

INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

ProQuest Information and Learning
300 North Zeeb Road, Ann Arbor, MI 48106-1346 USA
800-521-0600

UMI[®]

A qualitative study of the communication patterns of the beer brewing
industry in Ontario and Québec

Loïc Calmet

A thesis
in
The John Molson
School
Of
Business

Presented in Partial Fulfillment of the Requirements
For the Degree of Master of Science in Administration
at
Concordia University
Montréal, Québec, Canada

March 2002

©Loïc Calmet, 2002



National Library
of Canada

Acquisitions and
Bibliographic Services

395 Wellington Street
Ottawa ON K1A 0N4
Canada

Bibliothèque nationale
du Canada

Acquisitions et
services bibliographiques

395, rue Wellington
Ottawa ON K1A 0N4
Canada

Your file Votre référence

Our file Notre référence

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-68416-4

Canada

Abstract

A qualitative study of the communication patterns of the beer brewing industry in Ontario and Québec

Loïc Calmet

This study is an exploration of the communication patterns of the breweries in Ontario and Québec. The objective of this work is first to define how these brewers define themselves in their websites and to categorize these identity dimensions. Secondly, we wanted to prove the existence of certain relationships between the identity of an organization, its reputation, its image, and its behaviors – more particularly Corporate Citizenship Behaviors. We propose a framework explaining the relation between these different entities.

We have used qualitative tools that have enabled us to code the breweries' websites information. The relevant identity patterns have allowed us to define strategic groups. We have found that specific socially relevant issues would induce certain behaviors for each of the strategic groups' members.

Table of content:

INTRODUCTION	1
LITERATURE REVIEW.....	3
I. WHAT IS BEHIND THE IMAGE WE HAVE OF ORGANIZATIONS?	4
A. <i>General definition - Difference in the definition of identity:</i> <i>corporate/organizational</i>	4
B. <i>Identity: a micro-level perspective</i>	7
C. <i>Reputation</i>	10
II. WHAT CAN WE USE FROM THIS CONCEPT: THE BASIS FOR THE DEFINITION OF A SHARED MINDSET.....	12
A. <i>A shared knowledge</i>	12
B. <i>Strategic groups</i>	17
III. THE SCOPE OF THE STUDY: THE BEER BREWING INDUSTRY	24
IV. PROPOSITIONS.....	27
A. <i>The Identity Dimensions</i>	27
B. <i>The Theoretical Framework</i>	29
METHODOLOGY	33
I. LANGUAGE AS THE BASIS FOR THIS STUDY	33
II. SAMPLING.....	35
III. UNITIZING.....	39
IV. CODING / CATEGORIZING	39
V. ANALYSIS.....	41
RESULTS.....	43
I. NODE ANALYSIS BY ORGANIZATION (SEE APPENDIX II)	44
A. <i>Node: craftsmanship, authenticity and quality of the product (table 3)</i>	44
B. <i>Node: integration in the community (table 5, 6, 7, & 8)</i>	49
C. <i>Node: A responsible brewer (table 9)</i>	59
D. <i>Node: more than a product (table 10).....</i>	61
E. <i>Node: An industrial brewery (table 11).....</i>	64
F. <i>Node: Micro, unique and local (table 12, 13)</i>	67
G. <i>Node: Awards (table 14).....</i>	70
H. <i>Node: a world brewer (table 15).....</i>	71
I. <i>Node: investor information (table 16).....</i>	72
J. <i>Node: to innovate and to invest (table 17)</i>	73
K. <i>Node: a name (table 18, 19)</i>	75

<i>L. Node: Good practices (table 20)</i>	78
<i>M. Node: more than a local brewer (table 21)</i>	79
<i>N. Node: associated products sold (table 22)</i>	81
II. GENERAL RESULTS: COMMON CHARACTERISTICS AND DIFFERENCES	83
<i>A. Common characteristics</i>	83
<i>B. Differences among the organizations:</i>	84
III. IDENTITY OF THE BREWERIES: PATTERNS	86
DISCUSSION	93
I. PROPOSITIONS: IDENTITY DIMENSIONS	93
II. PROPOSITION. THEORETICAL FRAMEWORK	99
CONCLUSIONS	103
<i>A. Limitations</i>	<i>103</i>
<i>B. Conclusion</i>	<i>104</i>
REFERENCES	106
APPENDICES	111
I. APPENDIX I.....	111
II. APPENDIX II.....	114

Acknowledgement:

I use this part of the study as a “goodbye and farewell” letter. I will leave this foster city and this foster country for my true home. Therefore, it is an opportunity to thank the people that have helped me both in my stay and in my studies, should I have to separate the two of them.

The first persons I am thankful for are my supervisors during this long project.

Kai, it was a pleasure to work with you both in the organization theory class and for the thesis. I had the honor to “taste” both your knowledge of beer and your cooking skills: I am sure that neither Concordia nor your wife have made a mistake in recruiting you.

Pursey, I did not have the pleasure to have you as class teacher but I have really appreciated working with you on the “beer project”. I wish you success and fun in a city that is actually closer to our old Europe than anything around.

Linda, thank you for everything, it was a real pleasure to have you as a teacher and as a member of my thesis committee. By its content, your class made us think outside the usual boundaries. It should be an example for whoever is supervising the classes’ contents in the MSc program.

I would also have to add all the members of the university from whom I needed help or advise. Everybody has been extremely nice, and, as a foreign student, you might understand how important it is.

In this regard, I found that Canadians (I include voluntarily the Québécois here) were very open-minded and very tolerant people. Being French, I know that it is should be an important quality.

My next acknowledgement goes to Silvia Bonaccio and her Family (should I include Fil here?...). Without them I do believe that the cultural shock would have been much more severe. Silvia, thank you, for your help in general.

Thank you also Manu who gave me roof in my first three weeks in Canada, I thank you and Isabelle for the warm welcome you gave me during these two years. I wish the best for little Victor.

I voluntarily written these acknowledgements in English – how bad it may be – just to make sure to give the reader the impression that bilingualism is an asset, should the Québec government forget that.

I profoundly believe that the General DeGaulle was wrong about this province.

Thank you to all the French students who present in the MSc; we really had a great time!

Talleyrand said that the first impression was always the good one. It was my first time in this country; it made me a *very good impression*.

INTRODUCTION

One of the current challenges that the organizations have to face is the collapse of the boundaries between their internal reality and the external one. The increasing quantity and speed of the information flow in the today's business environment has blurred the previous distinction between the insiders and the outsiders of an organization. However, in this context, the organization has to position itself *vis-à-vis* the stakeholders. In this instance, how these stakeholders see the organization is of critical importance. The image communicated is dependent on the identity of the organization and its reputation. This same organizational identity will result in specific behaviors.

We propose in this thesis to apply the knowledge we have about these concepts to the beer brewing industry in Ontario and Québec. In order to do so, we propose an analysis of the websites of several breweries in these two provinces. To define the dimensions that constitute the identities of these organizations, we have used a qualitative method. The themes that have been found in the websites will enable us to create strategic groups of organizations. Thus, each of these groups will have a particular identity.

Given this categorization, we will demonstrate that some behaviors can be assessed according to the strategic group of organizations. Moreover, we have focused this study on a particular behavior: Corporate Citizenship Behavior.

In the first part, we will review the literature and define several key concepts: identity – corporate/organizational – and reputation. These notions are core constructs in this

work since their reunion creates the image through which the organizations communicate.

We will present, in a second part, the methodology we used to qualitatively analyze the breweries websites.

In the third and fourth part, the results will be analyzed and discussed.

LITERATURE REVIEW

This study was designed to analyze the communication patterns of several organizations belonging to the same industry – the beer brewing industry – and, thus, to be able to define the dimensions of knowledge shared by the members of this industry. The question we want this study to answer is “who are the brewers of Ontario and Québec?”, and “how do they define themselves?” Therefore, one objective is to analyze how these breweries communicate about their own identities.

A second objective is to demonstrate that the strategic group to which an organization belongs influences the Corporate Social Responsibility behaviors.

In order to reach these results, we must explain on which logical and theoretical background we are basing this endeavor.

In the first part of the literature review, we will define several key concepts: identity – corporate/organizational – and reputation. These notions are core constructs in this work since their reunion creates the image through which the organizations communicate.

Hence, in a second part, we will describe and explain the shared knowledge – culture – that has been created. Even more, we will define how, through a multiplicity of common “knowledges”, cognitive groups are built and why they may lead to the creation of strategic groups inside the industry. We will then propose a theoretical framework that integrates the theme of Corporate Citizenship Behavior with the notions of identity, reputation, and image.

In a third part, we will review the historical background of the brewing industry in Canada, and more particularly in Ontario and Québec. We will then summarize the ideas through the formulation of propositions.

I. What is behind the image we have of organizations?

Several concepts can make us answer the question “who is an organization”. We postulate in this part that several notions are overlapping and create, when added, one or several cognitive groups.

The first concept we will analyze is the one of identity. Social, identity theory has only recently been applied to the study of organizations. However, several disciplines have attempted to define it. Marketing, strategy, corporate studies and organizational theory have adapted this notion to their own field. From this phenomenon, a number of definitions have emerged.

A. General definition - Difference in the definition of identity: corporate/organizational.

The *corporate identity* definition refers to how an organization defines and differentiates itself in relation to its stakeholders – customers, suppliers, shareholders and the general public (Alvesson, 1998). The firm, or any type of organization evolves in a particular market. Its place in this environment is defined by its identity. Business relevance is the core notion underlying this view of identity and is the one that has been the most widely studied.

Two schools of thought have originally studied identity as a corporate phenomenon. On the one hand, the “visual school” has been interested in the physical elements that constituted an organization. The logos, the architecture of the buildings or the clothes the employees are expected to wear are part of this understanding. Derived from this idea, the graphic design approach focuses on identity structures. For example, Olins (1989) has distinguished between three types of identity. With the *monolithic* identity, companies distinguish themselves by their name. A company that adopts the *endorsed* identity has a multi-business identity; a series of business lines creates the identity.

Finally, with a *branded* identity, the organization differentiates itself in the market by the several brands that constitute its portfolio.

On the other hand, the “strategic school” has focused on the central idea, the philosophy of the organization. Here, identity is seen as the basis for the creation of the image and the reputation of the organization. The role played by this definition of identity can be appreciated whenever two or more entities merge and when their central characteristics are being challenged by other identities (i.e. in France, when TotalFina and Elf merged).

The *organizational identity* constitutes another way to look at identity. It is usually defined as the idea that members have about their organization and their place in it. The question is then “who we are” and “what do we stand for”. However, under this consideration, one must differentiate between the ‘identity of’ and the ‘identification with’. Briefly, in the latter case, one wants to know how much a member identifies with its organization, whereas, the former is the basis for the ‘identification with’ idea. It is the emotional and cognitive values on which the members build their attachments to the organization.

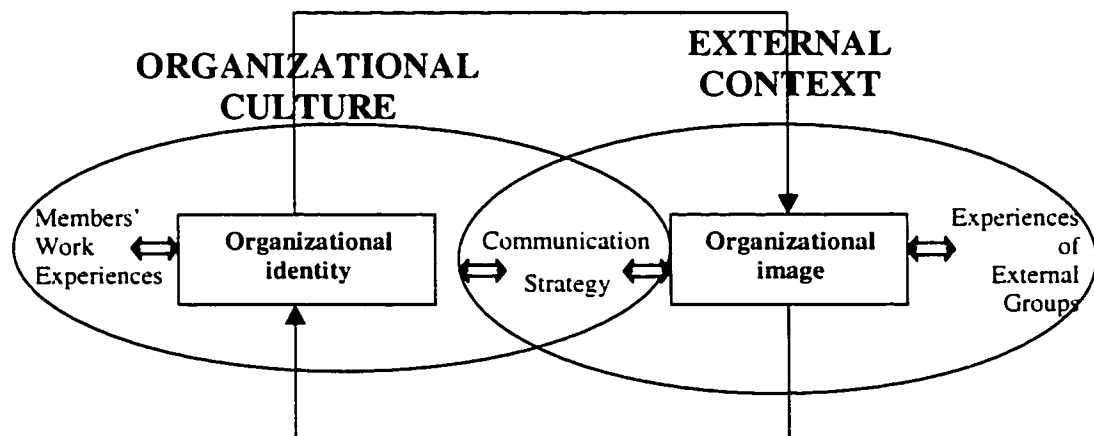
Hatch and Schultz (2000) have defined the differences of the two models. First, they are different on the perspective dimension. The *corporate identity* (CI) model focus on a managerial perspective, whereas, with the *organizational identity* model, the perspective is on the entire organization and all its members. Secondly, the recipients differ. In the CI model, the concern is for the stakeholders and the external audiences. In the organizational identity model, the focus is internal and the organization must deal with its own members. Finally, a last difference lies in the

communication channels. The CI model is coexistent to mediated ways of communicating. In the second model, since the issue is internal to the organization, the channels are mainly interpersonal.

But, despite these differences, if the focus was only on one of these issues, ignoring the other part of the equation, any analysis of an organization's identity would seem impartial and incomplete. For instance, one cannot consider a person as only a member of an organization. In our society, an individual embraces several different roles. The sociologists have defined this idea as "partial inclusion". One can be at the same time an employee, a customer and an investor. Therefore, what looked like an internal case of a particular organization has become, at the same time, an issue for corporate identity. The individual is similarly part of the group of stakeholders.

The figure below describes how, according partly to Hatch and Schultz (1997), the organizational identity is viewed in perspective with the external environment in which the organization evolves.

Figure 1: A model of relationship between organizational culture, identity and image (modified from Hatch and Schultz, 1997)



Despite the fact that these two sides are overlapping, this study will be centered on the corporate side of the equation. Indeed, we have decided to focus on the external communication patterns.

We have described the two general views around identity in organizations, or how identity is viewed in organizations. Therefore after this macro-level analysis, we must now define what we can call an identity and what is known about the process of identity formation and look at the micro-level.

B. Identity: a micro-level perspective.

The concept of identity in organizational theory can be envisioned in several ways.

The first one, the traditional one, has been presented by Albert and Whetten (1985) and is a psychological and essentialist point of view. According to the authors, three criteria designate an organizational attribute as a dimension of the organization's identity: the criterion of *claimed central character*, the criterion of *claimed distinctiveness*, and the criterion of *claimed temporal continuity*. These authors have been the first to give a formal definition of identity. However, some contention has appeared about these criteria.

First, Gioia and Thomas (1996) have questioned the validity of the last criterion. Albert and Whetten stipulate in this definition that an identity is stable over time. In the organizational literature, the concept of identity is considered as a key success factor for a business. However, one undeniable feature of the current economy is its instability. Thus, it would seem inadequate to propose a system in which adaptability is not a source of performance for an organization.

Secondly, Sevón (1996) has criticized the criterion of distinctiveness. The author has opposed to a system in which the organizations create their own identity in respect to

the other members of an industry or a market. In this case, the organization's identity is not inherently distinctive but is constructed through a process of imitation. DiMaggio and Powell (1983) have also defined this process as *mimicry*. These authors thus characterize identity as partly distinctive. Indeed, the organization cannot be seen as identical to any other but the process by which it has become distinctive is not "natural". It is a nurturing process. Indeed, the environment can help nurture the identity. Moreover, mimicry, as an isomorphic behavior, should increase the homogeneity within a strategic group. If the members of a strategic group tend to have the same characteristics, a distinctive identity is likely to appear. The increase in within-group homogeneity should also create between-group heterogeneity. Therefore, the increasing strength of each strategic group and the increasing distinction between these same groups will foster solid identity differences.

Thirdly, Czarniawska (1997) has conceived the process of identity as a narrative or a storytelling approach. Here, different aspects of identity are underlined at different moments of the history of the organization. Thus, the identity is what is relevant at a precise period and for a particular audience. The author stipulates that identity *is* not but *appears* according to particular context. Finally, a more radical understanding defines the three criteria as mere illusions created by a process of social construction. Close to a post-modern view, identity becomes then a metaphorical mask that can be changed according to the context (Hatch and Schultz, 2000).

The second definition of identity is sociological and structuralist. According to this school of thought, to understand identity, one needs to consider how organizational actors, such as producers, suppliers or customers, interact with each other in a network. As described by Meyer and Rowan (1977) and Child (1988), the

network of interactions constructed by actors in an industry entails two levels of analysis. The first one is *material* and is defined for example by the production of goods and services, the purchase of raw materials. The second level is *cognitive*. This level could be defined as the mental model through which an individual understands the industry and its structure. In this study, we are interested in this second level of analysis.

Social constructionism (Berger and Luckmann, 1967) is one lens through which we can understand this cognitive level. A social construction of reality implies a relational process. Each actor positions him/herself *vis-à-vis* the other. By interacting with another actor on a regular basis, an individual positions him/herself into routine exchanges, and roles are created. This dynamic is the basis for the construction of identity. If this dynamic is a success, the individuals become actors and have to respect a certain role constructed and attributed given the interaction with other members of the same industry. An input-output cycle is created through which the information of each actor becomes objectified by the other in his or her behavior (Berger and Luckmann, 1967). It seems, thus, understandable that several people share this communicated information. And, over a certain period of time, these cognitive structures become integrated in a “socially reinforced view of the world” (Porac, Thomas and Baden-Fuller, 1989).

One objective of this study is to assess the knowledge generated by group(s) of breweries in two provinces of Canada. When there is a sharing of this knowledge between certain members, they will constitute a cognitive group.

Another concept must be studied in order to define these cognitive groups that share knowledge. So far, we have been interested in the identity itself of the organization. We now want to define what is seen from the outside, or the reputation.

C. Reputation

The corporate reputation is what drives the industry to find or create a particular identity, the basis for a common knowledge. The *Webster's Revised Unabridged Dictionary* (1913) defines reputation as “the estimation in which one is held; character in public opinion; the character to attribute to a person, thing or action; repute”. One may ask about the difference between corporate/organizational image and reputation. Scholars in organizational studies do not agree on the relationship between reputation and corporate image. Contrary to the corporate identity that we have described before, the corporate image is the general understanding created by the interaction of information emanating from the identity of the organization (inside the organization) and the reputation (outside). This interaction creates an equation and some authors in this field of study have differences of opinion. Three views can be distinguished.

For the first school of thought, the reputation is synonymous with corporate image. Then, the two concepts are interchangeable (Kennedy, 1977; Alvesson, 1998). Alvesson (1998) argues that the corporate image is the overall picture of the company and by effect considers corporate image and reputation as identical. The author considers the term corporate image as only meaningful when there is a certain distance between the observing group and the object in question. Corporate image thus only applies to the company's external audiences. In this case, reputation and corporate image are one and the same concept.

A second view defines reputation as only one dimension of corporate image. The supporters of this view (Gotsi and Wilson, 2001) consider the image as a mental representation of reality and add that an image represents a model signifying our beliefs and our understanding of a phenomenon or a situation. Furthermore, even if the corporate understanding is not the exact representation of the reality, it is one reality since it is what the external stakeholders see and believe. Therefore, according to this point of view, the “image” is the sum of beliefs, attitudes and impressions that a person or a group has of an object. Hence, reputation is only one variable in this equation.

The third school of thought, dealing with the concept of reputation, argues that the reputation is the overview of an organization that reconciles all the images that are projected. In this case, reputation encompasses all the history of other peoples encounter with a particular organization.

The two last views have generally defined reputation as interrelated to the concept of corporate image. The relation between the two is dynamic. Henceforth, in this relationship, on the one hand, corporate images that stakeholders form can be influenced by their overall evaluation of the company, or the reputation. And, on the other hand, a firm's corporate reputation is largely influenced by the corporate images that stakeholders form every day *for* the organization.

Gotsi and Wilson (2001) have summarized this analysis by giving a comprehensive definition of corporate reputation: “[corporate reputation] is a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and/or a comparison with the actions of other leading rivals” (Gotsi and Wilson, 2001; p. 29).

In the present work, we take into account all the possible dimensions of the corporate image that are available to us. However, reputation can be a biased way to look at a phenomenon. We will try to break free from the too negative or too positive connotations associated with the reputation of any particular organization.

We have thus described the distinctions between identity and reputation and how, in their own way, they define an image the stakeholders have of the organization. How can they be related to the common knowledge – or shared mindset – that we are interested in?

II. What can we use from this concept: the basis for the definition of a shared mindset.

A. A shared knowledge

1. The theoretical background

So far we have depicted a phenomenon whose unit is a particular organization. As defined by Albert and Whetten (1985), the concept of identity entails the criterion of *distinctiveness*. Hence, one actor cannot endorse the same identity as another member of his market or his field of activity. However, if we adopt a social construction perspective, this understanding can be changed. In this case, an organization cannot be seen as independent of its immediate environment since it interacts permanently with it and is structured by this interaction.

Several theorists in different fields have dealt with this notion of shared mindsets across an industry. Some *institutional* theorists have developed the ideas of “industry

systems” (Hirsch, 1972) and “societal factors” (Scott and Meyer, 1983). DiMaggio and Powell (1983) have defined the “organizational field” in which the actors are subjected to coercive, mimetic and normative processes leading to the homogeneity of the industry. In the *marketing* area, Levitt (1983) has argued that global commonalities in perceptions existed within a particular industry.

In the *organizational behavior* field, researchers have demonstrated that shared assumptions shape the corporate cultures of industry members (Gordon, 1991). *Strategists* have also studied this notion. For instance, Porter (1980) describes the strategic variables that define some firms as being part of the same competitive group. Therefore, it is clear that the notion of shared beliefs, or common rationality, has been at the source of many studies across several domains of organizational theory. But the question is now to define the dimensions that constitute this common rationality. Hofstede (1980), for instance, has defined the values of *national cultures* as a dimension of great relevance in the organizational settings. Phillips (1994) proposed the existence of more than one mindset; there could be a multiplicity of shared assumptions in organizations.

