns: Some Preliminary Short Run Evidence from the Hang Seng 1985-1997*
- 01/11** – D McKechnie & S Hogarth-Scott  
*Linking Internal Service Encounters and Internal Transactions: Unravelling Internal Marketing Contract Workers*
- 01/10** – M Webster & D M Sugden  
*Operations Strategies for the Exploitation of Protected Technology: Virtual Manufacture as an Alternative to Outward licensing*
- 01/09** – Axèle Giroud  
*Buyer-Supplier Transfer and Country of Origin: An Empirical Analysis of FDI in Malaysia*
- 01/08** – Damian Ward  
*Do Independent Agents Reduce Life Insurance Companies' Free Cash Flow?*
- 01/07** – Daragh O'Reilly  
*Corporate Images in 'Jerry Maguire': A Semiotic Analysis*
- 01/06** – Tony Lindley & Daragh O'Reilly  
*Brand Identity on the Arts Sector*
- 01/05** – M Trueman, J Balmer & D O'Reilly  
*Desperate Dome, Desperate Measures! Managing Innovation at London's Millennium Dome*
- 01/04** – M Trueman, M Klemm, A Giroud & T Lindley  
*Bradford in the Premier League? A Multidisciplinary Approach to Branding and Re-positioning a City*
- 01/03** – A Harzing  
*Self Perpetuating Myths and Chinese Whispers*
- 01/02** – M Webster  
*Supply Systems Structure, Management and Performance: A Research Agenda*
- 01/01** – A Harzing  
*Acquisitions Versus Greenfield Investments: Exploring the Impact of the MNC's International Strategy*
- 
- 2000**
- 0031** – John Ritchie & Sue Richardson  
*Leadership and Misleadership in Smaller Business Governance*
- 0030** – Mary Klemm  
*Tourism and Ethnic Minorities in Bradford: Concepts and Evidence*
- 0029** – (not available)
- 0028** – (not available)
- 
- 0027** – Axèle Giroud  
*Determinant Factors of the Degree of Supply-Related Technology Transfer: A Comparative Analysis Between Asian Affiliates*
- 0026** – A Cullen, M Webster & A Muhlemann  
*Enterprise Resource Planning (ERP) Systems: Definitions, Functionality and the Contribution to Global Operations*
- 0025** – B Chennoufi & M Klemm  
*Managing Cultural Differences in a Global Environment*
- 0024** – (not available)
- 0023** – Simon Best & Devashish Pujari  
*Internet Marketing Effectiveness: An Exploratory Examination in Tourism Industry*
- 0022** – Dr Myfanwy Tureman  
*Divided Views, Divided Loyalties: Changing Customer Perceptions by Design*
- 0021** – Yasar Jarrar  
*Becoming World Class Through a Culture of Measurement*
- 0020** – David Spicer & Eugene Sadler-Smith  
*Cognitive Style & Decision Making*
- 0019** – Z J Radnor & R Boaden  
*A Test for Corporate Anorexia*
- 0018** – (not available)
- 0017** – Peter Prowse  
*Public Service Union Recruitment Workplace Recovery or Stagnation in a Public Services Union? Evidence From a Regional Perspective*
- 0016** – Yasar F Jarrar & Mohamed Zairi  
*Best Practice Transfer for Future Competitiveness: A Study of Best Practices*
- 0015** – Mike Talyes & Colin Drury  
*Cost Systems and Profitability Analysis in UK Companies: Selected Survey Findings*
- 0014** – B Myloni & A Harzing  
*Transferability of Human Resource Management Practices Across Borders: A European Reflection on Greece*
- 0013** – (not available)
- 0012** – Nick J Freeman  
*Asean Investment Area: Progress and Challenges*
- 0011** – Arvid Flagestad & Christine A Hope  
*A Model of Strategic Success in Winter Sports Destinations: the Strategic Performance Pyramid*
- 0010** – M Poon, R Pike & D Tjosvold  
*Budget Participation, Goal Interdependence and Controversy: A Study of a Chinese Public Utility*
- 0009** – Patricia C Fox, John M T Balmer & Alan Wilson  
*Applying the Acid Test of Corporate Identity Management*
- 0008** – N Y Ashry & W A Taylor  
*Information Systems Requirements Analysis in Healthcare: Diffusion or Translation?*
- 0007** – T Lindley, D O'Reilly & T Casey  
