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# Guest Editorial

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The *Journal of Brand Management (JBM)* has an enviable provenance in the field of corporate heritage studies. As readers will remember, the *JBM* published two, ground-breaking, articles, which formally introduced the corporate heritage brand notion (Balmer *et al*, 2006; Urde *et al*, 2007). This special edition, devoted to corporate heritage and corporate heritage brands, continues *JBM's* enviable legacy. Of course, much progress has been made in terms of theoretical and instrumental insights in corporate heritage and this special edition will further burnish our understanding of the field. The international interest in the domain is reflected in authorship of contributing authors who hail from Australia, England, Germany, Finland, France and Portugal and who are, in several instances, from leading centres of learning in the corporate heritage and corporate marketing fields.

In the first article by guest editors Professor John M. T. Balmer (Brunel University London, the United Kingdom) and Dr Mario Burghausen (University of Essex, Colchester, the United Kingdom) entitled 'Explicating corporate heritage, corporate heritage brands, and organisational heritage' (Balmer and Burghausen, 2015a) the authors provide an overview of the field and detail key developments in terms of corporate heritage scholarship and management which have characterised the domain since its inception. They also incorporate empirical and conceptual insights found in this special edition in this up to date review of the territory. As such, this article will be of

interest not only to new but also to more-established scholars in the field who wish to be apprised of current developments.

The same authors (Professor Balmer and Dr Burghausen) in the second article of this special edition formally introduce the *organisational heritage* notion. Entitled 'Introducing organisational heritage: Linking corporate heritage, organisational identity, and organisational memory' this article – drawing on and synthesising the corporate heritage, organisational identity, and organisational memory literatures – concludes three distinct meanings can be attributed to the organisational heritage notion (Balmer and Burghausen, 2015b). As such, the authors conclude organisational heritage can be designated in three broad ways: *organisational heritage identity*, *organisational heritage identification*, and *organisational heritage cultural identification*. This article is of potential interest to the readership of *JBM* and to corporate heritage scholarship generally since it draws on the management and organisational behaviour literatures on organisational identity and organisational memory along with the extant corporate heritage literature. Moreover, the article has the potential to be of interest to organisational behaviourist and management scholars who – to date – have not yet meaningfully engaged with the heritage notion.

In 'Corporate heritage brand management: Corporate heritage brands versus contemporary corporate brands' – the third article – Dr Holly Cooper, Professor Bill Merrilees and Dr Dale Miller of Griffith University, Queensland, Australia (Cooper

*et al*, 2015a) report their empirical findings of research where comparisons are made between corporate heritage brands and contemporary brands. Their study contrasts corporate heritage brand management across two corporate brand types and develops a new approach to corporate heritage brand management. The authors propose a four-dimensional conceptual framework to guide corporate heritage brand management. As such, corporate marketing managers need to address: brand essence creation, brand continuity, brand protection and brand renewal. The authors confirm extant scholarship in their conclusion: corporate heritage brands require a specific brand management approach.

The fourth article ‘Corporate heritage brands in the financial sector: The role of corporate architecture’ written by Professor Bargenda (2015), of ESCE International Business School, Paris, adapts Dr Mats Urde, Professor Stephen A. Greyser and Professor John M.T. Balmer’s (2007) *Heritage Quotient Framework* (published in *JBM*). This study, scrutinising the architecture of *Société Générale*, found corporate architecture to be a constitutive element of the corporate heritage marketing mix. The research both identifies and analyses iconic design elements of building façades and interior spaces to demonstrate the transformation of corporate history into heritage. Thus, corporate architecture – as the spatial and material manifestation of the institutional past – is positioned as a critical factor in corporate heritage contexts.

In the fifth article entitled ‘Restoring luxury corporate heritage brands: From crisis to ascendancy’ by Australian scholars Dr Holly Cooper, Dr Dale Miller and Professor Bill Merrilees of Griffiths University, Australia (Cooper *et al*, 2015b) reports the findings of a longitudinal, retrospective study of two corporate heritage brands, *Tiffany & Co.* and *Burberry*. The study shows how long-established corporate heritage brands

overcame structural brand crisis by restoring corporate heritage. The importance of corporate heritage custodianship is highlighted and demonstrates the importance in managing core corporate heritage brand competencies. A conceptual framework guiding corporate heritage brand recovery utilises three key concepts: corporate brand vision; core brand values; and core brand capabilities. As such, this article will be of particular interest to corporate marketing and corporate heritage brand managers.

The sixth and final article is a contribution by Dr Anne Rindell (Hanken School of Economics, Helsinki, Finland), Mr Fernando Santos (Aalto University, Helsinki, Finland) and Ms. Ana de Lima (ISCAP School of Accounting and Administration, Porto, Portugal) entitled: ‘Two sides of a coin: Connecting corporate brand heritage to consumers’ corporate image heritage’ (Rindell *et al*, 2015). This study scrutinises the *Vespa* brand in the context of a Portuguese brand community of scooter enthusiasts. The findings reveal a marked difference between what community members perceive as relevant corporate heritage traits of the brand and what the company communicates as core corporate heritage elements of the brand. As a result, the authors combine the notion of *consumer-based corporate image heritage* (Rindell, 2013) with the Heritage Quotient Framework (Urde *et al*, 2007). In addition, they suggest a simple to use framework, which, seemingly, will be of utility for corporate heritage brand scholars and practitioners alike.

As guest editors we believe that this special edition represents a significant milestone in the annals of corporate heritage scholarship. We wish to thank everyone who submitted articles for consideration in this special edition. In addition, we are equally grateful to our expert team of reviewers for their feedback and advice and the support of the editorial and administrative team of *JBM*. In more ways than one, this special edition not only comprises cutting-edge

research in the field but also reflects something of 'the state of the art' in the territory. *Read on and enjoy!*

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