The industry we are interested in, the beer brewing industry, is centered on a single mass consumed product. The volume of products sold is the main factor for success; the number of competitors is relatively high since the cost of production is low. Given the high number of actors, it seems improbable to focus on the study of a single identity or shared mindset. As suggested by Phillips (1994), we will focus on a multiplicity of “rationalities”.

2. *The study of (a) common culture(s)*

In this study, we are interested by what appears to any external audience when it is looking at a particular brewery in Ontario and Québec. More importantly, the objective is to find the distinctive features that are shown to this audience. Thus, we suppose that these features are the most important and that the stakeholder will categorize the organization according to these characteristics.

As we have seen above, the organization's identity is the result of an interactive process between the internal environment (mainly the members of the organization) and the external environment (the stakeholders). The corporate and the organizational identity perspectives are overlapping. Indeed, in the case of the organizational framework, we can distinguish between two scenarios. First, the organization member is an employee but acts outside the company as a classic stakeholder. In a second case, the organization member has a managerial position and can influence the way the company communicates about itself. In the latter case, it involves choosing symbols to represent the organization and to differentiate it from the competitors. But, in all cases, the aim is to influence the distinctiveness of the organization. Furthermore, the visibility of an organization is, in the marketing vision, a particular way to attract.

The dichotomy between the corporate and organizational perspectives creates an equilibrium. This equilibrium should be considered the *reality* through which a particular organization is understood. Hence, this reality is articulated inside the organization and to the external audience through a shared mindset. A common knowledge must be created in order for the company to be visible. However, we must add that the equilibrium between these two perspectives – corporate and organizational – is an ideal state. A gap may exist between the two perspectives. First,

the members may “disidentify” with the firm, and/or, second, outside constituencies may have unsatisfactory experiences when interacting with the organization.

Part of this knowledge is commonly called culture. A definition of culture can be adapted from the work of Kroeber and Parsons (1958). According to these authors, culture is a set of values and beliefs that are acquired and transmitted over time; these patterns are generally shared by the group and are communicated to new members. Once again the time dimension is part of the central characteristics. The rationality of the organization is not born from nowhere. It is the result of a history. What the members of the organization and, to another extent, the stakeholders see in a particular organization is only the accomplished “product” of story, as understood by Czarniawska (1997). Therefore, the corporate culture is the product simultaneously of a current context, the actions of its current members (managers and employees), and the inheritance of past common mindsets that were transmitted to each generation of members.

Furthermore, Czarniawska’s (1997) view of culture as a “story” is of very much importance in our study. The corporate story the author has defined can act as a tool to reconcile the two sides of identity we have defined previously: the corporate and the organizational identities. Indeed we are interested in the study of websites, breweries websites. This medium of communication is a direct way for the organization to publish information. The viewer is looking at the “story” of the organization through the own eyes of the organization – a corporate story. The shared knowledge characterizing the identity of an organization – or the culture as defined before – will appear in the websites. As such the Internet is an interface between organizational identity and corporate identity.

The result of this common rationality, which we will try to describe, is an image. Whereas culture is the “true” knowledge of an organization, the image is its reflection. And, following the metaphor, we can hypothesize that this reflection can be exact, blurred (partial) or modified. In this study, we are only interested with the external communication of organizations. We will thus focus on the image side of an organizational shared mindset.

Once again we can see the overlapping between the concepts. How the insiders of an organization see themselves constitute part of the organizational culture because it is part of the symbolic order in organizations, which, in turn, is one part of the organizational identity. At the same time, the knowledge the outsiders have about organizational images is also part of the organizational cultural knowledge, and hence part of the organizational identity. It is also important to underline the cornerstone part played by the communication. Indeed, communication is a key construct that links identity and the reputation, and in doing so, creates the final image.

We can now see that this study is meant to analyze the cultural knowledge in the context of a particular industry, beer brewing.

In this part of the study, we have legitimated the existence of a common mindset, or a shared knowledge, that is a main component of the organizational culture. The culture, to an external viewer, is understood as the corporate image. Hence, by studying the common knowledge that transpires from an organization, we are able to determine dimensions of the identity of this organization.

Furthermore, we have shown that this knowledge would likely be multifaceted. As we will define now, the notion of strategic group will help us characterize this multiplicity of identities.

B. Strategic groups

1 A definition and the basis for this study

This study is meant to analyze qualitatively the communication patterns from members of an industry in order to find distinctive characteristics about their identity. In order to do so, we have completed a list of breweries that would fit this analysis (as explained in the methodology section). These organizations have been classified into categories. As we have described in the previous part, we now want to look at the identity *within* these groups. From the analysis we intend to conduct should emerge certain dimensions, certain themes that the different organizations are likely to write about. For that matter, we need to look at the concept of *strategic group identities*.

First, we should define what are the strategic groups. According to Hunt (1972), a strategic group refers to a collection of firms within an industry that differs systematically from firms outside the group along certain strategic dimensions. Caves and Porter (1977) have added to that definition that mobility barriers, which limit movement across groups, divided the industry into subsets, or strategic groups.

Secondly, Peteraf and Shanley (1997) have added to this notion another dimension. They have defined strategic group identity as “a set of mutual understandings, among members of a cognitive intra-industry group, regarding the central, enduring, and distinctive characteristics of the group”.

According to the same authors, the foundations of strategic group identity are based on both micro and macro effects.

There are three types of micro effects. The first one is *categorization*. The managers, use it as a way to clarify the environment. Industry environments are complex. In order to make more understandable, the managers classifies the members according to certain traits (Peteraf and Shanley, 1997). The two last effects are concepts taken from

the field of organizational behavior and, as such, was meant to be for the individual. The second is *social learning theory* (SLT). It stipulates that actors imitate the behaviors of experts, in order to learn about an uncertain environment (Bandura, 1986). They borrow the knowledge and skills of others and apply them to their own activities. The final process is called *social identification*. This theory explains the processes by which an actor derives values and emotional significance from membership of the groups (Shanley and Correa, 1992). This process helps members to compare to others, and thus means that close members are more likely to identify *with* each other.

According again to Peteraf and Shanley (1997), the macro environment is constituted from three main actors: economic factors, historical, and institutional forces. In the preceding part, we have broadly defined these concepts, such as the historical one, as being part of the culture of the organization.

From what we have said at the beginning of this theoretical background, the first focus of this study is to describe the general dimensions that define the identity of the beer brewing industry in Ontario and Québec. At the same time, we will have done so according to a list of breweries that has been drawn according to certain criteria, as we will explain in the methodology part. This ranking is based on tangible criteria. However, if we believe the criteria defined by Peteraf and Shanley (1997) for their definition and the condition of existence of strategic groups, this list of breweries can only be considered as one or more cognitive groups. They can be defined as a group of organizations that share knowledge, or, if we use the terminology from the previous part, the group is defined by their shared mindset. Indeed, one part in the definition of strategic groups is “*mutual understandings*”.

We propose in this study that there are several subsets of organizations belonging to the beer brewing industry, each with a particular identity. These organizations should be categorized into subsets according to tangible characteristics (geographic location, market...). However, more importantly, we believe that these same companies share a common knowledge and that it should be a cornerstone characteristic for the definition of strategic groups. To join Porter's definition, the knowledge shared by these organizations may be considered as an *intangible* mobility barrier.

Moreover, we suggest that the identity of the group is not born from mutual understandings but from a tacit knowledge. History should be considered central to the building of this tacit knowledge. The more features the breweries have in common, the more likely they are to share a common knowledge, and thus, to be part of the same strategic group.

Furthermore, we want to understand what it means for an organization to belong to a strategic group. We have shown in the previous part that when a brewery was part of a strategic group it meant the acceptance, or the creation, of a particular identity. We are now interested in the behavior that is created from adopting the identity. We hypothesize that part of this behavior will have to deal with the notion of *Corporate Social Responsibility* or *Corporate Citizenship Behavior*. We will now look more precisely at this dimension.

2. *Strategic groups and Corporate Social Responsibility*

As we have explained in the previous parts, organizations have a particular identity. This identity and the reputation of the company will create a general understanding, the image, that is defined by what the members of an organization think is the representation of their identity by the stakeholders. Therefore these three

parameters (identity, reputation, and image) are part of the same equation that results in an equilibrium of identity dimensions.

Dutton and Dukerich (1991) have emphasized the fact that these variables must be taken into account when analyzing the strategic choices of an organization. In their case of the Port Authority of New York and New Jersey, the initial organization's response to the problem of homeless people was based on the values and identity of the organization. However, this attitude had to be modified given the image that was communicated to the public; its reputation was modified.

Our study will highlight certain dimensions of an organization's identity. This set of dimensions will allow the stakeholders to create an image about the organization and make them categorize the brewery in a particular strategic group. Given the study by Dutton and Dukerich (1991), we postulate that this categorization will imply for the brewery to adopt a particular behavior.

The particular behavior we are interested in is *Corporate Citizenship Behavior (CCB)*.

This concept was first called *Corporate Social Responsibility (CSR)*. The idea of CSR originates from Bowen's (1953) idea that corporations are centers of power and decision-making and that their actions would entail consequences on the lives of citizens. He argued that social responsibility was a critical variable that should guide organizations in the future. Davis (1960, p.70) gave the first definition of CSR by saying that it was the "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis 1960, p.70). The problem with this definition and the concept in general is the lack of agreement between the scholars on what is "beyond the firm's interest". In 1979, Carroll defined more precisely this notion by explaining it as follows: "the social responsibility of

business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p.500). Using a broader understanding of this notion, in 1987, Epstein defined the “corporate social policy process”. It was the sum of three components: business ethics, corporate social responsibility, and corporate social responsiveness.

Two characteristics of CSR are of interest for this study. The first was defined by Steiner (1971); he said: “[businesses] do have responsibilities to help society achieve its basic goals, and do, therefore, have social responsibilities. The larger a company becomes, the greater are these responsibilities.” In the case of our list of breweries, the organizations are very different in size. The particular case of Molson and Labatt is interesting because we expect such firms to be the most involved in corporate social responsibility behaviors.

H.G. Fitch described the second characteristic in his definition of CSR: “CSR is defined as the serious attempt to solve social problems caused wholly or in part by the corporation.”(Fitch, 1976, p.38) This means that the firms that are the more socially responsible should be the ones that cause the more problems.

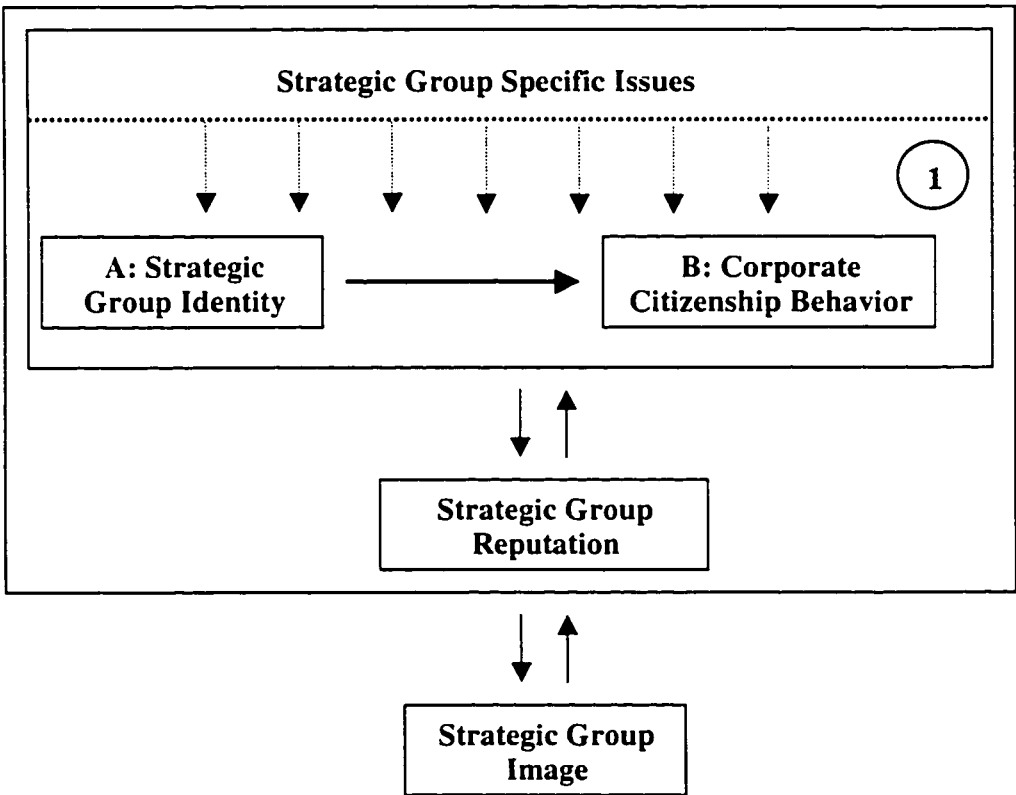
We have seen so far that the identity of the organization should trigger certain reactions. Some of these reactions are likely to be considered as part of the corporate social behavior. In the preceding paragraph, we have described some of the participating variables that could cause this reaction.

However, as Dutton and Dukerich (1991) have pointed out some other issues that could influence the decision made by the firm in dealing with these issues. Indeed, we have explained how the organization’s identity would likely influence the strategies

undertaken by this same organization. We now add to this understanding that some issues may influence the choice of strategies.

The figure below summarizes the conceptual framework we propose.

Figure 2: Relationship between Identity, reputation, and image, and how some strategic group specific issues can influence this relationship.



This figure represents how we view the relation between the three central concepts of this study: identity, reputation, and image.

The *identity* constitutes the beginning of the relation. The members outside the brewery, in our case, will form automatically a certain view of this entity; it is the reputation. However, the double arrows are showing that there is an interaction between the two. One influences the other through the different means of

communication. This interaction will create a general understanding of the organization, the *image*.

We postulate that the organization will define its identity through the knowledge that it will communicate. Several dimensions will appear from this knowledge.

All the organizations studied are not likely to act in the same way, it is likely that their actions will be driven by the strategic group to which they belong. More particularly, some issues will influence how a particular organization is defining itself to the stakeholders. We believe that these issues are not unique to a particular brewery but that it is also important for all the members of the strategic groups. Such issues are concerns imposed on the organizations. This includes social, product-related, or any general concerns for which a stakeholder is involved. They thus have to address them.

In the present study we are interested in particular with the relation 1. The identity dimensions of the organizations will allow us to define strategic groups of breweries. According to the particular groups, the specific issues will have different impact on them. Hence, to address the issues, the organizations' behaviors are also likely to differ. The particular reaction we will focus on is Corporate Citizenship Behaviors, which we have defined previously.

III. The scope of the study: the beer brewing industry

The main reason for the choice of this industry is the long history of the beer brewing industry in Canada, and more particularly, its importance in both Ontario's and Québec's culture. This history has created a unique market structure that we propose to describe in the following section.

To understand the place of this industry in the country, one must be aware of certain historical facts. The beer brewing industry as we know it today, and as it interests us in the present study, finds its origins in the 1930's when the selling of alcohol in public places was finally reestablished after a prohibition period. This prohibition act having quite damaged the industry, the Second World War was a means to rejuvenate the entire sector by supplying the troops with beer.

A main change in consumption habits occurred during this period. Contrary to what the brewers had usually produced, the consumers seemed more attracted to "less bitter, and lighter brew" Denison (1955: p. 340-345). This trend had consequences on the production activities and strategies. Given also that it was the time when Fordism and scientific management were very popular, industrial efficiency established itself as a common practice in this industry.

The three larger brewers of that time – Molson, Labatt, and Canadian Breweries – did not waste time embracing these changes. In the post-war boom period, increasing concentration and centralization occurred. These three players started to buy breweries in other provinces. Through this movement of external growth, they became national brewers. But, "production methods became increasingly mechanized and were characterized as a science rather than craft" Lamertz (2001, p.24). As this trend grew stronger, the breweries started to diversify and were becoming

conglomerates. The product was becoming more and more diluted and the rivalry between these three players was turning into a marketing-based competition.

It is also interesting to note the decreasing role played by the taverns, or pub. The prohibition had not helped these distributors/producers, and this new movement was appropriate for this kind of brewers. Furthermore, the increasing use of cans and bottles transferred the place of consumption from the tavern to the home. The peak of this movement of industrialization came in the 1970's.

In the 1980's, a new organizational form emerged in North America: the craft brewery. This started with the demand by consumers for imported beers and specialty beers. The craft brewery was meant to be a brewery that used an authentic brewing process for an authentic product. The demand was now on the quality of the product rather than on the marketing associated with the product.

The craft brewers, in fact, started to use again methods that had long been forgotten in this part of the world (before the temperance-prohibition period). They also concentrated their production and distribution efforts on their local area – community or provincial level. Contrary to the two national brewers, these small and private breweries were producing authentic and non-pasteurized beers for which, the advertising was mainly based on word of mouth.

Parallel to this new trend, the larger players started to re-centralize their activities and focus on their core business: beer brewing. On the one hand, they could not ignore the “craft-specialty beer” movement, but, on the other, they were not ready to surrender their national, and even international reputation and status. Hence, they started to buy small breweries and to decouple their main activity from the specialty beer business. At that time, two national breweries controlled most of the market: Molson and Labatt.

An interesting fact is also the re-birth of draught beers. This fact should give back to the taverns their early relevant role.

Despite the wave of optimism toward craft brewing, the figures show that the larger brewers still control 90% of the market.

From this summary of the state of the beer brewing market structure in Canada and more precisely in Ontario and Québec, we can see two distinctive branches that have emerged. The first one, with a small number of actors, could be called the “mega-brewers”, and today, there are only two of them: Molson and Labatt. The second one is where most of the Canadian breweries can be situated: the microbreweries. Some have proposed that this division has created two distinctive branches. Each would have its own identity. In that case, belonging to the microbrewery segment would add some value to the organization’s credibility and legitimacy. We may also add to this typology firms that stand between the two recognized groups of breweries, the “hybrid” organizations. These breweries are likely to behave distinctively from the other ones in regards to their definition of their identity.

IV. Propositions

We have so far defined the theoretical background for this study to be relevant. The concepts of *identity*, *image* and *reputation* have their relevance in organizational studies. Furthermore, we have demonstrated that actors of a market or a field of activities are likely to be sharing a common knowledge, a shared rationality. We now want to know the dimensions of identity that are going to be studied in the analysis. What are the themes that are likely to appear in the communication from the brewers in Canada when describing their activity? Who are they? In this part of the literature review, we will define the propositions that we want to test in this study.

A. The Identity Dimensions

We will first present the identity dimensions that are likely to appear in the analysis. The following propositions will define the themes that we expect to be in the websites; they should characterize strategic group identities of the breweries (cf. A in figure 2).

According to the historical accounts about the beer industry, it appears that the beer market is highly structured. In recent years, the beer brewing “landscape” has been modified considerably. The appearance of craft breweries has divided the market into two general markets. The first one, the most important in size, is the classical one. Here, beer is mass-produced. Market shares are what drive the actors of this segment of the market. Their aim is to sell as many products as possible. The quality of their product is consistent but the industrial processes make a particular product less distinguishable from other similar products. Several studies have shown that a majority of consumers cannot differentiate between these “common” types of beer

(Van Munching, 1997). Therefore, the product itself is not sufficient for a buyer to distinguish between two rather similar products and the brewers need to communicate about the image/brand. In this case, the producers of such beers are Molson or Labatt. On the other hand, the craft breweries depart from this “mass consumption” perspective. The idea has been to create a product that would respect a certain tradition in the making process and in the taste. Québec has been particularly active in this domain and the best representative of that is the Unibroue microbrewery.

Thus, we are interested in the different communication patterns between these two types of industries. We must add that, for the purpose of the study, we will differentiate in these propositions between the larger breweries (national), the smaller/craft breweries (local), and the medium-size breweries (regional and provincial). Depending on the propositions, we may not use all of these categories.

P.1: The larger brewers will likely focus on the brand/image aspect of the product.

P.2: The craft brewers will likely use the authenticity of the brewing process and the quality of the product as a spearhead for their communication.

Another element that defines microbreweries is the geographic location. When speaking about microbreweries in Canada, one must also consider the region or the province in which the beer has been produced.

P.3: For the larger brewers, the focus of their communication will more likely be national, or even international.

P.4: For the craft breweries, the communication to the stakeholders will likely involve the theme of their local community.

Another difference between craft breweries and larger ones is the ownership structure. The microbreweries have generally one owner who has invested a relatively small amount of money. For the larger brewers, the brewery can be listed on the stock exchange. They would have to address the concern of institutional stakeholders in priority, for instance.

P.5: The craft brewers will aim their communication at the customers in priority. There should be little mention of financial information for the investors.

P.6: The larger brewers will include, in their external communication, the financial information directed at their owners and potential investors, especially if it is publicly traded.

B. The Theoretical Framework

We proposed a framework in figure 2. This shows a general relation between several variables. In the preceding part, we have defined the identity dimensions that are likely to emerge from the analysis. The combinations of dimensions found will allow us to outline potential strategic groups.

Secondly, as we have explained in the theoretical framework part, we believe that the organizations are likely to behave in particular ways according to the type of issues they must deal with (cf. relation 1 in figure 2). Part of the organizational behaviors is the result of the identity of the breweries. However, they can affect the reputation external constituencies have about these organizations. As we have seen before the relation between identity and reputation creates an equilibrium on which the strategic group image is based. In this general picture, the websites may play the part of a buffer between the company's organizational identity and its corporate identity. In

this case, using websites would facilitate this equilibrium by addressing critical issues and create a clearer idea of the corporate image.