*An Analysis of UK Television Advertisements for Alcohol*
- 0006** – Eric Lindley & Frederick Wheeler  
*The Learning Square: Four Domains that Impact on Strategy*
- 0005** – K K Lim, P K Ahmed & M Zairi  
*The Role of Sharing Knowledge in Management Initiatives*
- 0004** – C De Mattos & S Sanderson  
*Expected Importance of Partners' Contributions to Alliances in Emerging Economies: A Review*
- 0003** – A Harzing  
*Acquisitions Versus Greenfield Investments: Both Sides of the Picture*
- 0002** – Stuart Sanderson & Claudio De Mattos  
*Alliance Partners' Expectations Concerning Potential Conflicts and Implications Relative to Trust Building*
- 0001** – A Harzing  
*An Empirical Test and Extension of the Bartlett & Ghoshal Typology of Multinational Companies*
- 
- 1999**
- 9922** – Gerry Randell & Maria del Pilar Rodriguez  
*Managerial Ethical Behaviour*
- 9921** – N Y Ashry & W A Taylor  
*Requirements Analysis as Innovation Diffusion: A Proposed Requirements Analysis Strategy for the Development of an Integrated Hospital Information Support System*

- 9920** – C Hope  
*My Way's The Right Way! Or, With Particular Reference to Teaching on Tourism Courses, is 'Best Practice' in Operations Management Dependent Upon National Culture?*
- 9919** – A Harzing  
*Of Bumble-Bees and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries*
- 9918** – N Y Ashry & W A Taylor  
*Who will take the Garbage Out? The Potential of Information Technology for Clinical Waste Management in the NHS*
- 9917** – D O'Reilly  
*Nice Video(?), Shame about the Scam... Paedagogical Rhetoric Meets Commercial Reality at Stew Leonard's*
- 9916** – A Harzing  
*The European Monolith: Another Myth in International Management?*
- 9915** – S MacDougall & R Pike  
*The Influence of Capital Budgeting Implementation on Real Options: A Multiple-Case Study of New Technology Investments*
- 9914** – C Pass, A Robinson & D Ward  
*Performance Criteria of Corporate Option and Long-Term Incentive Plans: A Survey of 150 UK Companies 1994-1998*
- 9913** – R Beach, A P Muhlemann, D H R Price, J A Sharp & A Paterson  
*Strategic Flexibility and Outsourcing in Global networks*
- 9912** – H M Stewart, C A Hope & A P Muhlemann  
*The Legal Profession, Networks and Service Quality*
- 9911** – J F Keane  
*Design and the Management Paradigms of Self-Organisation*
- 9910** – D O'Reilly  
*On the Precipice of a Revolution with Hamel and Prahalad*
- 9909** – S Cameron & D Ward  
*Abstinence, Excess, Success?: Alcohol, Cigarettes, Wedlock & Earnings*
- 9908** – M Klemm & J Rawel  
*Eurocamp – Strategic Development and Internationalisation in a European Context*
- 9907** – M Webster & R Beach  
*Operations Network Design, Manufacturing Paradigms and the Subcontractor*
- 9906** – D Ward  
*Firm Behaviour and Investor Choice: A Stochastic Frontier Analysis of UK Insurance*
- 9905** – D Ward, C Pass & A Robinson  
*LTIPS and the Need to Examine the Diversity of CEO Remuneration*
- 9904** – C Smallman  
*Knowledge Management as Risk Management: The Need for Open Corporate Governance*
- 9903** – R Beach, D Price, A Muhlemann & J Sharp  
*The Role of Qualitative Research in the Quest for Strategic Flexibility*
- 9902** – N Hiley & C Smallman  
*Predicting Corporate Failure: A Literature Review*
- 9901** – M Trueman  
*Designing Capital: Using Design to Enhance and Control Technological Innovation*
- 
- 1998**
- 9826** – A Harzing  
*Cross-National Industrial Mail Surveys: Why do Response Rates Differ Between Countries?*
- 9825** – B Dewsnap and D Jobber  
*The Sales-Marketing Interface: A Synthesis of Theoretical Perspectives and Conceptual Framework*
- 9824** – C De Mattos  
*Advantageous Executives' Characteristics in Establishing Biotechnology Alliances in an Emerging Economy: The Case of Brazil*
- 9823** – C A Howorth  