The one reaction we are interested in is generally called Corporate Citizenship Behavior (cf. B in figure 2). We postulate that the foremost CCB issue that is at stake in our study is the one of alcohol consumption and the dangers associated with it. The definition of CSR given by Steiner (1971) and Hitch (1976) – as described in the literature review – would allow us to think that this type of issue is the main concern of the largest corporations.

We will now propose some issues that the breweries are likely to address

Indeed, as we already mentioned, Molson and Labatt are the breweries that sell most of the beer in Canada, they have 90% of the market shares. We think that the “temperance” issue is still present in our society. The high quantity of products sold by the two giant breweries may hinder their reputation.

The smaller breweries are likely to emphasize the fact that they are authentic brewers not destined to produce mass consumption goods.

P.7: The larger breweries are more likely to emphasize in their communication patterns their CCB, and more particularly, the most relevant theme should be dealing with the dangerous consequences of too much drinking.

P.8: On the other hand, the smaller breweries are not likely to be considering the theme of moderation in alcohol consumption because we believe that part of their identity is based on the notion of tasting the product to appreciate it.

Another issue for the breweries should be the quality and safety of the product for consumers. Beer is the result of fermentation and other chemical processes, and, as such, a rigorous control is needed. The larger brewers, as mentioned earlier, are known for producing a drink that is reliable but that is less distinctive than other microbrewed products (Van Munching, 1997). For this reason, we think that belonging to a particular strategic group will influence the type of reaction.

In this proposition, contrary to the previous ones, we must introduce the medium-size organizations as a strategic group. Indeed, we forecast for the issue of quality that the medium-size organizations might adopt a particular behavior. Since they are positioned between the two extremes, they should borrow from both strategies to deal with the issue of quality.

P.9: The larger brewers are more likely to deal with the question of quality by highlighting the fact that their production process is an “exact science” that is closely monitored.

P.10: The smaller brewers are more likely to put forward the authenticity of their brewing process; it is a process that has been used traditionally in the making of beer for centuries. The logical result of this process is surely a product of quality.

P.11: The medium-size breweries, which are stretched between the two other groups of brewery, should adopt a “hybrid” attitude. The authenticity of the process will likely appear in the semantics studied. However, since they want also to differentiate from the “small players”, they will publish text dealing with the notion of industrial brewing process, and expertise.

The next issue that is likely to appear in the analysis is the community involvement. We think that this theme has emerged following the microbrewery trend. Indeed, these breweries' markets were centered on particular geographic areas, and as such, they wanted a link to the local community. As we have seen in the historical background part of the literature review, the larger breweries wanted to focus on their core activity, and not diversify as they used to do. Therefore, following the microbreweries, the larger breweries want to re-build their relationship with community.

P.12: The larger breweries are likely to add to their core activities programs at the community level.

P.13: The smaller breweries would be even more inclined to put forward their link to the community as a key success factor in their communication patterns.

Investor relations is another issue that is likely to be linked to the strategic group a brewery belongs to. As we have hypothesized before, certain breweries should be more interested in publishing investor information. We can also suggest that these same breweries would publish such information in order to account for their activity to potential stakeholders.

Indeed, CSR does not only include the types of activity we have discussed so far. Carroll, in his revised definition of CSR, writes: "Four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic" (Carroll, 1991, p. 40). It is an additional reason to believe that propositions 5 and 6 are true. In this case, we may consider the possibility of publishing such information to deal with the question of accountability to stakeholders.

I. Language as the basis for this study

The main objective of this thesis is thus to uncover dimensions of the knowledge shared by the breweries. To achieve this goal, we propose an empirical study of the language used by the brewers of Ontario and Québec to communicate to the industry and the general public. Why can we say that the study of language is a legitimate approach?

Several authors have used and studied the use of the technique of content analysis. Berelson (1952) gave the earliest statement: “[it is] a research technique for the objective, systematic and quantitative description of the manifest content of communication”. Budd, Thorpe and Donohew (1967) have described it as “a systematic technique for analyzing message content and message handling [...]. The analyst is concerned not with the message *per se*, but with the larger question of the process and effects of communication”. These two definitions underline the content of the analysis. However, some other authors have accentuated the way the content analysis research should be undertaken. Thus, for Carney (1972) it is “a research technique for making inferences by objectively and systematically identifying specified characteristics of messages” from data to their context”. According to Holsti (1969), three characteristics are required for a definition of content analysis. It must be objective, systematic and the findings must have theoretical relevance, or they should be generalizable.

In a nutshell, content analysis is concerned with the study of messages and, thus, with the language and words that are used in the communication process. This type of

study is ruled by the semantist's discovery that the language user is the source of whatever meanings the language has.

Therefore the place of the words is essential. Words are multi-dimensional. What we understand as a single unit, a particular association of letters can cover several meanings and topics. One word can bridge several concepts. Moreover, language, the whole body of words, is not just a tool that we use. It is part of our apparatus for relating to the world around us. What becomes conscious is what we have words for. And, the group consensus gives words their meanings. The way a particular man uses a word may not tell very much about the word itself. But it can tell a lot about the man (Carney, 1972).

Others go further in saying that our mother tongue imposes a special orientation upon our perceptions, through the concepts it contains and the ways of handling them that it allows. Brought to an extreme, this view is called linguistic determinism. To another extent, from language will depend the perception of realities.

According Berger and Luckmann (1967), the integration of an institutional order (e.g. industry structure) can be understood only in terms of the "knowledge" that its members have of it. It follows that the analysis of such "knowledge" will be essential for an analysis of the institutional order in question. Part of this knowledge is communicated and thus language is a crucial element for the study of a body of organizations.

Furthermore, expressivity is capable of objectivation. This means that the products of human activity are made available both to the producer and to the spectator(s). Reality is only possible in everyday life through objectivation. The latter is made possible given proper signs and sign systems. The human production of signs is defined as

signification. Signs and sign systems are objectivation in the sense of being objectively available beyond the expression of subjective intentions “here and now”. And, the most common sign system is language. Therefore, language is *a means to objectify and create a reality*. In other words, an organization founds its existence by communicating (“speaking”) to the world. On a micro-level perspective, when a firm “speaks” to another one or to any other entity, the “speaker” objectivates the other (the interlocutor) and himself (by hearing himself speaking). It is a reciprocal process. Another aspect of language is that it is dependent on the level of technology of a particular society. The usage practices are partly determined by the level of technology because technology provides the channels through which communication flows. In this study, the means of communication are extremely relevant. We will focus our investigation on the websites through which the organizations communicate. There are two reasons for this choice. The first one is that in today’s world and economy, publishing a website has become common practice and the costs of development are low. The second reason deals with the medium itself as compared to other more traditional ways of mass communication. A web site allows the organization that uses it to publish exactly what it wants. The Internet technology is an “unmediated medium”. Contrary to newspapers, where intermediary people treat the information, websites permit the publishing of unmodified messages.

II. Sampling

This study is meant to analyze what the brewers in Canada communicate about and to describe these communication patterns. As we have explained before, the

websites are the most direct way to communicate to an external audience. It is unmediated and entirely controlled by the organization.

However the quality of the websites is usually linked to the size of the organization.

The bigger the brewery, the more likely we are to find well-documented sites. Since some of the breweries act on an international level, these sites are likely to contain a higher number of pages. The authors who have studied this technique of analysis all agree that content analysis is particularly suited for the analysis of large amount of data (Carney, 1972, Krippendorff, 1980).

On the other hand, some sites, particularly for the small craft breweries, may well only contain a few pages of presentation.

We have compiled a list of the Canadian breweries that have an Internet site. 99 of those were found (Beaumont, 2001). This includes the national brewers, the craft breweries and the brewpubs. This list of breweries is also segmented according to the geographic location: national, British Columbia, Prairies and Territories, Ontario, Québec and Atlantic. The author of the book on which we base our data collection has attempted an exhaustive referencing of the Canadian breweries.

We do not think that by using this medium (the Internet) the sample is biased. As we have said before, this way of communicating has become affordable and a high percentage of the population has access to it.

We have also decided to focus on two provinces: Ontario and Québec. The main reason for this choice is the representation of all of types breweries in these two provinces. Historically, these two provinces have hosted the oldest breweries in Canada. Molson and Labatt have originated in Québec and Ontario, respectively. But

these provinces have also welcomed the newer microbreweries, which constitute today real players in the market.

This study is also meant to represent adequately the entire beer market. Despite the fact that Molson and Labatt sell much more than any other brewer in Canada, it is essential to include the smaller players in the market. The list of the breweries follows. We categorized the different actors according to their selling area or selling capacity. The national breweries sell their products on a national scale and even internationally. Nevertheless, we have attempted to make them belong to a particular province. It is well known that the Molson brewery originated in Montréal, Québec, and the Labatt's brewery in London, Ontario. The regional brewers have consumers in several provinces. The provincial brewers only sell in their provinces and their products are not necessarily available even in a neighboring province. Finally, the local breweries, or brewpubs, do not sell outside the pub and usually they do not have bottled products.

Another criterion for selecting these sites has been their appropriateness to this type of analysis. Given the software we were using (N-Vivo), we could not analyze the Flash sites. The Flash technology allows the editor of the site to make it more dynamic than the usual displays of texts and images. It creates animation in the site. Even though it is graphically appealing, we were doing a qualitative study, and we were interested in the information provided by the brewer. Unfortunately, the Flash technology makes it difficult to capture the text itself in order to analyze it conveniently with N-Vivo. However, it seemed that the brewers that wanted to communicate the most information did not use Flash technology. After reviewing the sites provided by Beaumont's (2001) guide, it even appeared that only a few sites used the Flash technology.

Therefore after excluding the sites that did not meet this technological criterion, we reviewed each site according to the selling area and the province of origin. From this database, we selected the sites that provided the more information.

List of Breweries

I. The national ones

- Molson: <http://www.molson.com/>
- Labatt: <http://www.labatt.com/>

II. The regional ones

1) Ontario:

- Sleeman: <http://www.sleeman.com/>
<http://www.ale-sleeman.com/>

2) Quebec:

- Unibroue: <http://www.unibroue.com/english.cfm>
- McAuslan: <http://www.mcauslan.com/>

III. The provincial ones

1) Ontario:

- Steam whistle: <http://www.steamwhistle.ca/>
- Creemore springs: <http://www.creemoresprings.com/>

2) Quebec:

- Brasseurs RJ: <http://www.brasseursrj.com/english.htm>
- Boréale: <http://www.boréale.com/eng/index.html>

IV. The local ones

1) Ontario:

- Granite brewery: <http://www.granitebrewery.ca/>
- Kingston brewing company: <http://www.kingstonbrewing.com/>

2) Quebec:

- Brasserie Dieu du Ciel: <http://www.dieuduciel.com/html/anglais/welcome.html>
- Brutopia: <http://www.brutopia.net/>

III. Unitizing

As defined by Krippendorff (1980), they are several types of units in content analysis.

In this study, we are interested in the message that the breweries communicate to the stakeholders. As described above, context units are the websites and we have already explained why they are relevant units of measurement. However, the site from which the unit is taken may be of some importance in the analysis; the geographic location is then one characteristic that must be recorded.

We are also interested in the information itself and the meaning that is attached to it. We must thus consider as recording units, the words that are communicated. They will be considered as referential units. These units may be defined as particular objects, events, persons, acts, countries, or ideas to which an expression refers. We must add that using N-Vivo implies that the statistics are done by counting the number of characters, and not the words. This does not have any “harmful” consequences for the study since letters/characters are subdivisions of words.

IV. Coding / Categorizing

This part of the study is preliminary and essential to the analysis itself. The general steps that must be undertaken are described below.

The objective of this first step is to categorize words given certain themes. If this word or sentence explains a particular view, it goes into a certain category. These categories do not represent a precise word, but it is a general theme.

In our case, the themes are defined according to a general question: “who are we, the breweries?” and, according to that, “what do we do?” When the breweries, in their site, published information that could help answer this question, we would either create a new node in order to classify the new theme, or we would code the words and put them in an already existing category.

To assess for the reliability of the study, we must point out that the coding has been done one node at the time so that no confusion would be possible. There was often no ambiguity since the words coded were quite straightforward. For instance, when Molson was writing about the “drink and drive program”, the coding was automatically done in the “safe drinking” category. The same comment can be made for the “fun” and “arts and culture” categories.

These categories, or as it is called in the software terminology “node”, are not pre-defined. The nodes are created when there is a need. Would it not be the case, the study would be biased. There are several types of nodes. The “free” nodes are categories that are independent from one another. The “tree” nodes are related to each other. In this case, one can create a general node and add to it “child” nodes; it gives a hierarchy to the categorization. For example, in our study, one of the general nodes was called “integrated in the community”. We found that there were several sub-categories, or sub-nodes, existing in the different sites. Some examples of them would be: “integrated in the community/ arts, sports and culture”, integrated in the community/ humanitarian and charities”.

We must also add that some texts can be coded several times. For instance, in the present study, Labatt published information about their programs in the community. This information would first be coded in the “integrated in the community node”. At

the same time, the program deals with the theme of moderation and safe driving. Therefore, it was also coded in the “responsible brewer” node.

At the end of the coding, several documents exist. These documents are levels on which an analysis will be possible. First, the plain texts give us the total number of characters in the site. Secondly, we have the coded text, which consists in the total number of characters that were coded for all the categories. Finally, we can survey each of the nodes for potential information.

At the end of the coding, the original text has become segmented into thematic layers, on which we can perform the analysis.

In appendix I, we have provided a detail description of the procedure we used for coding the data. We also added a summary of the node labels and their description that will ensure the clarity of the themes that appeared from this analysis.

V. Analysis

The first element on which one can draw conclusions from the previous step – coding – are the several nodes. From the different themes, one can see some patterns. We have been able to find whether or not certain categories we had hypothesized were present in the different brewery sites.

The second element we have looked at during the analysis was the proportion of characters coded for each node. From the coding, we know, for each brewery, how many characters were coded and in which node. These figures are what we are interested in. It gives us the importance an organization attaches to a particular dimension of its identity.

Thirdly, we have counted how many times a certain word is mentioned in the content of the communicated information. Indeed, we hypothesize that if the brewery repeats a certain term, it should be relevant to the company. Or, at least, they want it to be relevant for the person who reads the Web page. We are not focusing on the discrepancy between the truth and the reality, but on the communication of the breweries, which is intended to influence the stakeholders' perception.

RESULTS

In this part, we will define and explain the results that are shown by this study.

We will first define the general results and then detail the findings.

We present in table 1 the different coding categories, or nodes, that we have used to categorize the text of the different websites.

The table 2 shows the general statistics about the analysis: the number of characters for each document treated, the number of paragraphs, the number of nodes, and the number of passages coded.

We must add that for Molson, Sleeman and Unibroue several documents were examined. It means only that for one website several texts were analyzed. Nevertheless, the analysis has been done on the sum of these documents.

In the first part of the analysis, we will look at the data for each node, and possibly subnodes. In the second part, we will first describe the common characteristics and differences for all the sites. We will then compile a summary of the findings after the node analysis.

I. Node analysis by organization (See Appendix II)

We will now be focusing on the specific coding categories (as presented in table 1). For each of the tables from which we analyze the results, five kinds of information are presented: the total number of characters coded for this node, the total number of characters code, the total number of characters of the text, the percentage of the number of coded characters compared to the total number of characters coded, and the percentage of coded characters compared to the total number of characters in the text.

A. Node: craftsmanship, authenticity and quality of the product (table 3)

The most important tendency in this analysis is the importance given to the notion of **craftsmanship, authenticity and quality of the product**. In every site some information belonged to this category. It is the only node for which information could be found in every site.

However, one must make certain distinctions in order to better grasp this concept of craftsmanship. Indeed, it would seem difficult, for certain persons, to understand why a brewer like Molson would publish this kind of information.

We should distinguish between brewing as a craftsman because we have a knowledge that has been tested for hundreds of years and brewing as a craftsman because we apply true traditional and authentic methods. In order to understand this distinction, we coded them under subnodes categories; their labels are as followed.

(2) Craftsmanship, quality, natural, tradition
(2 1) Craftsmanship: old expertise, scientific
(2 2) Craftsmanship: authentic brewing process

Here are some examples of the passages taken from the text.

Boréale. “All are authentic, pure malt beers of great character. At Boréale, we use only the best ingredients and accept no compromises”

“An all-natural beer brewed from top quality ingredients: pale malt, summer honey, roasted barley, hop flowers, selected yeast and pure soft water.”

Dieu du ciel. “Conceived and brewed with care and patience much like the great Belgian Abbey beers, these beers never stay long on the menu!”

Labatt. “We have an unwavering commitment to using only the finest ingredients and time-proven methods to brew what we believe are among the best beers in the world.”

“While brewing technology and equipment have improved over the years, the brewing process is the same fine art started more than 150 years ago at Labatt.”

McAuslan. “Our yeast comes from the north of England where it was used to brew fine ales for over 150 years.”

Sleeman. “Since 1988, Sleeman has once again been brewing our renowned Sleeman Cream Ale and other beers according to the original recipes that date back over 100 years.”

“The hallmark of Sleeman's craft brewing is our heritage.”

“A good craft beer contains quality ingredients, brewmaster's skill, and consistency.”

Steam whistle. “Steam Whistle Pilsner, handcrafted with all natural ingredients, is a premium beer of exceptional quality.”

“Quality. Craftsmanship. Tradition. These are all signposts on the journey taken by Steam Whistle Brewing, a new - but in many ways vintage - operation that has created a much-anticipated craft beer.”

“Handcrafted with all natural ingredients, this new beer is the best example of a true European Pilsner.”

Unibroue. “Unibroue’s brewing methods were inspired by the great European brewing traditions and, in this respect, are one of a kind in North America. Our brewing methods are time consuming and costly. Given that the beers contain no chemical additives or preservatives, they require strict quality control. This all-natural brewing process is also why our beers are higher in alcohol content and can provide a rich flavour without the bitter aftertaste of conventional beers.”

We can see from the table 3 (in appendix 2) that the absolute quantity of characters coded can be misleading. The percentages show another reality. The first percentages – number of coded characters in this node compared to the number of coded characters for the site – show that the brewers that underline the more this notion of craftsmanship are Boréale, Brutopia, Dieu du ciel, KBC, Sleeman and Unibroue. The second percentages – number of coded characters in the node compared to the total number of characters in the site – show that the more relevant breweries in this category are Boréale, Sleeman and Unibroue. For both categories, we can see the Québec breweries outweigh the Ontario ones. Furthermore, in the first category of percentages, there are three local breweries, one provincial brewery and one regional brewery. To go into more detail, we can look at the Boréale brewery. It shows that nearly half of the characters coded for the identity of the organization deals with craftsmanship, the authenticity and the tradition. It also represents 16.1% of the entire

characters of the site of the company. The same comments can be made for the Unibroue brewery.

We will now look at the results about the subnodes (table 4). For the first subnode – old expertise, scientific – three breweries have relevant percentages of coded characters compared to the total number of characters coded in the general “craftsmanship” node: Sleeman (93.31%), Labatt (91.2%), and Molson (78.23%). The other breweries having quite large figures are Unibroue (36.92%), Steam Whistle (26.2%), and Creemore Springs (24.29%). The conclusion we draw from these percentages is that the national brewers are communicating most information, in this category, by using a terminology linked to the notion of science and an old expertise. Their craftsmanship is thus both about the use of a science that has been acquired by a long practice of traditional methods.

In the other subnode – “authentic brewing craft” – all the other breweries have extremely high percentages. In opposition to what we have concluded for the first subnode, the smaller (local and provincial) brewers seem more inclined to identify their brewing methods to the ones of true craftsmen.

We have searched for the words “craft”, “tradition”, “authentic”, and “scientific” in the coded text. There were a relevant number of matches for two of these words: “tradition” and “craft”.

As we can see in the table below, the former was reported 64 times. Interestingly, Brutopia, one of the smallest breweries in our list, has the most matches (11). After that, Molson and Sleeman are in second position (9). For the word “Craft”, the most striking result is the importance that Sleeman has given to this word (26 matches). We

thought this step of the analysis was needed to confirm but the results did not support the findings of the previous type of analysis.

The last two words – “authentic” and “scientific” – do not add anything to this analysis since the number of reported words is insignificant.

	Breweries													Σ
Words	Molson	Labatt	Sleeman	Unibroue	McAuslan	Steam W	Creemore springs	Brasseurs RJ	Boréale	Granite	KBC	Dieu du ciel	Brutopia	Totals
Tradition	9	5	9	6	6	3	1	4	1	1	6	2	11	64
Craft	1	4	2 6	1	4	7	1	-	-	-	-	3	1	48
Authenticity	-	1	-	1	-	-	-	1	2	-	1	-	-	6
Scientific	-	1	-	-	-	-	-	-	-	-	-	1	-	2

Number of words searched per brewery

In conclusion, we can say that some local brewers, in their representation of identity and in the reputation they want the viewer to believe, attach a lot of importance to the notion of craftsmanship and authenticity.

Furthermore, the brewers that attach importance to this notion of authenticity are medium size or local breweries (Boréale, Unibroue, Sleeman, Brutopia, Dieu du Ciel and KBC). The high numbers for the percentages of coded characters even show that for these breweries this notion is central to the communication about their identity.

In the percentages of total characters, one can see that the brewers that were found to attach great importance to this notion of craftsmanship belong either to the strategic group of the regional breweries (Unibroue and Sleeman) or to the provincial group (Boréale).

Therefore, what is also an interesting finding is which brewery(/ies) is (/are) not included. It is clear that the national brewers, Molson and Labatt, do not display the

same interest in the notion of craftsmanship and authenticity contrary to a large number of other smaller brewers.

B. Node: integration in the community (table 5, 6, 7, & 8)

The second element that stands out, in this analysis about the identity of breweries in Ontario and Quebec, is the notion of **integration in the community**. By this expression, we mean that a brewery may want to identify itself as part of the community it belongs to. The text was coded as such when the organization was sponsoring programs to a local level or when it was showing an interest in the community life (for example by highlighting the importance of having its plant in a particular location because it felt that the company was linked to this particular region). When the text presented this kind of information, we identified this particular passage as belonging to the general category “integration in the community”.

The importance of this coding category is seen by the number documents it was used in (7).

In table 5, the absolute numbers of coded characters show that Labatt has a high quantity of text related to this subject. To a smaller extent, we can make the same remark for Molson. However, if we analyze the relative percentages, four brewers attach a real importance to this notion of integration in the community: Steam Whistle (44.14% of the coded characters), Labatt (34.09%), Molson (26.45%) and McAuslan (27.01%). Steam whistle nearly concentrates half of the text dealing with its identity to the particular notion of integration in the community. Labatt and Molson, despite a smaller percentage, have approximately one third of the text published on their website dealing with their relationship to the community. Given the quantity of information provided by such sites, it is an even more striking pattern in this study.

Indeed, these four breweries are not considered as small breweries. It comprises the two largest Canadian breweries

However, this node is of particular importance in this study since it clearly identifies some of the stakeholders the organizations have to address. These same stakeholders are not directly related to the product but more to the image communicated by the brewery and its products.

For this reason, we have decided to divide this large category into subnodes, and analyze in a more detailed way who these stakeholders are.

The different subnodes – or sub-categories – are presented in the following table:

Tree Node: Integrated in the community
(3) /Integrated in the community
(3 1) /Integrated in the community/arts sports and culture
(3 1 1) sports
(3 1 2) arts and culture
(3 2) /Integrated in the community/open to the community
(3 3) /Integrated in the community/Humanitarian and charity
(3 4) /Integrated in the community/Canadian
(3 5) /Integrated in the community/safe drinking
(3 6) /Integrated in the community/Corporate citizenship

1. Integrated in the community: arts, sports and culture

Here are some examples of text coded in this node.

Brasseurs RJ. “RJ Brewers contributes both to the economic development of Montreal and, through its involvement in the community, to the city's tourism and cultural scene.

With its close ties to the artistic and sporting communities, the company has provided constant support to parallel innovations and prestigious events.”

Labatt. “Olympics

In early 1999, Labatt signed a four-year contract with the Canadian Olympic Association. The contract is tailored to bring additional funding to 33 National Sport Federations across Canada and includes a \$1 million fundraising component to contribute to the Athletes Fund. More recently, Labatt announced a \$2.5 million contribution to the Toronto 2008 Olympic bid. Labatt was the first and largest corporate sponsor from the private sector to support the bid financially.”

McAuslan. “For the second year in a row, Peter McAuslan, president of McAuslan Brewing, announced the company's sponsorship commitment to Le Salon des métiers d'art du Québec, Quebec's largest craft show.”

Molson. “Molson Announces Million Dollar Donation for Gold

Molson Million for Gold to Help Team Canada Hockey Excel at Salt Lake City
MONTREAL”

Steam Whistle. “Steam Whistle Brewing hopes to help raise funds to create a Railway Museum in this part of the building. Surprisingly, there is no such museum in Toronto, although the railway was one of the most significant developments in the city's history. This plan is yet another example of Steam Whistle's dedication to preserving the traditions of a simpler era, and in supporting the arts, culture and history of Toronto.”

The table 6 indicates that some 24.57% of the characters coded for the node “integrated in the community” were categorized in the subnode “Arts, sports and culture”. In this subnode, the text coded relates to investment made by the brewery in one or more of these activities. Five breweries have concentrated most of the text about their integration in the community in this sub-node number 1. KBC has concentrated all its communication about its integration in the community on “arts,

sports and culture". Some 61.11% of the characters coded in the "integration in the community" node for Brasseurs RJ deal with "Arts, sports and culture". It is the second highest percentage in this category. Three other brewers show an interest in this theme: Steam Whistle (45.43%), Granite brewery (43.28%) and McAuslan (42.71%). The regional breweries, the provincial breweries and the local breweries are thus represented in a significant way. We must add that some 25% of Labatt's coded text for this node and one fifth of Molson's coded text for the same node are dealing with "Arts, sports and culture".

The relative numbers compared to the total number of characters coded, in table 7, show similar conclusions. However, Steam whistle has the highest number, with some 13.91% of its characters coded being in this category. These breweries, with the exception of Labatt, are small or medium size organizations.

We thought it would be interesting to look more particularly at the node "sports, arts, and culture" by subdividing it into "sports" and "arts and culture". The table 8 shows the results. Labatt and Molson are the ones to put the most emphasis on the theme of sports with respectively some 81.20% and 66.36% of the characters coded in the node "arts, sports, and culture". The interesting fact is that, without including these two breweries and McAuslan to a smaller extent, all the other organizations that have coded characters in the "arts, sports, and culture" node draw all their attention of the theme of "arts and culture". These same breweries are considered to be small. Once again, it seems to show that the communication patterns between the smaller and the larger breweries are really distinctive. We can also notice that some 13.91% of the coded characters of Steam Whistle's site are dedicated to the theme of integration in the community through the arts and culture.

2. Integrated in the community: open to the community (table 6)

Under this name, “open to the community”, we intended to code texts that dealt with the proximity of the brewery to its immediate community. In other words, it answered the question: is there any close relationship between this brewery and the local community?

Some examples of passages coded are presented below.

McAuslan. “ “We are very pleased to be staying in St. Henri where we started 12 years ago and on St. Ambroise Street which inspired the name of our signature product, St. Ambroise Pale Ale,” Peter McAuslan said. “Mayor Bourque was instrumental in our acquiring the site and ensuring we got approval for the project. He understood the value of having the brewery stay in St. Henri, and he understood that we will be an important element in the re-opened Lachine canal next summer. We have designed the brewery so that people along the Lachine Canal will be able to see the brewhouse in operation.”

Steam whistle. “The Roundhouse features a hospitality space dedicated to community, cultural and charity events. In addition, tours of the building and brewing operation are open to the public. A retail outlet and event space with a glass wall separating the bottling area allows visitors to watch the brewing process as they enjoy a refreshing bottle of Steam Whistle.”

The final results and the total percentages show that the breweries, in general, were not really interested in this kind of information. However, three breweries do emphasize it. If we look at the percentage of coded text in this sub-node compared to the coded text in the “integrated in the community” node, this emphasis can be seen. The percentages are: Brasseurs RJ, 38.89%, McAuslan, 36.93%, and Steam Whistle,

25.33%. McAuslan is the only regional brewery and the two others are provincial ones.

In table 7, we can see that the breweries with the highest percentages are McAuslan and Steam whistle with approximately 8% of their coded characters belonging to this subnode. Brasseurs RJ is also relevant here with 4.8%. These three breweries are all medium size.

3. Integrated in the community: humanitarian and charities (table 6)

We integrated in this sub-node all the information the breweries provide about their involvement in humanitarian and/or charitable activities.

Here are some examples of coding.

Granite. "As a private business that is very accessible to disabled people, with such features as Braille and large print menus, and easy access to every part of the restaurant and patios. A special framed copy of Ontario's "Vision for Person's with Disabilities", signed by the Premier and the Minister was presented to the Granite."

Labatt. "These programs are in addition to the creation and support of many local fund raising initiatives across the country- all helping to make Labatt a leading company in the area of charitable donations."

Molson. "Molson Canada's Local Heroes Program can help make it happen!

Local Heroes is a community-based program where Molson provides funding to individuals of legal drinking age to repair, revamp or revitalize existing adult recreational facilities in the community.

Whether it's installing basketball nets in an unused parking lot, building rink boards for an outdoor skating rink, adding fencing to a baseball field or adding night lighting to a soccer pitch, Molson wants to be there to help you out!"

Steam whistle. “Steam Whistle Brewing is a sponsoring partner of World Wildlife Fund. Look for future events with Steam Whistle and WWF”.

The total percentages show that it is the sub-category in which the most breweries have coded information in the “integrated in the community” node (30.43%). The percentages for each brewery show that Creemore Springs (100%), Molson (90.12%) and Granite brewery (56.72%) communicate this type of information. However, we must add that for Creemore Springs very little text has been coded in the “integrated in the community” node, and for this reason, this theme is not significant in the brewery’s communication patterns.

The most interesting observation we can make about the relative figures here is the high number of characters in the Molson site that have been coded in this subnode. To be active in humanitarian and charitable events seems important for this brewery since almost one fifth of the characters coded for its identity are dedicated to this issue.

4. Integrated in the community: Canadian (table 6, 7)

We coded text in this node when the brewery was clearly addressing issues about Canada, when the brewery was clearly stipulating that its integration in the Canadian community was important. However, the results are not relevant as can be seen in table 6. The type of country Canada is could explain this: a very large territory in which the different provinces may be really independent from one another. Unsurprisingly, in table 7, the relative figures do not give more insight.

5. Integrated in the community: Safe drinking (table 6, 7)

In this category, we coded the information that addressed the issue of the potential dangers of drinking and the question of moderation. We hypothesized that the brewers would treat this kind of awareness with care.

We present in the following part some coded passages.

Labatt. “Hands-on Programs

Doing is the best form of learning, so Labatt currently sponsors a series of community programs that take the responsible use message directly to consumers.”

“With the Lifesaving Society of British Columbia and as part of the WaterWise Boat Safety Program, Labatt promotes the “don't drink and boat” message under the Know When to Draw the Line banner. The program educates boaters on new boating regulations and the proper training necessary to safely operate a boat. Visit the Lifesaving Society's Web site at www.lifesaving.bc.ca.”

Molson. “Within the brewing industry, Molson is a sponsor of cooperative programs that promote public awareness of responsible use and research on traffic safety. These programs, run by groups such as the Brewers Association of Canada, Brewers of Ontario, Brewers of Quebec and the Brewer's Retail, complement the Molson Don't Drink and Drive message. Working in conjunction with a number of other organizations and partners, Molson brings timely, educational and targeted programs to people across the country. Working with our employees, territory representatives, as well as, with social groups, police and health care professionals, we will continue to make the message heard.”

From the table 6, interestingly, we can see that only two breweries have addressed this concern: Labatt (39.97% of the characters coded in the “integrated in the community”

node) and Molson (21.78%). These percentages show that, for Labatt, this type of information constitutes most of the coded characters. The stakeholders, who are interested in this issue (e.g. temperance societies), matter to this brewery. To a smaller extent, the same comment can be made for Molson. We should highlight also the fact that these characters represent, relatively, the second category of sub-nodes according to the total percentages (25.69%).

The relative figures, in table 7, show that in Labatt's coded characters for identity, the brewery has more than one tenth of it dealing with the theme of "safe drinking". The figure for Molson is 5%. Compared to the total number of characters in the text, some 13.28% of Labatt's is dedicated to this issue.

6. Integrated in the community: Corporate citizenship (table 6)

This category is more general than the other sub-nodes. We coded in it all the rest of the text that could not be placed in the other sub-nodes. Given the type of information coded here, we can say that the results are not significant.

Here are some examples of the passages coded.

Labatt. "We will continue this tradition of corporate social responsibility. In today's world, however, for Labatt to have an even greater impact means that a more focused and strategic approach is needed- in how we invest in communities in which we have a presence and how we manage these investments for the greatest results.

The company will encourage and recognize employee community involvement and leverage its resources and capabilities to address issues that relate directly to our stakeholders. The new Labatt Community Investment Policy will operate as an integral ingredient of the overall corporate strategy".

McAuslan. “McAuslan Brewing’s commitment to being active in the community has been affirmed as the company has grown. Critical to this has been the company’s support of the arts, community events and charities that are a vital part of the social fabric of the communities in which its products are sold.”

The relative numbers, in table 5, show Labatt with some 7.64% of its characters coded for other corporate citizenship behaviors.

General results about the “integration in the community” sub-nodes:

We hypothesized that larger breweries should have different stakeholders to address. Dealing with the community is one of the dimensions that are critical in this study. As we have seen, in the previous part, some organizations are not even addressing this issue (Boréale, Sleeman and Unibroue). These breweries belong to the group of upper medium-size organizations. For the remaining ten breweries the topics of interest in dealing with the notion of integration in the community are the first, the third and the fifth sub-nodes: the “Arts, sports and culture”, “the humanitarian and charity”, and “safe drinking”. The latest dimension is particularly interesting since the only two breweries that are concerned with these stakeholders are the national ones. A first explanation for this pattern would be that these breweries sell most of the beers in Ontario and Quebec. In that case, safe drinking is a relevant issue to address.

We could also suggest that the national brewers have the capacity to implement programs locally on a national basis.

Dealing with the coded characters for smaller breweries, we can suggest that they need recognition from their local community in order to sell some products (Brasseurs RJ, Granite, KBC, and Steam whistle).

C. Node: A responsible brewer (table 9)

In this node, we coded the text that could mean that the organization studied is responsible in the selling of its products and in the brewing process. Thus, the category deals with themes such as educating the consumers of the consequences of drinking and driving, recycling some materials, and being ecologically responsible. As we have seen previously, one of the subnodes was labeled “safe-drinking”. The characters coded in this sub-node were also reported in the node “a responsible brewer”. In the first case, this theme was developed to show an interest in the community and to be involved in it. In this particular node, we consider that the brewer deals with such theme just so as to be characterized a responsible organization by its consumers, other stakeholders, and the society in general. In the previous node, we were more interested in programs that were implemented in the community.

Some examples of coded texts.

Granite. “Calling All Non-Smokers!

We are happy to announce that both the Granite and Beer Street are 100% smoke free. Smoking is still allowed on the patios but inside is all non-smoking. We are keeping our fingers crossed that this will work. Initial reaction has been good as some customers can now sit at the bar for the first time in their life! Families are still welcome at both locations.”

Labatt. “Responsible use:

1) leadership

Leadership- from day one

- Labatt was the first Canadian brewery to launch a moderation program
- The first to take the moderation message to television

- The first to enlist the support of major sports and entertainment figures
- The first to introduce 'near-zero' alcohol beer, Labatt .5
- The first to pioneer a national, hands-on, young driver education program
- The first to address safe boating practices, and safe snowmobiling
- The first to partner with major urban transportation systems
- The first to table the issue of alcohol and family responsibility
- The first to focus on those most at risk- in terms they can relate to
- The first to partner with law enforcement agencies, a national student group and a national TV network to create education on moderation.”

Molson. “Reflecting its concern for the environment, Molson Breweries is the industry leader in taking responsible environmental action. Molson believes the path to a cleaner and safer environment can be successfully navigated with the combined commitment of government, business, and individual citizens.”

The results presented in table 9 show first that only certain breweries were interested in such themes. However, the total percentages indicate that it is the third most important node category in the study, with 10.14% of the characters coded.

If we look at the breweries themselves, five have passages coded for this category: Labatt (20.11% of its characters coded), Molson (9.42%), Granite brewery (8.96%), Unibroue (6.20%), and Steam Whistle (5.50%).

Interestingly, when we take the percentages of characters coded in this node compared to the total number of characters in the text, we can see that it represents 26.25% of Labatt’s site text. It seems a general pattern for Labatt to be dealing with this kind of societal problems in the definition of its identity, as we have seen before. However, Molson’s case is less typical. The percentages, in table 7 column 6, show only a small

part of the entire site dedicated to this problem (2.67%). For the other breweries that have coded characters in this category, it is difficult to draw any conclusion since the relative numbers are not significant. Furthermore, these organizations (Granite brewery, Unibroue and Steam whistle) are very heterogeneous; they belong to different types of organizational groups in our ranking.

D. Node: more than a product (table 10)

These are the descriptions of the subnodes:

(1) More than a product
(1 1) More than a product/fun
(1 2) More than a product/product appreciation

In this category, we coded the text that suggested that the brewery was using the name of its product or of the brewery but not necessarily the product itself to communicate about its identity. We were interested in how they describe their product and what images or theme was associated with this description. We developed two separate categories. The first node was created to code for the text that associated with the product semantics about fun, or leisure. The second node refers to semantics about appreciation of the product as a pleasure in life, similar to an oenologist tasting wine. In a nutshell, we have categorized in this node all the information that used the name of the brewery or the product but that was not directly link to it.

1. More than a product: fun

Here some examples of coded texts in this node.

Brasseurs RJ. “In keeping with its involvement in culture and the arts, Les RJ Brewers has set up a superb reception hall adjacent to the brewery.”

Molson. “The Molson Centre has quickly taken centre stage as the place for entertainment and business events in Montreal. It isn't too surprising when you consider the fact that the new Molson Centre is one of the largest and most sophisticated sports, entertainment and meeting complexes built anywhere in the world in more than a decade.”

Steam whistle. “Steam Whistle Brewing is set to become a destination spot for residents and visitors of Toronto.”

By analyzing the percentages of coded characters in this node compared to the total number of coded characters, we can see that three breweries have added notions of leisure to the descriptions of their product, and thus to the description of part of their own identity.

These three breweries are the Granite brewery (23.85%), Molson (23.60%) and Brasseurs RJ (14.68%). However these figures must be compared to the absolute numbers of coded characters of the different breweries. One can see, for instance, that Molson has the most characters coded in this node and Labatt is the second one. Having described the relative numbers, we can say that Molson gives some importance to this notion of “fun” or “leisure” outside the product itself. Now, if we look at the relative numbers compared to the total number of characters in the text, the ranking changes. The breweries with the highest figures are Labatt (10.56% of the total number of characters in the site are coded in this node), Granite (9%) and Molson (6.69%). Once again, we should point out that Labatt's site represents less than 40% of Molson's site.

We must acknowledge the presence of smaller breweries in these rankings (Granite and Brasseurs RJ). This tendency is due to the other products that are sold in these

breweries. Indeed, these two smaller breweries organize parties and this kind of information was coded in this category.

To conclude for the analysis of this node, the main result is the presence of the two national brewers in our typology and the quasi absence of other brewers of smaller size.

If we look at the text itself, the presence of Labatt in this node is mainly due to the description and explanation of the streamliner, which was, at the time, part of their image and created its identity. Indeed, at that time, the “Streamliner” was a type of delivery truck. The design of the vehicle was original to the company and was considered the spearhead of Labatt’s image. We have categorized this information in this node since we think that the image communicated by the brewer through the “Streamliner” is not directly link to the product itself and gives to Labatt a playful connotation. For Molson, the participation of the brewer in other activities than the brewing industry itself is the main reason for its presence here. The national brewer seems to have created the image of a “brewer entertainer”, organizing concerts and other events, such as concerts in the Molson center.

2. More than a product: product appreciation

We wanted here to categorize the brewers that attached a notion of pleasure in the drinking of beer itself.

Here are some examples of passages coded.

Steam whistle. “This “neighborhood beer store,” offers customers a unique product, a place for quality time and a reminder that life’s simple pleasures are meant to be enjoyed.”

Unibroue. “The beer must be at its ideal temperature, according to its particularities, served in a glass corresponding to its style (no drinking from the bottle !), in respect to its density and its carbonation. The appreciation of beer also has its rituals, unfortunately all so often unknown.”

The first noticeable tendency is the presence only of smaller breweries, for the exception of *Unibroue*. However, the relative part played by this category is minimal (1.57% of the coded characters).

If we look at the percentage of coded characters in this node compared to the total number of characters coded for each brewery, *Dieu du ciel* (34.62%) has more than a third of its coded characters in this category. *Creemore Springs* is at the second place (10%). The presence of *Unibroue* (4.96%) is not so surprising as the brewer wants to be considered a maker of specialty beer but given the total number of characters of the site the part played by this kind of information is not relevant (1.95%).

We should notice however the particular case of *Brasseurs RJ* which is the only brewery that has coded characters in the two categories (“fun” and “beer as a pleasure”). It is only the brewery that has relative significant number of coded characters coded in these two nodes compared to its entire number of coded characters.

E. Node: An industrial brewery (table 11)

In this node, we wanted to codify the passages that made the reader understand that the site they were reading was referring to an industrial organization, not (only) a microbrewery or a brewpub.

Here are some examples of such information.

Boréale. “The company:

- Founded in 1987, 100% Quebec-owned
- Quebec's second largest microbrewery
- Annual sales: \$12 million
- Annual production: 45,000 hectolitres (in Quebec only), the equivalent of 550,000 24-bottle cases
- 75 employees
- 3,250 square metre (35,000 square feet) production facility located in Blainville
- Brewhouse designed by engineers to meet the company's specific needs. The most advanced brewhouse in the Canadian microbrew industry.
- Bottling capacity: 240 341-mL bottles a minute.”

Brasseurs RJ. “Spurred on by the popularity of its products and growing demand on local and international markets, RJ Brewers now operates in a 3,600 m² production plant in the heart of the Plateau Mont-Royal district. Using state-of-the-art, high-performance equipment that includes a VK2V double pre-evacuation bottling machine, as well as a research laboratory, annual production capacity now stands at 35,000 hectolitres.”

Labatt. “Labatt combines leading edge technology in packaging equipment and operations, with the power of our worldwide resources to ensure the highest quality brewing ingredients, methods, technology and people are used in the creation of our fine products.”

Molson. “for the past four years, Molson divested of non-core assets, focussed on returning to its roots and building long-term shareholder value through brewing.”