*An Empirical Examination of the Usefulness of the Cash Conversion Cycle*
- 9822** – A Harzing  
*Who's in Charge? An Empirical Study of Executive Staffing Practices in Foreign Subsidiaries*
- 9821** – N Wakabayashi & J Gill  
*Perceptive Differences in Interorganizational Collaboration and Dynamics of Trust*
- 9820** – C Smallman  
*Risk Perception: State of the Art*
- 9819** – C Smallman  
*The Breadth of Perceived Risk: Why Integrated Risk Management of Health, Safety & Environmental Risks is only the End of the Beginning*
- 9818** – P S Budhwar, A Popof & D Pujari  
*Evaluating Sales Management Training at Xerox in Greece: An Exploratory Study*
- 9817** – W A Taylor  
*An Information-Based Perspective on Knowledge Capture in Business Processes*
- 9816** – S Hogarth-Scott  
*Category Management Relationships: Is it Really Trust Where Choice is Limited?*
- 9815** – W A Taylor  
*Sustaining Innovation in Organisations: Managing the Intangibles A Study of TQM Implementation in Northern Ireland Organisations 1991-1996*
- 9814** – M Webster, A Muhlemann and C Alder  
*Subcontract Manufacture in Electronics Assembly: A Survey of Industry Practice*
- 9813** – M J S Harry  
*Is Object-Orientation Subject-Oriented?: Conflicting and Unresolved Philosophies in Object-Oriented Information Systems Development Methodology*
- 9812** – J Jackson  
*The Introduction of Japanese Continuous Improvement Practices to a Traditional British Manufacturing Site: The Case of RHP Bearings (Ferrybridge)*
- 9811** – C De Mattos  
*A Comparative Study Between Perceptions of British and German Executives, in the Biotechnology Sector, Relative to Potential Future Contributions of Greatest Importance to and from Transnational Alliance Partners in Emerging Economies*
- 9810** – J Martin-Hirsch & G Wright  
*The Cost of Customer Care – A Value Analysis of Service Delivery Approaches*
- 9809** – J Martin-Hirsch & G Wright  
*A Service Provider's View of Success Factors in Alternative Service Strategies*
- 9808** – J Martin-Hirsch & G Wright  
*A Professional's Evaluation of Alternative Service Delivery Regimes for Customer Care and Satisfaction*
- 9807** – J Martin-Hirsch & G Wright  
*A User's Perspective of Alternative Service Delivery: A Comparative Study of the Evaluation of Service Strategies*
- 9806** – J Martin-Hirsch & G Wright  
*The Case for Choice in Health Care: A Comparison of Traditional and Team Midwifery in Effective Service Provision*
- 9805** – M Woods, M Fedorkow and M Smith  
*Modelling the Learning Organisation*
- 9804** – W A Taylor  
*An Action Research Study of Knowledge Management in Process Industries*
- 9803** – C Singleton  
*Quantitative and Qualitative – Bridging the Gap Between Two Opposing Paradigms*
- 9802** – R McClements & C Smallman  
*Managing in the New Millennium: Reflections on Change, Management and the Need for Learning*
- 9801** – P Eyre & C Smallman  
*Euromanagement Competencies in Small and Medium Sized Enterprises: A Development Path for the New Millennium*
- 
- 1997**
- 9729** – C Smallman  
*Managerial Perceptions of Organisational Hazards and their Associated Risks*
- 9728** – C Smallman & D Weir  
*Managers in the Year 2000 and After: A Strategy for Development*
- 9727** – R Platt  
*Ensuring Effective Provision of Low Cost Housing Finance in India: An In-Depth case Analysis*
- 9726** – (not available)
- 9725** – (not available)
- 9724** – S Estrin, V Perotin, A Robinson & N Wilson  
*Profit-Sharing Revisited: British and French Experience Compared*

- 9723** – (not available)
- 9722** – R Beach, A P Muhlemann, A Paterson, D H R Price and J A Sharp  
*Facilitating Strategic Change in Manufacturing Industry*
- 9721** – R Beach, A P Muhlemann, A Paterson, D H R Price and J A Sharp  