Sleeman. "Sleeman Brewing & Malting Co. Ltd. is our flagship business. Headquartered in Guelph, Ontario, the Company produces the core Sleeman premium brands; Cream Ale, Silver Creek Lager, Honey Brown Lager, Original Dark, Sleeman Steam, and Premium Light. An expansion of our Guelph aging capacity, completed in early 2000, has raised the facility's capacity to 600,000 hectolitres."

In table 11, the relative numbers show that four breweries emphasize such information: Sleeman (19.53% of the coded characters are in this category), Boréale (17.06%), Creemore Springs (16.31%), Brasseurs RJ (14.88%), and, to a smaller extent, Unibroue (6.18%). All of these breweries belong to the provincial group except for one, in the regional group.

From what we see, the group of middle-size organizations has a particular place in this study. They seem to belong to a hybrid form of organization. We suggest that these breweries are pulled between two situations. They all started as small organizations but with the years they have reached a size for which the province itself is not enough to satisfy their needs. If they want to be part of the "large producer" club, they need much more sales. The problem is that what was their key success factor (KSF) at the beginning has become heavy to carry. Indeed, this KSF was their image as microbrewers with authentic products. But, if they want to sell, they need to produce much more than they actually do. They have to become more industrial than they are now. In a nutshell, this crisis for the middle-size brewers evolves around the problem of choosing between two images and, probably, between two types of customers. We can add that if a brewery decided to fight against the national breweries, it would need large amount of money to finance the operations. We could thus parallel the preceding

observation with the presence or not of “investor information” in their site (as we will see in part I).

F. Node: Micro, unique and local (table 12, 13)

In this node, the objective was to categorize texts that explicitly stated that the brewery had an unique characteristic, that was either related to its location or to its process. It would thus make it more a microbrewery than any other type of organization.

We present here some the passages that were coded in this node. It gives us insight to each brewer’s particular strategy to define itself as a microbrewer.

Boréale “The very word evokes the vast, unspoiled landscape of the Great North. With its all-natural approach to brewing top quality beers, Boréale is proud of this association.”

“Distributed from our Blainville production facility and a distribution centre located in Granby.”

Brasseurs RJ “RJ Brewers was born in 1998 as the result of the merger of three Quebec microbreweries: Les Brasseurs GMT, La Brasserie du Cheval Blanc and Les Brasseurs de l’Anse.”

In 1998, for the very first time, 3 microbreweries joined forces under a single banner, RJ Brewers, thus marking a significant turn of events for the Quebec brewing industry.”

Brutopia “But be ready for our menu because it is unique in all brewbups in Montreal.

Creemore Springs. A copper kettle gleams from its corner perch in our 100 year old brewery building in the lovely town of Creemore. Ole' number 3 is usually parked out front making the kids point and smile."

"We are proud of our little store and we love visitors. Everyone who walks through the door is offered a place to hang their coat and a sample of our beer."

McAuslan. "Despite the substantial increase in capacity, the brewery retains its small brewer status, with a capacity in Phase I which represents only 2% of the current Quebec beer market."

"McAuslan Brewing is Quebec's foremost micro-brewery and has been brewing and distributing bottled and draft beer throughout the province since 1989."

Steamwhistle "Our distinctive green glass bottle is based on the standard beer bottle from the 40's & 50's. Decorated with a painted label, it is fully reusable with a non-twist top, and is custom-made with 30% more glass than any other beer bottle on the market - built to last.

Unibroue. "The methods used stand out, in particular, from the brewing methods of the mass-producing breweries and even from the other North American craft brewers because the beer is refermented in bottles and partly-clarified only."

Unibroue "Unibroue brews craftsman beers for savouring. They have a unique taste and are brewed using a traditional methods. Our beers are not only different from other beers, but each of our brands is unique onto itself. They all have a distinctive character, taste, colour, texture and saturation pressure. Moreover, thinking of every detail, Unibroue has designed a different glass adapted to each beer to make beer drinking an experience of taste and aesthetics."

The national breweries are nonexistent in this ranking. Furthermore, if we look at the relative numbers, the breweries with the highest percentages of characters coded for this node compared to all the characters coded are Dieu du ciel (31.4%), Brasseurs RJ (26.27%), Unibroue (21.23%) and Boréale (20.46%). The following group is composed of Creemore springs (12.45%), McAuslan (10.69%) and Brutopia (7.79%). In fact, with the exception of KBC, all the smaller breweries (provincial or brewpubs) are represented in this node.

To this general analysis, we have added some specificity by subdividing the node as follows.

(4) Node: micro, unique, and local:
(4 1) micro, unique, and local: location
(4 2) micro, unique, and local: process

The first subcategory refers to the fact that a brewery wants to be considered as “micro” because of its location; for instance, its history may be linked to a particular region. The breweries that have coded characters in the second subnode want to emphasize that their process is the one of a microbrewery, by writing about the authenticity of a particular method that came from Belgium originally, for example. From the analysis in table 13, we can see that the brewery with the most characters coded in the general node (Dieu du ciel) has most of them also coded in the subnode “location”. This means that this brewery wants the readers of the site to understand that part of its identity as a microbrewery is linked to its location, here a part of Montréal. The same remark can be made about Creemore Springs, and, to a smaller extent, about Brasseurs RJ and McAuslan. Brutopia is the only brewery that indicates clearly that its “micro” identity means a “micro” brewing process. The other breweries coded in the general node do not seem to put a particular emphasis on any of these subnodes.

From this more detailed analysis, the results do not show a clear pattern given the types of breweries. However, it seems relevant to say that most of the organizations are more inclined to speak about their location as a central dimension to their microbrewery identity.

G. Node: Awards (table 14)

We created this node to code the text that related to awards references. Many breweries, like many other businesses in general, usually legitimate their products by referring to championship they have won for a particular product.

Here are some examples of these awards.

Boréale. “Gold Medal, World Beer Championship, Chicago, 1996 (under its former name Boréale Forte)”

Brasseurs RJ. “awarded the Gold Medal in Chicago in 1995.”

Creemore springs. “World Beer Guru Michael Jackson calls Creemore Springss Premium Lager the Best Lager produced in North America”.

Dieu du ciel. “The “Jeune Première” received very good reviews from a wide array of people ranging from amateur craft beer drinkers to well known beer connoisseurs”.

Labatt. “whose recipe for India Pale Ale (I.P.A.) won the 1876 silver medal at the Dominion of Canada Exposition in Ottawa”.

Steamwhistle. “In July 2000 , The Globe assembled a panel of beer experts for a blind tasting of beers representing different styles and regions from across Canada. Steam Whistle Pilsner was voted “Tastiest Canadian Beer” (tied with a Quebec-brewed white beer)”.

Unibroue. “Several prizes and distinctions have been awarded to our beers. Among its most important achievements, Unibroue was classified among the ten best breweries

in the world in 1995 and 1996 by The Beverage Testing Institute of Chicago, which is known as the main reference in the brewing industry.”

In the case of beer, as it is for wine, the success of a product depends on its taste. National championships are there to legitimate this taste and thus the quality of the product.

As we hypothesized, if we look at the relative numbers (the last two columns), the only breweries with significant percentages are the smaller ones. Creemore springs has one third of its coded characters dealing with the awards. The granite brewery and McAuslan are also well represented in this category with respectively (23.68% and 20.98%).

H. Node: a world brewer (table 15)

This node was created in order to categorize the words that identified the brewer as selling outside the country.

It is not surprising to see only a few breweries that have coded words for this notion of world brewer. Labatt, with 5.76% of all coded characters belonging to this node, has the highest percentage, just before Unibroue (5.74%). A Belgian group, Interbrew, has purchased Labatt. The new strategy of the mother firm is to make of Labatt's the “world's local brewer”©.

Unibroue on the other hand, having reached a certain size, tries to reach new markets by selling to foreign countries.

I. Node: investor information (table 16)

The category represents the information about the financial state of the brewery. As we have described in the hypotheses, we expected only the larger players of the market to describe themselves with such terminology.

Here are some of the passages coded.

Molson. "This success in achieving its full potential will be driven by four key long-term initiatives:

- Aligning the values and economic interests of Molson employees more closely with those of our shareholders;
- Operating more strategically;
- Reducing Molson's cost base and improving productivity;
- Seeking out ways to grow, both within Canada and abroad."

"Strategically positioning Molson to build long-term shareholder value through brewing has been its primary goal for the past four years, as the company divested of non-core assets and ended 30 years of diversification."

"Over the past year, the Board has been actively involved in the disposal of assets related to the Corporation's non-core businesses, has reviewed extensively the domestic and U.S. brewing strategies as well as the Corporation's international strategy. During the last fiscal year, it has also spent time reviewing the Sports & Entertainment assets of the Corporation, with a view to maximizing shareholder value."

Sleeman. "This new portfolio will bring a number of important benefits to Sleeman when fully integrated. These include enhanced national distribution, improved purchasing power and economies of scale."

We must exclude logically Labatt, which, as we have seen before, is not Canadian anymore and belongs to a Belgian group. Despite that, we can see from the table above that the hypotheses were correct and only the larger breweries presented such information. If we analyze the percentages of coded characters for this node compared to the total number of coded characters (column 5), we can see that the breweries with the most important coded characters are Sleeman (11.5%), Unibroue (9.16%), McAuslan (6.05%) and Molson (6.04%).

If we then compare the number of coded characters for this node and the total number of characters of the text (column 6), the same brewers are represented, with Sleeman (4%) and Unibroue (3.59%) being the most relevant.

J. Node: to innovate and to invest (table 17)

The text that was reported in this node refers to the effort a brewery makes to change and innovate in its business practices or in its production processes. In fact, the text reported does not necessarily show that a company has adopted new practices; instead it describes a *desire* to show a willingness to change and be proactive about any issue. Examples of text coded in this category are presented below.

Brutopia. "What about having every dish based on the different parts that make beer. That is what we are doing at Brutopia. We want a certain quality of the home-made touch, making almost everything from scratch but what if each item on the menu has a part that is beer or something that makes beer? This raises the artistry, invention and artisanship to a new level."

Creemore springs. "Through innovation and adaptation we have created a state of the art brewing and packaging facility perfectly suited for the fragile nature of our premium beers."

KBC. “In 1990, Kingston Brewing Company became the first public house in Canada to be granted a licence to produce and dispense their own wine on premises.”

Labatt. “Innovation. The needs and desires of our customers and consumers are constantly changing. We will produce and meet their needs with innovative new brands and services. Working within a state of change, we will promote risk-taking and cultivate our desire to stay one step ahead of the game. A long-term view balanced against short-term commitments enable us to keep our feet firmly planted while leading the industry in new ideas.”

McAuslan. “McAuslan Brewing became the first micro-brewery to offer its product in bottles.”

“Since that time, McAuslan Brewing has steadily expanded both its brewing capacity and its place in the market. In the ten years since launching St-Ambroise, the brewery has introduced four new beers: St-Ambroise Oatmeal Stout in December of 1991; the Griffon brands, Griffon Extra Pale Ale and Griffon Brown Ale in April of 92; and Frontenac - first test-marketed in the Quebec-City area in November 1995 and then launched province-wide in April 1996.”

If we look at the tables, we can see that the figures in column 5 and 6 of the table above are the relative percentages of the characters coded compared to the total number of characters coded and the total number of characters in the site. We can see that the most relevant figures belong to smaller brewers. In fact, the highest figures are for two local ones: KBC (18.59%) and Brutopia (17.43%). The next one is McAuslan (12.22%).

We suggest that these breweries use this kind of text to convince the potential consumer that they are not to be considered on an equal footing as the other breweries.

Indeed, the type of language used in the site suggests that these breweries make an effort to serve at best the client.

However, if we look at the relative percentage of the number of characters coded compared to the total number of characters coded (2.99%), we can see that this kind of semantics is not used often in the sites. With the exception of Brutopia and KBC, the brewers do not seem to feel the need to define themselves by including such theme.

K. Node: a name (table 18, 19)

We coded text in this node when it was describing the brewery as an organization whose name was a sign of quality. This node is different from the part usually displayed in the site about the history of the brewery in the sense that it only referred to the history and was not necessarily written as a sign of quality. Here, the tone is voluntary positive about the name itself and serves as a spearhead to prove the quality of the product.

Here are some examples of the text coded in this node.

Boréale. “All Boréale beers are available in kegs and bottles. Our labels proudly feature a polar bear, the graphic symbol of our company, reflecting its energy, strength and determination.”

Creemore springs. “Creemore Springs Brewery is in an old hardware store found in the village of Creemore, lost in a valley where the air is clean, the birds sing and time runs slow. The folks who work there take pride in knowing the beer they make makes friends and those friends tell their friends.”

Labatt. “Labatt has been shaped by a century and a half of brewing excellence. The inheritors of this proud tradition look ahead to future challenges and taking Labatt to

great heights in the new millennium. In its more than 150 years, Labatt has never lost sight of the fact that it's in the business to serve customers.”

“Good Things Brewing for More than 150 Years.”

Molson. “Now with 3,650 employees and seven breweries across the country, Molson is one of Canada's oldest consumer brand names and North America's oldest beer brand.”

Sleeman. “The Sleeman family has been brewing beer here in Guelph, Ontario since the mid-1800s. Our original Sleeman Brewing & Malting Company ceased operations in 1933, only to be revived after half a century (our “Dark Ages”) by John W. Sleeman, great-great-grandson of our original brewmaster.”

“Since 1988, Sleeman has once again been brewing our renowned Sleeman Cream Ale and other beers according to the original recipes that date back over 100 years.”

“With a lineage like ours that extends over five generations you can imagine we take particular pride in our heritage. In fact, when it comes to beer tradition, you can say that great-great-grandfather, John H. Sleeman wrote the book on it - literally.”

If we look at the number of breweries for which text has been coded, there are only five of them: Boréale, Creemore springs, Labatt, Molson and Sleeman. The relative figures of the number of characters shows that only two of them emphasize this theme in their description of their identity: Sleeman (12.45%) and Creemore Springs (8.11%).

By looking also at the quantity of text published about the history of the breweries, we could conclude that for the larger breweries the age is of importance in order to prove the quality of the brewing process and of the product. Combined with the results of the analysis of the “craftsmanship” node, we could also say that the “microbrewers”

emphasize not so much the brand but the quality of the process, usually borrowed from European traditions. Moreover, the smaller breweries emphasize the name of a particular product (for instance, by describing the number of championships won, see before), whereas, for the bigger players of the market, the objective is to create a respected brand.

Thus, on the one hand, for the bigger ones (the “big” ones, Sleeman), the quality of their product is in the tradition of the brewery. On the other hand, for most of the other breweries, the quality is in the tradition of the processes, which come from outsider sources.

We have detailed this analysis by dividing the general node in two subnodes, as follows.

(5) Node: a name
(5 1) an old name
(5 2) a brand name

We must first say that the value of this particular analysis must be taken with caution since a small number of characters have been coded in the general node. Nevertheless, we can draw some conclusions. First, there are three breweries that have distinct patterns: Boréale, Labatt, and Sleeman. All the characters of the first one are coded in the “brand name” node. The last two ones have most of the characters coded in the “old company” node. Secondly, if we look more particularly at Creemore Springs and Sleeman, which have a relatively high percentage of their characters in the general node, we notice that, for the first one, the characters are rather evenly distributed between the two subnodes. For Sleeman, the results seem to emphasize that most of its characters coded in the general node are related to the idea of the organization as an old one, with history. This conclusion is particularly interesting when we know the history of this particular brewery. Indeed, there are two eras in Sleeman’s history. The

first one, the first brewery, was started in 1834 and ended in 1933. In a second phase, the name was brought to life in 1988, and still operates as such. However, the two breweries have the same name and relate to the same founder, but the similarities end here. We have seen in the analysis of previous nodes that Sleeman is a hybrid organization that wants both the status of large/industrial brewer and the one of craftsmanship/microbrewer. This particular subnode analysis reinforces the idea that Sleeman wants to be considered as an old company that respects tradition.

L. Node: Good practices (table 20)

This coding category can be characterized by the different sentences that show a willingness to be the best in the breweries' business practices. It thus does not include directly the brewing process but more the actual manner of doing business.

Here are some passages that were coded in this node.

Boréale. "We are the best we can be."

Creemore springs. "Creemore Springs Premium Lager and urBock is lovingly crafted in small batches by a team that is dedicated to producing the perfect beer. They make only the two brands, believing in doing two things very well."

Labatt. "The company's challenge is to continue to create innovative ways to enhance products, relationships and results."

"What's Labatt's ultimate goal? Simply stated, to become the best brewery in the Americas. And to do so, Labatt will strive to listen better, learn faster and innovate smarter."

"Integrity. To fulfill our team ambitions, we will nurture an atmosphere of mutual trust and respect. By adhering to the local regulations and policies under which we

operate, insisting on full and open disclosure, and unambiguously communicating both individual and team results and rewards, we will earn the mutual respect that supports effective teamwork.

Sleeman. “A good craft beer contains quality ingredients, brewmaster's skill, and consistency. At Sleeman, we like to add another: dedication. Since John Sleeman started brewing in 1834, the Sleeman family has held to a single tradition with steadfast purpose—simply put, to be the best premium craft brewing company in Canada.”

Steam Whistle. “Combining talent, experience and a love of beer, Steam Whistle brings together an entrepreneurial group dedicated to the production and distribution of a totally unique product, while maintaining an attitude conducive to good times and simple pleasures.”

The table 16 shows that, with the exception of the Granite brewery, KBC, and Unibroue, all the other breweries have some of their characters coded in this node. The relative numbers show that Dieu du ciel has some 13.65% of its coded characters in this node and Sleeman 6.68%.

The general total percentages show that this semantics are rarely used in the sites (2.09%).

M. Node: more than a local brewer (table 21)

The sentences that were coded for this theme referred to the way some brewers viewed their market. More precisely, when a sentence was coded, it meant that the brewer did not want to be considered as being attached to a particular location and was looking into expanding into other markets.

Some examples of sentences coded in this node.

Sleeman. “In addition to continuing increases in demand for our existing products, we will sustain our efforts to introduce new products and enter new regions.”

“Okanagan Spring Brewery joined with Sleeman Brewing & Malting Co. Ltd. in 1996, and immediately provided Sleeman with a leadership position in the BC beer market. Okanagan Spring produces a number of premium brands at our Vernon, British Columbia, brewery.”

“La Brasserie Seigneuriale was acquired in July 1998 to provide Sleeman with its first physical facility within the key Quebec market. Seigneuriale's unique Belgian-style beer brands enhance Sleeman's product offerings. The acquisition also gives Sleeman a number of strategic advantages, including licensing and distribution agreements.”

“In September 2000, Sleeman acquired the brewing assets of the Maritime Beer Company, based in Dartmouth, Nova Scotia. The Maritime Beer Company produces Atlantic Storm, Black Pearl, Kings, Halifax 1749 and Frosted Frog brands. This acquisition provides a physical presence for Sleeman in Atlantic Canada and, with 80,000 hectolitres of capacity, gives Sleeman an important increase in overall production capability. We continue to focus on expanding our distribution capabilities and profile throughout the region.”

The results show that very few brewers have mentioned this kind of information. A noticeable observation is the relative number of characters coded in this node for Sleeman compared to its total number of characters coded. Sleeman's position in the market is very particular since it was a local brewery that has expanded beyond its own province and is still doing so by external growth. Having to find its marks in the group of the national brewers, it needs to emphasize its willingness to grow.

N. Node: associated products sold (table 22)

In this category, we reported all the breweries that were selling products other than beer.

Here are some of the sentences that were coded in this node.

Brasseurs RJ. “With a window that looks into the plant, this hall is an ideal setting for events, conferences, launches, vernissages and recitals by recognized artists.

Tap in to us on the plateau Mont-Royal, and discover our Belle Gueule Hall, a novel place to :

- Organize your lively happy hours, official receptions, professional conferences or wild parties.
- Invite your partners, clients, colleagues or friends.
- Enjoy a warm, convivial atmosphere and courteous service”

Brutopia. “For those who prefer something more alcoholic or non-alcoholic, a large selection of different alcohol drinks and shooters are available from the fully stocked bar. Or just have a coffee or a soft drink.”

Granite brewery. “CHRISTMAS PARTIES

One final plug for the Granite and Beer Street if you have not yet planned that Holiday lunch or dinner. We still have some spots left for groups up to 125. We have some great group specials available this year.”

KBC. “Our newly opened Banquet Room provides an ideal location for banquets, receptions and private functions of all types, in a smokeless environment.

The banquet room is on the second floor, and features the original painted ceiling and classic stained glass "dragon" windows.

Our master Chef, Roger Holmes, will be happy to assist in designing your food

requirements, from finger foods and appetizers to full course gourmet banquets.”

There are only a few breweries that presented such information. The one with most characters coded compared to its total number of coded characters is KBC (37.39%). The other ones are Brutopia (23.66%), Brasseurs RJ (12.78%), and the Granite brewery (11.89%). Interestingly, the few breweries that have coded characters in this node have relatively high percentages of characters coded for that, compared to all the characters coded for identity. Furthermore, these breweries can all be considered small organizations in our list of breweries.

II. General results: common characteristics and differences

There are a few common characteristics between the sites. For instance, the structure of the sites is usually the same. Despite a different presentation, certain categories of information are common to all the brewers.

We will now present the structural characteristics that appear in the websites.

A. Common characteristics

Frequently Asked Questions (FAQ). This category is a means for the brewer to communicate with the customer. Contrary to any other means of advertising, the Internet allows the organization to interact with the customers. Given the practicality of this technology, it is not surprising to see the FAQ category being on every site.

The brewing process. Since this part of the site was common to every brewery, we did not find the need to qualitatively analyze it. Furthermore, the information provided in this part of the sites did not add anything to our interest for the identity of the breweries.

However, it seems essential to describe this category. All the brewers gave a general understanding of the brewing process, the general principles. But there is difference between the local, the national, the provincial, and the regional breweries. The regional and provincial breweries have a tendency to define the process using an “industrial” terminology, or more scientific terms. For instance, there are very inclined to describe the plant(s) capacity: the number of hectoliters produced each day, the number of plants. Neither the national brewers nor the local breweries give such details about their production capacity.

It is worth noticing that the notion of “control” in the brewing process appears in every site but is not used in the same meaning for each of the breweries. Indeed, the larger brewers – national and regional – use the term control of the quality and the reliability of the products whereas the smaller players of the market use this notion of control for the quality or authenticity of the product.

History. The history category is common to every brewery. However the quantity of information published varies greatly. At first hand, we could say that the larger the brewery the larger the history part. But it seems that, from what we know from each brewery, the larger the brewery, the older it is. For instance, Molson and Sleeman, more than 100 years old, are very eager to underline the tradition of their brewing. Labatt is also a very old Canadian business. However, it has been bought by Interbrew, a Belgian firm.

Furthermore, we can suggest that the smaller brewers are also eager to define themselves as new on the market and as able to provide a product that Canadians have never been used to see, hence the little quantity of information about the history of their organization.

B. Differences among the organizations:

The second table shows that a first difference lies in the amount of information that is provided in each site. Molson is the site that provided the most text to analyze (114,189 characters). Labatt, Sleeman and Unibroue have also published a certain quantity of text (respectively 42,041, 31,176 and 38,271).

One reason for this difference is that the breweries do not have the same stakeholders to address. For instance, only Molson and Sleeman have a part of their site dedicated to the investors. The coding information shows that only four sites are considering the

investors in their sites: Molson, Sleeman, Unibroue and McAuslan. The number of coded characters for the investor information is as followed for each brewery cited before: 2 043, 1 246, 1375 and 728. The other brewers do not address the investors concern in the same way or do not address it at all. Under the category “an industrial brewery”, we reported the information that dealt with general data about an industrial organization in opposition to a smaller organization. This node was meant to differentiate between the medium-size brewers that wanted to be affiliated to the microbrewers and the ones that wanted to compete in the market of the larger brewers, or the more industrial ones. But it is important here to say that the breweries did not strictly define themselves as belonging to a certain category. For instance, Boréale is both an “industrial” organization and a brewery focalized on Québec, and thus, could be considered as a micro, local brewery. Boréale, Brasseurs RJ, Creemore springs, Labatt, Molson, Sleeman and Unibroue addressed the “industrial” concern. Therefore, for the brewpubs, this type of information seems not relevant to them.

Another reason for a difference in the websites size is the amount of investment for this precise task. The larger brewers are more likely to have employees specialized in the medium working full-time on the sites. The smaller are unlikely to have such funds. Even more, an employee may be working part-time on the site and part-time on another task.

In a nutshell, for the reasons explained for the “investor”, the “industrial” and for the “history” categories, the smaller breweries were not likely to focus on these categories.

III. Identity of the breweries: patterns

In this part of the study, we want to look at our first objective. The first aim was the description of identity dimensions for each of the breweries, and, more generally, for each of the subgroups of organizations. We now summarize these findings by describing the table 23.

As we had hypothesized a multiplicity of identities appear for the different groups.

We focus in this part on the discussion about the distribution of coded characters for each brewery. It is the comments following the four tables of general results. We believe the comments will be clearer if they are made according to our original ranking. We will look more precisely at the percentages of coded characters compared to the total number of coded characters.

Molson: We must first note that the brewery has information coded in 18 nodes.

The tables show three other important figures. We can see that Molson gives importance to two general themes in its description of its own identity. The first theme is showed in the percentages about the “more than a product/fun” node, with some 19.84%. The second one is the “integration in the community” (17.59%), and more precisely, “integrated in the community/ humanitarian and charity” (15.85%).

“A responsible brewer” (7.92%), and “Craftsmanship”(8.09) and “craftsmanship/old expertise scientific” (6.33%) proves also, to a smaller extent, that Molson has an interest in these topics.

In sum, we can see that the first three nodes are distinctly apart from the other nodes/themes; they should likely be considered as center to Molson’s definition of its identity through the websites. The common characteristic of these three themes is

surely their indirect link to the product itself, beer. Both the “fun” theme or the “charities” one are ways to be seen and accepted by the consumers not only as more than a brewer but also as a complete participant in everybody’s social life. According to this study, Molson wants to be considered highly socially responsible.

Labatt. This brewery, contrary to the previous one, has characters coded in 23 nodes. This means that the information is more distributed according to the different themes. Two nodes have relatively more information coded. The first one is the “integration in the community” with some 22.5% of the characters coded. Except for a slightly higher percentage for the “safe drinking”, the subnodes analysis does not show any particular trend in Labatt’s communication strategy. The second one is “a responsible brewer” (17.77%).

As we have said for the previous brewer, Labatt attaches also great importance to the issue of integration to the community, and more particularly to the theme of “drinking and driving”, which makes the organization socially responsible. However, contrary to Molson, Labatt seems to emphasize being a responsible brewer also in its core business, the brewing process.

Sleeman. The table shows that Sleeman has coded characters in 10 nodes.

Three themes appear more relevant than any other. The first one is the general node “craftsmanship, quality, and tradition” (21.25%). More precisely, Sleeman seems to attach importance to the theme “craftsmanship, quality, and tradition/ old expertise, scientific” (19.83%). At the same time, the brewer has emphasized the notion of “an industrial brewer” (13.68%). We can also notice a high percentage for the node “more than a local brewer” (13.66%). The following higher percentages are for the “investor information” (8.05%), the general theme of “an old company, a name” (8.72%), and more precisely, a company with a long history (8.17%).

These percentages shows that Sleeman belongs to the group of middle-size breweries that would like to become simultaneously larger players on the market without surrendering on their origins as microbrewers. In order to achieve that, Sleeman communicates on the two sides. The first one is the tradition and the second one is the industrial capacity. The latter theme is accentuated when publishing about the investor information. Finally, to prove to the reader that Sleeman is not a microbrewery, the brewery has accentuated the idea that it is not local anymore.

Unibroue. The brewery has coded characters in 13 nodes.

It has a relevant number of characters in three nodes. The first one is “craftsmanship, authentic, and tradition” (25.13%), with a particular emphasis on the subnode theme “authentic brewing craft” (15.84%). We must also highlight some 9.28% of the characters coded in the subnode “old expertise, scientific”. The final relevant percentage is for the node “Micro, unique, and local” (13.11%).

Comparatively to the previous brewery, this organization also attaches some importance to its image as a microbrewer as can be seen with larger percentages described above. However, there are not many references to its willingness to become a larger player in the market. The image communicated here is definitely the one of a microbrewer using craftsmanship techniques.

McAuslan. The brewery had coded information in 17 nodes.

Three main categories of coded characters appear after the analysis. The first one is the “integration in the community” (17.56%), and more precisely, the “arts and culture” subnode (6.75%) and the “open community” one (6.48%). The second largest general coding category is the “awards” (17.32%). Finally, the last subnode with the highest percentage of coded characters is “to innovate and to invest” (10.09%).

For this organization, we can say that it legitimizes itself by showing the award-

winning products and by describing a brewing process that is constantly upgraded and where innovation is part of the production process. This company seems also very much integrated in the community through arts-and-culture type of events. This can also be confirmed by the relatively high percentage of coded characters for the “micro, unique and local” node (8.12%) and more precisely, for the “Micro/location” subnode. *Steam Whistle*. The brewery’s information was coded in 18 nodes.

The table shows that one general theme is more important than any other: some 24.19% of the characters coded were categorized in the node “integration in the community”. Furthermore, some 10.99% of it were classified in the “arts and culture” subnode. We can however see that the nodes “awards” and “Craftsmanship, authentic, and tradition” have a certain importance, with respectively some 6.60% and 6.45%.

Creemore Springs. We coded the information of this brewery in 15 nodes.

Three main categories of information appear on this site. The first one, with some 25.26% of the coded characters, is the “awards” node. The second one is the “industrial brewer” node (12.57%). The final important dimension for this brewery is “micro, unique, and local” node, and more particularly, the “location” subnode (9.59%).

Since more than a fourth of all the characters coded are dedicated to the description of awards, we can say that the brewery creates its identity through the products themselves, or their quality. This theme is reinforced by the importance it seems to give to its location. Hence, we have a brewer that creates its identity through a unique product, specific to a particular location. Nevertheless, the percentage of characters in the “industrial brewer” node shows that, like many other middle-size firm, the brewery wants to be considered an industrial brewer, or a type of organization that is larger than a “simple” microbrewery. Once again, we can notice a dilemma in the

brewery's definition of its identity.

Brasseurs RJ. The information provided by this website was coded into 17 nodes.

Three general themes emerge from this analysis. The first one, in which some 16.85% of the characters coded were categorized, refers to the “micro, unique and local” node. Particularly, some 12.34% of these characters were coded in the “location” subnode. Another interesting characteristic of this brewery, like the previous one, is the high percentage of characters in the “industrial brewer” node.

There seems to be pattern in the description of middle-size breweries. We can see here that there is willingness to prove to the reader that they belong to two categories of organizations: the microbreweries and the industrial producers. However, contrary to the previous site, Brasseurs RJ also emphasizes that it is selling other products (9.40% of the coded characters) and a notion of fun exists beyond the product (9.42%).

Boréale. The information published by this brewery was coded into 12 nodes.

The brewery has emphasized two general themes. The first one deals with the “craftsmanship, authentic, tradition” node, in which some 25.29% of the characters were coded. More precisely, we have categorized some 24.12% of these same characters in the “authentic brewing craft” subnode. The second relevant theme in this site refers to the “micro, unique and local” node, with some 11.68% of its coded characters.

In this site, Boréale shows that it wants to be considered a microbrewer, with uniqueness in its brewing process and in its place in the Québec market. However, some 9.74% of the characters coded in the site were showing that the brewery was also interested in being considered an “industrial brewer”. Alike many other middle-size breweries, they are seeking a balance between two identities.

Granite brewery. 15 nodes were used to code the information of this site.

Two larger themes appear in this coding. The first observation is the importance given to the “awards”, with some 20.74% of the characters coded. The second one is linked to the “more than a product/fun” subnode, with some 19.73% of the characters coded. To a smaller extent, two other themes were important to the brewer. The first one is its integration in the community (node 3, 10.76% of the characters) and the second one is the “associated products sold” (10.42%).

First, we must say that some of the characters coded for the “fun” subnode are also coded in the “associated products sold”. However, this brewery seems to emphasize the image of the product more than the product itself. Contrary to other microbreweries, Granite is not drawing attention to the “craftsmanship” dimension.

Kingston brewing company. For this brewery, 7 nodes were used to code the information.

Interestingly, the organization, when describing itself to the readers, has concentrated its information on only a small number of themes. However, two themes appear to be more important than the other. The first one deals with the “associated products sold” theme, with some 27.97% of the coded characters in this category. The second most important node category is “craftsmanship, authentic, and tradition”, and more particularly “authentic brewing craft” (17.58%). Some 13.91% of the characters were coded in the “to innovate and to invest” node.

As we had hypothesized, the smaller breweries are more likely to sell other products than beer. KBC is one example of that phenomenon.

The results also show that the organization defines itself as a craft brewery that has always been a leader in the microbrewery “trend”.

Dieu du Ciel. For this brewery, we have used 7 nodes to code the website text.

Three major themes appear. First, we can see from the table that the brewery dedicates

some 18.94% of its coded characters to the notion of “craftsmanship”, and more particularly, to the theme we referred in the coding as “authentic brewing craft”. Secondly, some 17.24% of the characters were coded in the subnode “more than a product/product appreciation”. Third, the brewery emphasized the notion of “micro, unique, and local/location”, with 15.63% of the characters coded in this subnode.

We can see that this brewery attaches importance to its belonging to the group of craft brewers because of its authentic brewing process. Furthermore, the location of the brewery is central to its identity.

Brutopia. Twelve nodes were used to code the information from this website.

There are three relevant themes that appear from the coding. The first one is “craftsmanship, authentic, and tradition”. More particularly, some 24.99% of the characters were coded in the subnode “authentic brewing craft”. The second one deals with the node “associated products sold”, with some 28.58% of the characters. The final interesting dimension is “to innovate and to invest”, with some 13.69%.

This brewpub also shows that its craftsmanship is the central characteristic of its identity. Like other smaller breweries, it does not advertise only the beer, but also on other products, here, the food. However, it wants the reader to know they innovate.

DISCUSSION

The objective of this study was two-fold. The first one was descriptive and consisted in the definition of the identities of several breweries located in Ontario and Québec. The second was the application of the model in figure 2 from the literature review.

The previous part gives the general description of the identity dimensions for each brewery after the qualitative analysis of their websites.

I. Propositions: Identity Dimensions

We can make two general observations about the breweries and their identity dimensions.

First, the categories we had defined prior to the analysis (the national, the regional, the provincial breweries, and the local) seemed largely adequate to this study. We had determined this ranking by using the number of products sold and where they were sold. After the analysis, we can see the regional and the provincial ones have been combined. The *a posteriori* categories can be now labeled as such: the large, the small and the medium-size breweries. In the following parts, we will address these groups by this new ranking.

The second observation is that all of the breweries, each to a different extent, made references to their craftsmanship. Historically, this tendency seems to be a willingness to go back several decades before. The emphasis on tradition can be seen for the larger brewers as a way to counteract the microbrewery trend, and for the smaller ones it is a way to legitimize the quality, and usually the price of their products.

From the descriptive results in the previous parts, we can now verify if our propositions have been validated by the data.

We can conclude first that the propositions 1 and 2 are supported. The key success factor of smaller brewers is the product itself since we have seen that it is higher in quality, more distinguishable than other common products from larger brewers, which emphasize largely the brand image.

According to our results, a common way to differentiate one brewery from another is to dedicate part of its identity definition on the location of the brewery. The importance is not so much on the province but more on the town itself. Thus, the analysis of the nodes “a world brewer” and “micro, unique, and local/location” allows us to say that P.3 and P.4 are supported. This fact is particularly true for the middle-size organizations.

From these identity dimensions, we can now define cognitive groups and determine the role played by the websites as a vehicle of the groups’ shared knowledge. Several subgroups of organizations emerge but are not equally homogeneous in their communication strategy.

First, we shall consider the “larger breweries” strategic group. Molson and Labatt originally constituted this group.

The common characteristic about their identity is the “integration in the community” side. They both want to be considered socially responsible. Moreover, Labatt is more inclined than Molson to describe itself as a responsible brewer, with an excellent brewing process. Molson, on the other hand, highlights the “fun” side of its product. In general, these two brewers emphasize aspects of their identity that are not directly related to the beer, the core product. The main element of this identity is their membership/integration in society. However, if one limits himself to this criterion,

he/she would have to add to this group McAuslan and Steam Whistle, which, given their size and market, cannot be considered as equal. Here, we must indeed distinguish between an integration in the community through the arts, sport and culture, and through socially responsible programs. The larger, or national, breweries seem to want to legitimize their organization: Molson shows a humanitarian side of its personality; Labatt deals with the difficult association of drinking and driving. We should however question this attitude since it is published from the breweries' websites. It is reasonable to think that this theme could also be called a "myth" (Meyer and Rowan, 1977) – or a smoke screen – to give to these large corporations a humane face. We think that through these dimensions Labatt and Molson constitute a strategic group of breweries. Moreover, as we have mentioned before, McAuslan and Steam Whistle have also some coded characters in the "integration in the community" node. Even though it is not mentioned as much in their websites, it is interesting to see that some criteria for defining a particular strategic group may overlap in some instances.

The second group we constituted *a priori* comprises Sleeman, Unibroue, and McAuslan, which are middle-size organizations. According to the results, there seems to be a discrepancy between the three of them. On the one hand, Sleeman and Unibroue have developed the theme of craftsmanship. However, if the former defines itself as more than a microbrewer, the latter underlines that it is more than anything a craft brewer. Sleeman is thus closer to the former group of real industrial brewers. McAuslan, on the other hand, has created its identity through its involvement in the local community and by putting forward the award-winning products. Therefore, we can sum this paragraph by saying that this group is very disparate. This characteristic suggests that it is another dimension of upper-middle size organizations.

The members of the third group are Steam Whistle, Creemore Springs, Brasseurs RJ,

and Boréale. These smaller middle-size organizations group also show some internal differences. Steam Whistle seems not to be fitting in this group. Indeed, the Ontarian brewery focuses most of its identity definition on the integration in the community. One reason for this result may be due to the fact that it is the youngest brewery in our study. For the other breweries of this group, the predominating themes are the willingness to be considered not only as microbrewers, with emphasis given on the location of the brewery, but also as industrial brewers.

We should also note the similarities between Boréale and Unibroue. These two organizations are both from Québec, and are very anchored to their cultural roots.

The final group, the local breweries, shows more internal consistency. One of the common characteristics in their definition of their own identity is the fact that they are selling products associated to the beer. All of them also show their belonging to the group of organizations that produce authentic brewing craft. The Granite Brewery stands a little outside of this group by its emphasis on its awards and the notion of fun associated with the product.

As we have seen, the clearer their identity patterns, the more homogeneous they are. What can we concluded from the identity patterns of these groups and, more particularly, from the two most distinctive groups: the larger breweries and the brewpubs?

First, for Molson and Labatt, many factors have created a bond between these two breweries. Their size in the market and the type of products are some them. The results of the study have underlined common features in the definition of their identity. The competition between them seems to show *mimicry* (DiMaggio and

Powell, 1983). They identify with each other and such behaviors result in a homogeneous strategic group with important shared knowledge. The best example of this homogeneity would be their attitude towards sports as sponsors. As an anecdotal evidence of that, we can look at the politics of certain breweries when dealing with Canada's national sport, Hockey. Labatt has always been a "partner" in hockey in Canada (as the website can show), and was frequently cited during the Olympic games of Salt Lake City. Molson, which has been closer to the NHL hockey, has given money after the medals to both women and men teams. When considering Albert and Whetten's (1985) definition of the organization's identity, we can take the example of the *distinctiveness criterion*. Both Labatt and Molson have manifested an interest in sports but their strategies differ slightly to make them different to the public eye.

Moreover, another remark can apply to these two breweries and Sleeman, which is closer to the first group in the definition of its identity. These national breweries tend to consider their product through their brand name. Their identity is given by the brand. The smaller ones tend to differentiate between the products and the brewery. They highlight particular products instead of a general brand. Their identity is created through their range of products.

We think that the part played by the product in the description of one's identity is critical given the strategic group. The definition of their identity evolves around the general notion of "product". Indeed, the product seems to create standards to a brewery's communication patterns. On the one hand, the craft brewers base their entire identity on the *product* and its quality. On the other hand, Molson and Labatt are less likely to mention the product, but they develop a communication strategy around the *image* and the *brand* name. The shared knowledge we have studied through the websites seems to follow the dichotomy product/its image.

Furthermore, in order to distinguish between the strategic groups, the concepts of taken-for-grantedness and legitimacy are important. Indeed, the larger breweries defined themselves as such because they are the larger firms in the country. On the opposite side, the group of the microbreweries has legitimated its identity toward the customer because the phenomenon of “microbreweries” is now taken-for-granted. This study has underlined very different features in the communication patterns between the strategic groups. We can now say that the organizations “limit” themselves to certain themes since, in a certain way, they are not “allowed” to define themselves by using tools that should not be theirs. For instance, the smaller actors are not discussing the theme of drinking and driving. An explanation for this phenomenon can be made by using the concept of strategic groups. Indeed, when belonging to a particular group, the members must suffer a certain pressure. If they must obey certain take-for-granted rules, they might not want to integrate this group. When the local breweries do not address the “drink and drive” issue, we might consider that as less pressure for these organizations.

By using the same token, we can also analyze the behaviors of medium-size organizations. These organizations – categorized in this study under the labels “regional” and “provincial” – are pulled between the two other groups whose identities are clear to the stakeholders. Their identities are hybrid. They cannot legitimize their activities by saying that they are to be considered both a corporate brewery and a craft brewery, and by focusing both on the intrinsic quality of product and on the brand image. The consumers understand that the brewing process cannot be the same for the two types of structures: microbreweries and industrial producers. To create a particular identity, they thus need to differentiate on characteristics that are only proper to them. For instance, a substitute for the product as a spearhead for their

communication is the location and the link to the local community. It makes this hybrid group very heterogeneous, and, thus it is difficult to group these breweries into subgroups according to identity dimensions. In this instance, Sleeman is interesting because we suggest that the brewery is at an intermediary stage. The brewery is a typical organization that has difficulty to position itself

In the literature part, we had defined the use of websites as a bridge between the organizational identity and the corporate identity. The analysis of the identity dimensions can help us to confirm and to narrow this statement. The local breweries use the websites reactively and not so much as to create an image but more to be known to potential customers; it is an advertising tool. It has become such a common tool for them to be known that they are nearly obliged to create a website in order to be present on the market map. For the national and the medium-size strategic groups, despite the obvious advertising medium, the website is a pro-active tool that allows them to shape directly their organizational identity. More than simple texts, as it is frequently the case for smaller breweries, they use visual identity signs. For instance, their logos are of prime importance in this case. In sum, this relatively new communication tool increases the shared knowledge we have studied. Therefore, in both cases, the websites seem nowadays an essential tool both for the organization and the stakeholders in order to embrace the notion of organizational identity.