*The Strategy Options in Manufacturing Industry: Propositions Based on Case Histories*
- 9720** – A Giroud  
*Multinational Firms Backward Linkages in Malaysia: A Comparison between European and Asian Firms in the Electrical and Electronics Sector*
- 9719** – L Kening  
*Foreign Direct Investment in China: Performance, Climate and Impact*
- 9718** – H Mirza  
*Towards a Strategy for Enhancing ASEAN's Locational Advantages for Attracting Greater Foreign Direct Investment*
- 9717** – B Summers & N Wilson  
*An Empirical Study of the Demand for Trade Credit in UK Manufacturing Firms*
- 9716** – R Butler & J Gill  
*Reliable Knowledge and Trust in Partnership Formation*
- 9715** – R Butler  
*Stories and Experiments in Organisational Research*
- 9714** – M Klemm & L Parkinson  
*British Tour Operators: Blessing or Blight*
- 9713** – C A Hope  
*What Does Quality Management Mean for Tourism Companies and Organisations?*
- 9712** – S Hogarth-Scott & P Dapiran  
*Do Retailers and Suppliers Really have Collaborative Category Management Relationships?: Category Management Relationships in the UK and Australia*
- 9711** – C De Mattos  
*The Importance of Potential Future Contributions from/to Transnational Joint Venture Partners: Perception of Brazilian Managing Directors and Specialists Linked to Biotechnology*
- 9710** – N T Ibrahim & F P Wheeler  
*Are Malaysian Corporations Ready for Executive Information Systems?*
- 9709** – F P Wheeler & A W Nixon  
*Monitoring Organisational Knowledge in Use*
- 9708** – M Tayles & C Drury  
*Scoping Product Costing Research: A Strategy for Managing the Product Portfolio – Cost System Design*
- 9707** – N Wilson, B Summers & C Singleton  
*Small Business Demand for Trade Credit, Credit Rationing and the Late Payment of Commercial Debt: An Empirical Study*
- 9706** – R Beach, A P Muhlemann, A Paterson, D H R Price & J A Sharp  
*The Management Information Systems as a Source of Flexibility: A Case Study*
- 9705** – E Marshall  
*Business Ethics: The Religious Dimension*
- 9704** – M Wright, N Wilson & K Robbie  
*The Longer Term Effects of Management-Led Buy-Outs*
- 9703** – G Hopkinson & S Hogarth Scott  
*Quality of Franchise Relationships: The Implications of Micro Economic Theories of Franchising*
- 9702** – G C Hopkinson & S Hogarth-Scott  
*Channel Conflict: Critical Incidents or Telling Tales. Methodologies Compared*
- 9701** – K Watson, S. Hogarth-Scott & N Wilson  
*Marketing Success Factors and Key Tasks in Small Business Development*
- 
- 1996**
- 9619** – B Summers & N Wilson  
*Trade Credit Management and the Decision to use Factoring: An Empirical Study*
- 9618** – M Hiley & H Mirza  
*The Economic Prospects of ASEAN : The Role of AFTA in the Future Development of the Region*
- 9617** – A Brown  
*Prospects for Japanese Foreign Direct Investment in Thailand*
- 9616** – H Mirza, K H Wee & F Bartels  
*The Expansion Strategies of Triad Corporations in East Asia*
- 9615** – M Demirbag & H Mirza  
*Inter-Partner Reliance, Exchange of Resources & Partners' Influence on JV's Strategy*
- 9614** – R H Pike & N S Cheng  
*Motives for Investing in Accounts Receivable: Theory and Evidence*
- 9613** – R H Pike & N S Cheng  
*Business Trade Credit Management: Experience of Large UK Firms*
- 9612** – R Elliott, S Eccles & K Gournay  
*Man Management? Women and the Use of Debt to Control Personal Relationships*
- 9611** – R Elliott, S Eccles & K Gournay  
*Social Support, Personal Relationships & Addictive Consumption*
- 9610** – M Uncles & A Manaresi  
*Relationships Among Retail Franchisees and Franchisors: A Two-Country Study*
- 9609** – S Procter  
*Quality in Maternity Services: Perceptions of Managers, Clinicians and Consumers'*
- 9608** – S Hogarth-Scott & G P Dapiran  