II. Proposition. Theoretical framework

We will now examine the validity of the relation 1 from our theoretical framework, proposed in the literature review (figure 2).

First, national breweries have a tendency to define themselves through their *corporate citizenship behavior* (CCB). They have a large number of characters coded

in several of CCB related nodes (Integration in the community – arts, sports and culture; humanitarian and charities; safe drinking, corporate citizenship, responsible brewer, more than a product/fun). The node analysis has shown that one of the most important CSR themes is “safe drinking” for the strategic group we have defined as the larger brewers. Hence, P.7 is supported. From the lack of information about this theme for the smaller breweries, we could conclude that P.8 is also supported; smaller breweries do not seem to be considering this theme as an issue.

Secondly, through the analysis of the nodes “a responsible brewer” and “good practices”, we have noted that the quality of the brewing process is an issue that is relevant mainly for the larger breweries. The smaller brewers deal with this issue by putting forward their authentic brewing craft. Thus, P.9 and P.10 are also supported. However, the medium size organizations have adopted a wider range of behavior. The larger ones seem to be the advocates of scientific brewing process whereas the ones closer to the craft breweries group highlight the authenticity. P.11 is then only partially supported.

Thirdly, we have seen that the larger brewers and some smaller ones dedicate a large part of their site to the notion of integration in the community. This is usually done through programs. It seems that they now want to re-invest at the community level. It is a cornerstone in their CSR campaign. On the other hand, the smaller breweries simply want the consumer to know that they exist thanks to the community, and that their activity will remain at this level. For these reasons, P.12 and P.13 are supported. Finally, we have seen that the coding for the “investor information” node supports propositions 5 and 6. Larger breweries are indeed more likely to display this type of information. More than a simple theme describing one’s identity, this characteristic of certain websites may be an answer to another external issue: accountability. It can

serve two purposes. The first is to report to the stakeholders who own shares in the company. The other one is to create trust to seduce potential investors.

In this study, besides the search for dimensions of identity, we were particularly interested in the relation 1 of the framework proposed in figure 2: according to the strategic group a brewery belongs to, certain corporate citizenship behaviors are more likely to happen than others. Moreover, some issues, given the identity of the strategic group, could influence these behaviors.

The first conclusion we can make is that the breweries did not answer to the same issues. However, the previous results show that the organizations belonging to the same strategic group generally answered to the same issues. These breweries have the same structural characteristics. For instance, Molson and Labatt constitute one group, and they are two very large corporations. As we have seen in the literature review, the Corporate Citizenship Behaviors concern all the organizations; they are all members of a society. They must behave in a socially responsible way. Nonetheless, we have seen that certain CCBs are more likely to occur for certain strategic groups. These groups being established according to their identity dimensions, the CCB will also be dependent on how these organizations define themselves. The qualitative analysis has allowed us to clearly define certain behaviors only for certain strategic groups. From the results of the descriptive study of the breweries' identities, we can say that the clearer and more distinctive the identity dimensions, the clearer and more distinctive the CCBs

We have also identified certain critical issues that have an effect on the breweries' communication patterns. These issues are addressed differently from one strategic group to another. In fact, our results show that the type of issue an organization will

deal with is dependent on the strategic group to which an organization belongs.

Therefore, it seems that both the type of organization – its identity – and the type of issues trigger a particular Corporate Citizenship Behavior.

We must now emphasize the importance of the double arrows in figure 2 of our framework. Indeed, the issues we have defined are mainly the result of the influence of the stakeholders, such as the beer consumers. This is particularly true for the issue of drinking and driving. Therefore, this understanding of the organizations' answers to socially relevant issues cannot be segmented so clearly, as we have done to make it more comprehensible. It is the results of a constant interaction and remodeling. In this instance, we should point out the essential part played by the websites. As a bridge between the organization itself and the stakeholders, they help create a cognitive representation about this organization more widely accepted, and the equilibrium between the corporate and the organizational identities would be created. As it is true that the managers *categorize* the market to better grasp the competitive reality – as we have seen in the description of our theoretical background –, the stakeholder in general will use the same process of categorization. The equilibrium process will help external constituencies of the organization to create a particular strategic group image. For this reason, the use of an interactive tool, such as the Internet, is critical in this market positioning through the identity.

CONCLUSIONS

A. Limitations

The first limitation of this study lies in the methodology we have used. We have conducted the qualitative analysis “only” on the websites’ content. Since we wanted to define the dimensions of identity, approaching some professionals in the field of beer brewing industry would have added some relevance to our present results.

The second limitation of this study was on the material that we analyzed. Websites are very appropriate for this type of analysis about the identity, as we explained in the methodology. Nonetheless, given the fact that they can be updated very easily, we think the results of this study will only be valid for a short period of time. Indeed, the companies control the medium and may want to modify their content from one day to the other. However, we add to our credit that the dimensions of identity for each brewery are likely to remain stable over a longer period of time. As Albert and Whetten (1985) explained, there must be *time continuity* for an identity characteristic to be true. Future research, using this methodology, should use a longer time line and replicate the study on the same websites during a longer period.

Thirdly, we have limited this analysis to the provinces of Québec and Ontario. We explained why they should be the most relevant provinces to study for the brewery industry. These two provinces play an important role in the Canadian economy but the results we have found cannot be considered relevant for the entire country. Future research should include in the sample breweries from the Prairies provinces and from the West Coast.

Finally, the sample of websites analyzed was defined with the main criteria of the quantity of information provided and technological suitability. The flash technology was not commonly used in the entire brewery websites in Québec and Ontario. However, the trend of using graphically more attractive displays may increase in the next few years. The technology we used to analyze the text (N-Vivo) was not adapted to Macromedia's Flash. In the future, for this type of study, it would be appropriate to find a way to capture the text in the Flash web pages.

B. Conclusion

This study has highlighted the themes used by the breweries to communicate about their identities. Despite the structural differences between the breweries of our sample, a surprising number of common dimensions have appeared. The notion of "craftsmanship" is surely an example of these trans-group commonalities.

However, in the study of the proposed theoretical framework, the issues that we have defined as influencing the organizations' behaviors were link to the brewery's strategic group. In the present case, we believe that the model we proposed has been supported. There is indeed a relation between the strategic group to which an organization belongs and certain Corporate Citizenship Behaviors. Strategic group specific issues were also defined as influencing these behaviors.

This study has also underlined the role of the Internet as an interface between the organizational and the corporate identity. The use of this tool creates a link between the stakeholders and the organization. We can think that it might help both the organization and the consumers to understand each other's identities, and, thus, better comprehend each other's behaviors.

We have described identity dimensions and behavior patterns for the beer brewing industry. We think that the market of alcoholic beverages is a very particular one. Would our results be the same for any other industry? Alcohol consumption may still be a sensitive issue for part of the population. We also believe that to generalize the results this study should be conducted for the tobacco industries, cars or any other market for which all the consumers have not accepted the product as legitimate.

REFERENCES

- Albert, A. and D.A. Whetten. 1985. Organizational identity. *Research in organizational behavior*. Vol.7: p. 263-295.
- Alvesson, M. 1998. The business concept as a symbol. *International Studies of Management and Organization*. Vol. 28, N° 3. p.86-108.
- Bandura, A. 1986. *Social foundations of thought and action*. Prentice-Hall, Englewood Cliffs, NJ.
- Beaumont, S. 2001. The great Canadian beer guide. Second edition, Toronto: MacMillan Canada.
- Berelson, B.R. 1952. *Content Analysis in Communication Research*. Free Press.
- Berger, P.L. and T. Luckmann. 1967. *The social construction of reality*. New York: Doubleday.
- Bowen, H.R. 1953. *Social responsibilities of the businessman*. New York: Harper & Row.
- Budd, R.W., R.K. Thorpe, & L. Donohew. 1962. *Content analysis of Communications*. McMillan Company, New York.
- Carney, T.F. 1972. *Content Analysis*. University of Manitoba Press.
- Carroll, A.B. 1979. A three-dimensional conceptual model of corporate social performance. *Academy of Management Review*. Vol. 4: p. 497-505.
- Carroll, A.B. 1999. Corporate Social Responsibility: Evolution of a definitional construct. *Business & Society*. Vol. 38, N° 3: p. 268-295.

- Caves, R.E. & M.E. Porter. 1977. From entry barriers to mobility barriers: conjectural decisions and contrived deterrence to new competition. *Quarterly Journal of Economics*. Vol. 91: p. 241-261.
- Child, J. 1988. On organizations and their sectors. *Organizational studies*. Vol.9: 13-19.
- Czarniawska, B. 1997. *Narrating the organization: dramas of institutional identity*. Chicago: University of Chicago Press
- Czarniawska, B. and R. Wolff. 1998. Constructing new identities in established organizational fields. *International studies of management*. Vol.28, 3: 32-56.
- Davis, K. 1960. Can business afford to ignore social responsibilities? *California Management Review*. Vol. 2, spring issue: p. 70-76.
- Denison, M. 1955. *The Barley and the Stream*. Toronto: McClelland & Stewart.
- DiMaggio, P.J. and W.W. Powell. 1983. The Iron Cage revisited: institutional isomorphism and collective rationality in organizational fields. *American sociological review*. Vol. 48, N°2: p.147-160.
- Dutton, J.E. & J.M. Dukerich. 1991. Keeping an eye on the mirror: image and identity in organizational adaptation. *Academy of Management Journal*. Vol. 34, N° 3: p. 517-554.
- Epstein, E.M. 1987. The corporate social policy process: beyond business ethics, corporate social responsibility, and corporate social responsiveness. *California Management Review*. Vol. 29: p. 99-114.
- Ferguson, T.D., D.L. Deephouse, & W.L. Ferguson. 2000. Do strategic groups differ in reputation? *Strategic Management Journal*. Vol. 21: p. 1195-1214.

- Fitch, H.G. 1976. Achieving corporate social responsibility. *Academy of Management Review*. Vol. 1: p. 38-46.
- Gioia, D.A.& J.B. Thomas. 1996. Image, identity and issue interpretation: sensemaking during strategic change in academia. *Academy of Management Review*. Vol. 15: p. 584-602.
- Gordon, G.G. 1991. Industry determinants of organizational culture. *Academy of management review*. Vol.16, N°2: p.396-415.
- Gotsi, M., & A.M. Wilson. 2001. Corporate reputation: seeking a definition. *Corporate Communication: an international journal*. Vol.6, N°.1: p. 24-30.
- Hatch, M.J. & M. Schultz. 1997. Relations between organizational culture, identity, and image. *European Journal of Marketing*. Vol. 31, N°. 5/6: p. 356-365.
- Hirsch, P.M. 1972. Processing fads and fashions: an organization set analysis of cultural industry systems. *American Journal of Sociology*. Vol.77, N°.4: 639-659.
- Hofstede, G. 1980. *Culture's consequences: international differences in work-related values*. Beverly Hills, CA: Sage Publications.
- Holsti, O.R. 1969. *Content analysis for the social sciences and humanities*. Reading, MA: Addison Wesley.
- Kennedy, S.H. 1977. Nurturing corporate images: total communication or ego trip? *European Journal of Marketing*. Vol.11, N° 3: p. 121-139.
- Krippendorff, K. 1980. *Content Analysis*. Sage Publications, California.
- Kroeber, A. & T. Parsons. 1958. The concept of culture and social system. *American Sociological Review*. Vol. 23: p. 582-583.

- Lamertz, K. 2001. *The evolution of structuration in an organizational field: a historical analysis of beer brewing in Ontario*. Presentation at EGOS, Lyon, France.
- Levitt, T. 1983. *The marketing imagination*. The Free Press New York.
- Meyer, J.W. and B. Rowan.1977. Institutionalized organizations: formal structure as myth and ceremony. *American journal of sociology*. Vol. 83:p.340-363.
- Olins, W. 1989. *Corporate Identity, Making Business Strategy Visible through Design*. Thames and Hudson, London.
- Peteraf, M. & M. Shanley. 1997. Getting to know you: a theory of strategic group identity. *Strategic Management Journal*. Vol. 18, summer issue: p. 165-186.
- Phillips, M.E. 1994. Industry mindsets: exploring cultures of two-organizational settings. *Organization Science*. Vol. 5, 3:384-402.
- Porac, J.F., H. Thomas and C. Baden-Fuller.1989. Competitive groups as cognitive communities: the case of Scottish knitwear manufacturers. *Journal of management studies*. Vol. 26, N°.4: p.397-416.
- Porter, M. 1980.*Competitive strategy*. New York: The Free Press
- Hatch, M.J. & M. Schultz. 2000. Scaling the Tower of Bable: relational differences between identity, image, and culture in organizations. In Schultz, M., M.J. Hatch, & M.H. Larsen (Eds.), *The Expressive Organization: Linking Identity, Reputation, and the Corporate Brand*. Oxford university Press.
- Sevon, G. 1996. Organizational imitation in identity transformation. In B. Czarniawska and G. Sevon (Eds.), *Translating Organizational Change*, Walter de Gruyter, Berlin.

Shanley, M. & M. Correa. 1992. Agreement between top management teams and expectations for post-acquisition performance. *Strategic Management Journal*. Vol. 13, N°4: p. 245-266.

Steiner, G.A. 1971. *Business and Society*. New York: Random House.

Van Munching, P. 1997. *Beer Blast*. Toronto: Random House.

Van Riel, C.B.M. & J.M.T. Balmer. 1997. Corporate identity: the concept, its measurement and management. *European Journal of Marketing*. Vol. 31, N°5/6: p. 340-355.

APPENDICES

I. Appendix I

Node labels:

Node	Definition
A responsible brewer	The brewery is a socially responsible organization (for instance dealing with the ecology issue)
A world brewer	The brewery wants to be recognized as playing on a global scale
An industrial brewery	The reader understands that the site they were reading was referring to an industrial organization, not (only) a microbrewery or a brewpub
Associated products	The organization sells products other than beer
Awards	The brewery describes the award-winning products, to legitimize their quality
Good practices	The brewery shows a willingness to be the best
Investor information	It is important to the organization to describe itself with financial information
More than a local brewer	The brewer does not want to be considered as being attached to a particular location and is looking into expanding into other markets
To innovate and to invest	The brewery emphasizes the effort it makes to change and innovate in its business practices or in its production processes
(1 1) More than a product: fun	The company uses the name, more than the product, in order to communicate about its identity. Here, the semantics used are about fun and leisure
(1 2) More than a product: product appreciation	The company uses the name, more than the product, in order to communicate about its identity. Here, the semantics used are about the appreciation of the beer (how to taste the delicate brew, for example)
(2) Craftsmanship, authenticity, and quality	Brewing is a true art, a craftsmanship, which results in authentic products
(2 1) old expertise, scientific	We are craftsmen because we have applied true/authentic techniques for a long time.
(2 2) authentic brewing craft	We apply true traditional and authentic methods
(3) Integrated in the community	The organization manifests an interest in the local community
(3 1) arts, sports, and culture	Integration in the community through the arts, sports, and culture
(3 1 1) sports	Integration in the community through the sports
(3 1 2) arts and culture	Integration in the community through the arts and culture

(3 2) open to the community	The brewery is open to the community, a sort of osmosis with the local environment
(3 3) Humanitarian and charity	The brewery is integrated to the community by addressing the charities and humanitarian issues
(3 4) Canadian	Being a Canadian brewery, the organization is integrated in the community
(3 5) Safe drinking	The brewery is integrated in the community by addressing the issue of drinking and driving
(3 6) Corporate citizenship	This category deals with the theme of integration in the community but the information coded does not fit into the other nodes
(4) Micro, unique and local	The brewery has a unique characteristic that was either related to its location or to its process.
(4 1) location	The location of the brewery is center to the definition of its identity
(4 2) process	The brewing process is center to the definition of the organization's identity
(5) a name	The brewery describes itself as an organization which name is a sign of quality
(5 1) an old name	The name of the brewery inspires quality because it is old
(5 2) a brand name	Through its brand name, the brewery inspires quality

Coding procedure:

1. Each text is imported as a “txt” file in the N-Vivo program.
2. In the first text, we search for words or sentences that what would answer the question “who are we?” and “what are we doing?”.
3. When a theme is found, we create a “free node” – a coding category.
4. All the passages that correspond to the newly created node are systematically coded.
5. For each new identity theme, we create a node and, each time, the text is coded for this particular node.
6. We replicate these procedures until all the themes are listed, for all the texts.
7. When the node list is completed:
 - a. Some themes may be redundant. Thus, we merge them into a single node.
 - b. Some themes may belong to the same general node but are distinct from other “subnodes”. We then transfer the nodes to “tree nodes” and create “child” nodes.
 - c. If it appears that we have several themes in one general node, we create the “tree” node and recode the passages according to the different categories.
8. The results of this procedure are texts that are thematically divided. Each theme is a layer. It is now possible to ask N-Vivo for node reports that extract all the texts related to a particular theme.
9. The program allows us to find the number of characters per node and subnodes. Percentages are drawn from these absolute results.
10. The program also allows us to enter a word and search for it in the coded passages.

II. Appendix II

Node	Characters Coded	Documents Coded
A responsible brewer	15900	5
A world brewer	4336	3
An industrial brewery	7810	7
Associated products sold	1383	4
Awards	7299	9
Good practices	3333	9
Investor info	5392	4
More than a local brewer	2211	2
To innovate and invest	4772	8
(5) An old company, a name	4012	6
(5 1) An old company	2648	4
(5 2) A name, an image	1362	5
(2) Craftsmanship, quality, natural, tradition, authenticity	21045	13
(2 1) Old expertise scientific	11096	7
(2 2) Authentic brewing craft	9374	13
(4) Micro, unique, local	8065	10
(4 1) location	4898	9
(4 2) process	3393	6
(3) /Integrated in the community	27482	9
(3 1) /Integrated in the community/arts sports and culture	6752	7
(3 1 1) sports	3070	3
(3 1 2) arts and culture	3623	7
(3 2) /Integrated in the community/open to the community	1834	3
(3 3) /Integrated in the community/Humanitarian and charity	8384	6
(3 4) /Integrated in the community/Canadian	392	2
(3 5) /Integrated in the community/safe drinking	5540	2
(3 6) /Integrated in the community/Corporate citizenship	3315	5

Table 1: The different nodes or coding categories

Document	Characters	Paragraphs	Nodes Coding	Passages Coded
Boréale	8583	205	7	23
Brasseurs RJ	21281	386	12	27
Brutopia	28196	279	7	13
Creemore springs	10517	178	10	27
Dieu du ciel	23223	164	4	9
Granite brewery	11674	219	9	19
Kingston brewing company	7513	100	5	12
Labatt	42041	346	16	88
McAuslan Brewing	32943	354	12	56
Molson3	60640	656	10	58
Molsonvrai2	53549	657	10	51
total MOLSON	114189	1313	11	109
Sleeman breweries Ltd	13826	312	4	25
Sleeman	17350	206	3	20
total SLEEMAN	31176	518	6	45
Steam whistle	16006	155	14	47
suite unibroue	9975	93	4	15
Unibroue	28296	323	8	42
total UNIBROUE	38271	416	9	57

Table 2: general information about the coding for each brewery

Document	Node: Craftsmanship	
	%Node coded/ coded	%node coded/ total
Boréale	44.31	16.10
Brasseurs RJ	7.48	1.43
Brutopia	31.83	2.68
Creemore springs	9.21	5.05
Dieu du ciel	38.03	2.59
Granite brewery	8.26	3.12
Kingston brewing Company (KBC)	23.50	4.39
Labatt	5.90	7.71
McAuslan Brewing	2.48	0.90
Molson3	3.62	1.13
Molsonvrai2	18.11	4.53
total MOLSON	9.62	2.73
Sleeman breweries Ltd	0.00	0.00
Sleeman	66.35	18.95
total SLEEMAN	30.34	10.54
Steam whistle	8.16	4.55
Suite Unibroue	60.88	16.02
Unibroue GB1	36.40	15.94
Total UNIBROUE	40.68	15.96
TOTALS	13.42	5.46

Table 3: Craftsmanship

Document	Subnodes: Craftsmanship					
	%coded (2 1)/ coded 2	%coded (2 2)/ coded 2	%coded (2 1)/ total coded	%coded (2 2)/ total coded	%coded (2 1)/ total	%coded (2 2)/ text
Boréale	4.56	95.37	2.02	42.26	0.73	15.36
Brasseurs RJ	0.00	100.00	0.00	7.48	0.00	1.43
Brutopia	0.00	61.51	0.00	19.58	0.00	1.65
Creemore spring	24.29	75.71	2.24	6.97	1.23	3.82
Dieu du ciel	0.00	100.00	0.00	38.03	0.00	2.59
Granite brewery	0.00	99.73	0.00	8.24	0.00	3.11
Klingston brewing Company (KBC)	0.00	99.70	0.00	23.43	0.00	4.38
Labatt	91.20	3.61	5.39	0.21	7.03	0.28
McAuslan Brewing	0.00	100.00	0.00	2.48	0.00	0.90
Molson3	100.00	0.00	3.62	0.00	1.13	0.00
Molsonvrai2	72.06	23.40	13.05	4.24	3.27	1.06
total MOLSON	78.23	18.24	7.53	1.76	2.13	0.50
Sleeman breweries Ltd	-	-	0.00	0.00	0.00	0.00
Sleeman	93.31	6.66	61.91	4.42	17.68	1.26
total SLEEMAN	93.31	6.66	28.31	2.02	9.84	0.70
Steam whistle	26.20	73.80	2.14	6.02	1.19	3.36
suite unibroue	62.70	37.23	38.17	22.67	10.05	5.96
Unibroue GB1	27.79	72.19	10.12	26.28	4.43	11.50
total UNIBROUE	36.92	63.04	15.02	25.65	5.89	10.06
TOTALS	52.73	44.54	7.08	5.98	2.88	2.43