*Retailer-Supplier Relationships: An Integrative Framework Based on Category Management Relationships*
- 9607** – N Wilson, S Hogarth-Scott & K Watson  
*Factors Contributing to Entrepreneurial Success in New Start Small Businesses*
- 9606** – R Beach, A P Muhlemann, A Paterson, D H R Price & J A Sharp  
*The Evolutionary Development of the Concept Manufacturing Flexibility*
- 9605** – B Summers  
*Using Neural Networks for Credit Risk Management: The Nature of the Models Produced*
- 9604** – P J Buckley & M Carter  
*The Economics of Business Process Design: Motivation, Information & Coordination Within the Firm*
- 9603** – M Carter  
*Is the Customer Always Right? Information, Quality and Organisational Architecture*
- 9602** – D T H Weir  
*Why Does the Pilot Sit at the Front? And Does it Matter?*
- 9601** – R A Rayman  
*A Proposal for Reforming the Tax System*
- 
- 1995**
- 9506** – A L Riding & B Summers  
*Networks that Learn and Credit Evaluation*
- 9505** – R A Rayman  
*The Income Concept: A Flawed Ideal?*
- 9504** – S Ali & H Mirza  
*Market Entry Strategies in Poland: A Preliminary Report*
- 9503** – R Beach, A P Muhlemann, A Paterson, D H R Price & J A Sharp  
*An Adaptive Literature Search Paradigm*
- 9502** – A S C Ehrenberg & M Uncles  
*Direchlet-Type Markets: a Review, Part 2: Applications & Implications*
- 9501** – M Uncles & A S C Ehrenberg  
*Direchlet-Type Markets: A Review, Part 1: Patterns and Theory*
- 
- 1994**
- 9411** – R A Rayman  
*The Real-Balance Effect Fallacy and The Failure of Unemployment Policy*
- 9410** – R A Rayman  
*The Myth of 'Says' Law*
- 9409** not issued
- 9408** not issued
- 9407** not issued
- 9406** not issued
- 9405** – F Bartels & N Freeman  
*Multinational Enterprise in Emerging Markets: International Joint Ventures in Côte D'Ivoire Vietnam*
- 9404** – E Marshall  
*The Single Transferable Vote – A Necessary Refinement Abstract*
- 9403** – G R Dowling & M Uncles  
*Customer Loyalty programs: Should Every Firm Have One?*
- 9402** – N Wilson, A Pendleton & M Wright  
*The impact of Employee Ownership on Employee Attitudes: Evidence from UK ESOPS*
- 9401** – N Wilson & M J Peel  
*Working Capital & Financial Management Practices in the Small Firm Sector*

1993

---

- 9310** – R Butler, L Davies, R Pike & J Sharp  
*Effective Investment Decision-Making: The Concept and its Determinants no longer available*
- 9309** – A Muhlemann, D Price, M Afferson & J Sharp  
*Manufacturing Information Systems as a Means for Improving the Quality of Production Management Decisions in Smaller Manufacturing Enterprises*
- 9308** – F P Wheeler, R J Thomas & S H Chang  
*Towards Effective Executive Information Systems*
- 9307** – F P Wheeler, S H Chang & R J Thomas  
*The Transition from an Executive Information System to Everyone's Information System: Lessons from a Case Study*
- 9306** – S H Chang, F P Wheeler & R J Thomas  
*Modelling Executive Information Needs*
- 9305** – S. Braga Rodrigues & D Hickson  
*Success in Decision Making: Different Organisations, Differing Reasons for Success.*
- 9304** – R J Butler, R S Turner, P D Coates, R H Pike & D H R Price  
*Ideology, Technology and Effectiveness*
- 9303** – R J Butler, R S Turner, P D Coates, R H Pike & D H R Price  
*Strategy, Structure and Technology*
- 9302** – R J Butler, R S Turner, P D Coates, R H Pike & D H R Price  
*Competitive Strategies and New Technology*
- 9301** – R J Butler, R S Turner, P D Coates, R H Pike & D H R Price  
*Investing in New Technology for Competitive Advantage*

Copies of the above papers can be obtained by contacting the Research Programme Administrative Secretary at the address below:

Bradford University School of Management  
Emm Lane  
Bradford  
West Yorkshire  
BD9 4JL

Tel: ++44 (01)1274 234323 (mornings only)  
Fax: ++44 (01)1274 546866