Table 4: subnodes craftsmanship

Document	Node: integrated in the community	
	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	12.35	2.37
Brutopia	5.39	0.45
Creemore springs	1.68	0.92
Dieu du ciel	0.00	0.00
Granite brewery	13.00	4.91
Kingston brewing company	10.26	1.92
Labatt	25.46	33.23
McAuslan Brewing	21.26	7.77
Molson3	32.67	10.21
Molsonvrai2	4.31	1.08
total MOLSON	20.92	5.93
Sleeman breweries Ltd	0.00	0.00
Sleeman	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	30.62	17.09
suite unibroue	0.00	0.00
Unibroue	0.00	0.00
total UNIBROUE	0.00	0.00
TOTALS	17.53	7.13

Table 5: Integrated in the community

Document	Subnodes: integrated in the community					
	% sub / main(3 1)	% sub / main(3 2)	% sub / main(3 3)	% sub / main(3 4)	% sub / main(3 5)	% sub / main(3 6)
Boréale	~	~	~	~	~	~
Brasseurs RJ	61.11	38.89	0	0	0	0
Brutopia	0	0	0	0	0	100
Creemore Springs	0	0	100	0	0	0
Dieu du ciel	~	~	~	~	~	~
Granite brewery	43.28	0	56.72	0	0	0
Kingston brewing Company (KBC)	100	0	0	0	0	0
Labatt	24.26	0	10.69	1.44	39.97	22.98
McAuslan Brewing	42.71	36.93	8.95	0	0	11.41
Molson3	3.50	0	96.46	0	23.80	0
Molsonvrai2	19.06	0	22.01	0	0	58.58
total MOLSON	4.83	0	90.12	0	21.78	4.99
Sleeman breweries Ltd	~	~	~	~	~	~
Sleeman	~	~	~	~	~	~
total SLEEMAN	~	~	~	~	~	~
Steam whistle	45.43	25.33	4.35	6.98	0	17.91
suite Unibroue	~	~	~	~	~	~
Unibroue GB1	~	~	~	~	~	~
Total UNIBROUE	~	~	~	~	~	~
TOTALS	24.57	6.67	30.43	1.43	25.69	16.23

Table 6: analysis of the sub-nodes "integrated in the community"

Document	Integrated in the community											
	% (3 1) / total coded	% (3 2) / total coded	% (3 3) / total coded	% (3 4) / total coded	% (3 5) / total coded	% (3 6) / total coded	% (3 1) / total charcts	% (3 2) / total charcts	% (3 3) / total charcts	% (3 4) / total charcts	% (3 5) / total charcts	% (3 6) / total charcts
Boréale	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Brasseurs RJ	7.55	4.80	0.00	0.00	0.00	0.00	1.45	0.92	0.00	0.00	0.00	0.00
Brutopla	0.00	0.00	0.00	0.00	0.00	5.39	0.00	0.00	0.00	0.00	0.00	0.45
Creemore springs	0.00	0.00	1.68	0.00	0.00	0.00	0.00	0.00	0.92	0.00	0.00	0.00
Dieu du ciel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Granite brewery	5.63	0.00	7.37	0.00	0.00	0.00	2.12	0.00	2.78	0.00	0.00	0.00
Klingston brewing Company (KBC)	10.26	0.00	0.00	0.00	0.00	0.00	1.92	0.00	0.00	0.00	0.00	0.00
Labatt	6.18	0.00	2.72	0.37	10.18	5.85	8.06	0.00	3.55	0.48	13.28	7.64
McAuslan Brewing	9.08	7.85	1.90	0.00	0.00	2.43	3.32	2.87	0.70	0.00	0.00	0.89
Molson3	1.14	0.00	31.51	0.00	7.78	0.00	0.36	0.00	9.85	0.00	2.43	0.00
Molsonvrai2	0.82	0.00	0.95	0.00	0.00	2.52	0.21	0.00	0.24	0.00	0.00	0.63
total MOLSON	1.01	0.00	18.85	0.00	4.56	1.04	0.29	0.00	5.34	0.00	1.29	0.30
Sleeman breweries Ltd	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sleeman	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
total SLEEMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Steam whistle	13.91	7.76	1.33	2.14	0.00	5.48	7.77	4.33	0.74	1.19	0.00	3.06
suite Unibroue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unibroue GB1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
total UNIBROUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	4.31	1.17	5.34	0.25	3.56	2.84	1.75	0.48	2.17	0.10	1.83	1.16

Table 7: Analysis of subnodes compared to the total numbers

Subnode: Integration in the community: sports/arts and culture						
Document	%coded (2 1)/coded 2	%coded (2 2)/coded 2	%coded (2 1)/total coded	%coded (2 2)/total coded	%coded (2 1)/total	%coded (2 2)/text
Boréale	-	-	0.00	0.00	0.00	0.00
Brasseurs RJ	0.00	100.00	0.00	7.55	0.00	1.45
Brutopia	-	-	0.00	0.00	0.00	0.00
Creemore spring	-	-	0.00	0.00	0.00	0.00
Dieu du ciel	-	-!	0.00	0.00	0.00	0.00
Granite brewery	0.00	100.00	0.00	5.63	0.00	2.12
Kingston brewing company	0.00	100.00	0.00	10.26	0.00	1.92
Labatt	81.20	17.29	5.02	1.07	6.55	1.39
McAuslan Brewing	9.24	90.03	0.84	8.18	0.31	2.99
Molson3	100.00	0.00	1.14	0.00	0.36	0.00
Molsonvral2	0.00	100.00	0.00	0.82	0.00	0.21
total MOLSON	66.36	33.64	0.67	0.34	0.19	0.10
Sleeman breweries Ltd	-	-	0.00	0.00	0.00	0.00
Sleeman	-	-	0.00	0.00	0.00	0.00
total SLEEMAN	-	-	0.00	0.00	0.00	0.00
Steam whistle	0.00	100.00	0.00	13.91	0.00	7.77
suite unibroue	-	-!	0.00	0.00	0.00	0.00
Unibroue GB1	-	-	0.00	0.00	0.00	0.00
total UNIBROUE	-	-	0.00	0.00	0.00	0.00
TOTALS	45.47	53.66	1.96	2.31	0.80	0.94

Table 8: subnodes integration in the community: sports/arts and culture

Document	Node: responsible brewer	
	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	0.00	0.00
Brutopia	0.00	0.00
Creemore springs	0.00	0.00
Dieu du ciel	0.00	0.00
Granite brewery	8.96	3.38
Kingston brewing company	0.00	0.00
Labatt	20.11	26.25
McAuslan Brewing	0.00	0.00
Molson3	7.78	2.43
Molsonvrai2	11.74	2.94
total MOLSON	9.42	2.67
Sleeman breweries Ltd	0.00	0.00
Sleeman	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	5.50	3.07
sulte unbroue	3.31	0.87
Unibroue GB1	6.81	2.98
total UNIBROUE	6.20	2.43
TOTALS	10.14	4.12

Table 9: a responsible brewer

Document	Node: more than a product					
	%chcraft/ coded (1 1)	%chcraft/ coded (1 2)	%chcraft/ text (1 1)	%chcraft/ text (1 2)	%total 1/ coded	%total1/ text
Boréale	0.00	2.85	0.00	1.04	2.85	1.04
Brasseurs RJ	14.68	3.68	2.81	0.70	18.36	3.52
Brutopia	0.00	4.25	0.00	0.36	4.25	0.36
Creemore springs	0.00	10.00	0.00	5.49	10.00	5.49
Dieu du ciel	0.00	34.62	0.00	2.36	34.62	2.36
Granite brewery	23.85	0.00	9.00	0.00	23.85	9.00
Kingston brewing company	0.00	0.00	0.00	0.00	0.00	0.00
Labatt	8.09	0.00	10.56	0.00	8.09	10.56
McAuslan Brewing	2.43	0.00	0.89	0.00	2.43	0.89
Molson3	7.55	0.00	2.36	0.00	7.55	2.36
Molsonvral2	46.31	0.00	11.59	0.00	46.31	11.59
total MOLSON	23.60	0.00	6.69	0.00	23.60	6.69
Sleeman breweries Ltd	0.00	0.00	0.00	0.00	0.00	0.00
Sleeman	0.00	0.00	0.00	0.00	0.00	0.00
total SLEEMAN	0.00	0.00	0.00	0.00	0.00	0.00
Steam whistle	0.86	1.41	0.6	0.99	2.88	1.61
suite Unibroue	0.00	28.38	0.00	7.47	28.38	7.47
Unibroue GB1	0.00	0.00	0.00	0.00	0.00	0.00
total UNIBROUE	0.00	4.96	0.00	1.95	4.96	1.95
TOTALS	9.11	1.57	2.51	0.43	10.68	2.94

Table 10: More than a product

Document	Node: industrial brewer				
	Characters	coded totals	total Characters	% node coded/ coded	%node coded/ total
Boréale	532	3119	8583	17.06	6.20
Brasseurs RJ	696	4678	21281	17.06	3.27
Brutopia	0	2375	28196	0.00	0.00
Creemore spring	941	5768	10517	16.31	8.95
Dieu du ciel	0	2080	23223	0.00	0.00
Granite brewery	0	4666	11674	0.00	0.00
Kingston brewing Company (KBC)	0	1404	7513	0.00	0.00
Labatt	1015	54871	42041	1.85	2.41
McAuslan Brewing	0	12034	32943	0.00	0.00
Molson3	671	20430	60640	3.54	1.11
Molsonvrai2	911	13399	53549	6.80	1.70
total MOLSON	1582	33829	114189	4.89	1.39
Sleeman breweries Ltd	2116	5881	13826	35.98	15.30
Sleeman	0	4954	17350	0.00	0.00
total SLEEMAN	2116	10835	31176	19.53	6.79
Steam whistle	0	8934	16006	0.00	0.00
suite unibroue	0	2625	9975	0.00	0.00
Unibroue GB1	928	12386	28296	7.49	3.28
total UNIBROUE	928	15011	38271	6.18	2.42
TOTALS	7810	159604	385613	4.98	2.03

Table 11: An industrial brewer

Document	Node: micro, unique and local	
	node coded/ coded	%node coded/ total
Boréale	20.46	7.43
Brasseurs RJ	26.27	5.04
Brutopia	7.79	0.66
Creemore springs	12.45	6.83
Dieu du ciel	31.40	2.14
Granite brewery	1.13	0.43
Kingston brewing Company (KBC)	0.00	0.00
Labatt	0.24	0.31
McAuslan Brewing	9.83	3.59
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	0.00	0.00
Sleemantxt	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	4.53	2.53
suite unibroue	0.00	0.00
Unibroue GB1	25.73	11.26
total UNIBROUE	21.23	8.33
TOTALS	5.21	2.09

Table 12: Micro, Unique, and Local

Document	Subnode: micro, unique and local						
	%coded (4 1)/ coded 2	%coded (4 2)/ coded 2	total coded (4 1)	%coded (4 2)/ total coded	total coded (4 1)	%coded (4 1)/ total	%coded (4 2)/ text
Boréale	65.99	57.05	13.50	11.67	4.91	4.24	
Brasseurs RJ	73.23	26.68	19.24	7.01	3.69	1.34	
Brutopia	40.54	59.46	3.16	4.63	0.27	0.39	
Creemore spring	100.00	0.00	12.45	0.00	6.83	0.00	
Dieu du ciel	100.00	0.00	31.40	0.00	2.14	0.00	
Granite brewery	100.00	0.00	1.13	0.00	0.43	0.00	
Kingston brewing company	-	-	0.00	0.00	0.00	0.00	
Labatt	100.00	0.00	0.24	0.00	0.31	0.00	
McAuslan Brewing	62.98	43.79	6.19	4.30	2.26	1.57	
Molson3	-	-	0.00	0.00	0.00	0.00	
Molsonvrai2	-	-	0.00	0.00	0.00	0.00	
total MOLSON	-	-	0.00	0.00	0.00	0.00	
Sleeman breweries Ltd	-	-	0.00	0.00	0.00	0.00	
Sleeman	-	-	0.00	0.00	0.00	0.00	
total SLEEMAN	-	-	0.00	0.00	0.00	0.00	
Steam whistle	0.00	100.00	0.00	4.53	0.00	2.53	
suite Unibroue	-	-	0.00	0.00	0.00	0.00	
Unibroue GB1	46.34	53.66	11.92	13.81	5.22	6.04	
total UNIBROUE	46.34	53.66	9.84	11.39	3.86	4.47	
TOTALS	60.73	42.07	3.12	2.16	1.27	0.88	

Table 1.3: subnodes micro, unique, and local

	Node: awards	
Document	%node coded/ coded	node coded/ total
Boréale	8.78	3.19
Brasseurs RJ	0.90	0.20
Brutopia	0.00	0.00
Creemore springs	33.04	18.12
Dieu du ciel	7.16	0.64
Granite brewery	23.68	9.47
Kingston brewing Company (KBC)	0.00	0.00
Labatt	0.47	0.61
McAuslan Brewing	20.98	7.66
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	0.00	0.00
Sleeman	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	8.35	4.66
suite unibroue	0.00	0.00
Unibroue GB1	2.37	1.04
total UNIBROUE	1.96	0.77
TOTALS	4.57	1.89

Table 14: Awards

	Node: world brewer	
Document	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	0.00	0.00
Brutopia	0.00	0.00
Creemore springs	0.00	0.00
Dieu du ciel	0.00	0.00
Granite brewery	0.00	0.00
Kingston brewing Company (KBC)	0.00	0.00
Labatt	5.76	7.51
McAuslan Brewing	2.63	0.96
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	0.00	0.00
Sleemantxt	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistletxt	0.00	0.00
suite Unibroue	7.43	1.95
Unibroue GB1	5.38	2.35
total UNIBROUE	5.74	2.25
TOTALS	2.72	1.12

Table 15: A world brewer

	Node: Investor information	
Document	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	0.00	0.00
Brutopia	0.00	0.00
Creemore springs	0.00	0.00
Dieu du ciel	0.00	0.00
Granite brewery	0.00	0.00
Kingston brewing Company (KBC)	0.00	0.00
Labattxt	0.00	0.00
McAuslan Brewing	6.05	2.21
Molson3	8.95	3.01
Molsonvrai2	1.60	0.40
total MOLSON	6.04	1.79
Sleeman breweries Ltd	21.19	9.01
Sleeman	0.00	0.00
total SLEEMAN	11.50	4.00
Steam whistle	0.00	0.00
suite unibroue	0.00	0.00
Unibroue GB1	11.10	4.86
total UNIBROUE	9.16	3.59
TOTALS	3.38	1.40

Table 16: Investor information

	Node: Innovate and invest	
Document	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	0.96	0.21
Brutopia	17.43	1.47
Creemore springs	3.88	2.13
Dieu du ciel	0.00	0.00
Granite brewery	0.00	0.00
Kingston brewing Company (KBC)	18.59	3.47
Labatt	2.76	3.60
McAuslan Brewing	12.22	4.46
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	0.00	0.00
Sleeman	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	2.93	1.64
suite unibroue	0.00	0.00
Unibroue GB1	4.71	2.06
total UNIBROUE	3.88	1.52
TOTALS	2.99	1.24

Table 17: To innovate and invest

Node: an old company, a name		
Document	% node coded/ coded	%node coded/ total
Boréale	5.74	2.09
Brasseurs RJ	0.00	0.00
Brutopia	0.00	0.00
Creemore springs	8.11	4.45
Dieu du ciel	0.00	0.00
Granite brewery	0.00	0.00
Kingston brewing company	0.00	0.00
Labatt	1.24	1.62
McAuslan Brewing	0.00	0.00
Molson3	2.04	0.69
Molsonvrai2	6.84	1.71
total MOLSON	3.94	1.17
Sleeman breweries Ltd	0.00	0.00
Sleeman	27.23	7.78
total SLEEMAN	12.45	4.33
Steam whistle	0.00	0.00
suite unibroue	0.00	0.00
Unibroue GB1	0.00	0.00
total UNIBROUE	0.00	0.00
TOTALS	2.51	1.04

Table 18: an old company, a name

Document	Subnode: an old company, a name						
	%coded (5 1)/ coded 5	%coded (5 2)/ coded 5	%coded (5 1)/ total coded	%coded (5 2)/ total coded	%coded (5 1)/ total	%coded (5 2)/ text	
Boréale	0.00	100.00	0.00	5.74	0.00	2.09	
Brasseurs RJ	-	-	0.00	0.00	0.00	0.00	
Brutopia	-	-	0.00	0.00	0.00	0.00	
Creemore spring	40.17	59.83	3.26	4.85	1.79	2.66	
Dieu du ciel	-	-	0.00	0.00	0.00	0.00	
Granite brewery	-	-	0.00	0.00	0.00	0.00	
Kingston brewing company	-	-	0.00	0.00	0.00	0.00	
Labatt	74.08	25.92	0.92	0.32	1.20	0.42	
McAuslan Brewing	-	-	0.00	0.00	0.00	0.00	
Molson3	39.81	59.95	0.88	1.32	0.27	0.41	
Molsonvrai2	57.21	42.69	3.91	2.92	0.98	0.73	
total MOLSON	51.76	48.09	2.13	1.98	0.60	0.56	
Sleeman breweries Ltd	-	-	0.00	0.00	0.00	0.00	
Sleeman	93.70	6.30	25.51	1.72	7.29	0.49	
total SLEEMAN	93.70	6.30	11.67	0.78	4.05	0.27	
Steam whistle	-	-	0.00	0.00	0.00	0.00	
suite unibroue	-	-	0.00	0.00	0.00	0.00	
Unibroue GB1	-	-	0.00	0.00	0.00	0.00	
total UNIBROUE	-	-	0.00	0.00	0.00	0.00	
TOTALS	66.00	33.95	1.69	0.87	0.69	0.35	

Table 19: subnode old company, name

Node: good practices		
Document	% node coded/ coded	%node coded/ total
Boréale	0.80	0.29
Brasseurs RJ	1.39	0.31
Brutopia	4.25	0.36
Creemore spring	3.62	1.99
Dieu du ciel	13.65	1.22
Granite brewery	0.00	0.00
Kingston brewing Company (KBC)	0.00	0.00
Labatt	2.81	3.67
McAuslan Brewing	0.00	0.00
Molson3	0.32	0.11
Molsonvrai2	0.00	0.00
total MOLSON	0.20	0.06
Sleeman breweries Ltd	6.90	2.94
Sleeman	6.42	1.83
total SLEEMAN	6.68	2.32
Steam whistle	3.53	1.97
suite unbroue	0.00	0.00
Unibroue GB1	0.00	0.00
total UNIBROUE	0.00	0.00
TOTALS	2.09	0.86

Table 20: Good practices

Node: more than a local brewer		
Document	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	2.09	0.46
Brutopia	0.00	0.00
Creemore spring	0.00	0.00
Dieu du ciel	0.00	0.00
Granite brewery	0.00	0.00
Kingston brewing Company (KBC)	0.00	0.00
Labatt	0.00	0.00
McAuslan Brewing	0.00	0.00
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	35.93	15.28
Sleeman	0.00	0.00
total SLEEMAN	19.50	6.78
Steam whistle	0.00	0.00
suite unbroue	0.00	0.00
Unibroue GB1	0.00	0.00
total UNIBROUE	0.00	0.00
TOTALS	1.39	0.57

Table 21: More than a local brewer

Document	Node: associated products sold	
	% node coded/ coded	%node coded/ total
Boréale	0.00	0.00
Brasseurs RJ	12.78	2.81
Brutopia	23.66	1.99
Creemore spring	0.00	0.00
Dieu du ciel	0.00	0.00
Granite brewery	11.89	4.75
Kingston brewing Company (KBC)	37.39	6.99
Labatt	0.00	0.00
McAuslan Brewing	0.00	0.00
Molson3	0.00	0.00
Molsonvrai2	0.00	0.00
total MOLSON	0.00	0.00
Sleeman breweries Ltd	0.00	0.00
Sleeman	0.00	0.00
total SLEEMAN	0.00	0.00
Steam whistle	0.00	0.00
suite unbroue	0.00	0.00
Unibroue GB1	0.00	0.00
total UNIBROUE	0.00	0.00
TOTALS	1.40	0.58

Table 22: Associated products sold

Document	A responsible brewer	A world brewer	An Industrial brewer	Associated Products sold	Awards	Good practices	Investor info	More than Local Brewer	To innovate	2: craftsmanship	2 1: old expertise, scientific	2 2: Authentic brewing craft
MOLSON	7.92	-	4.11	-	-	0.17	5.31			8.09	6.33	1.48
Labatt	17.77	5.09	1.63	-	0.42	2.49	-		2.44	5.22	4.76	0.19
SLEEMAN	-	-	13.68	-	-	4.68	8.05	13.66		21.25	19.83	1.42
UNIBROUE	3.83	3.54	3.82	-	1.21	-	5.66		2.40	25.13	9.28	15.84
McAuslan Brewing		2.17	-	-	17.32	-	4.99		10.09	2.04		2.04
Steam whistle	4.34	-	-	-	6.60	2.78	-		2.32	6.45	1.69	4.76
Creemore spring	-	-	12.57	-	25.46	2.79	-	-	2.99	7.09	1.72	5.37
Brasseurs RJ	-	-	10.94	9.40	0.66	1.02	-	1.54	0.71	4.79		4.79
Boréale	-	-	9.74	-	5.01	0.46	-	-		25.29	1.15	24.12
Granite brewery	7.42	-	-	10.42	20.74	-	-	-		6.83		6.81
Kingston brewing Company	-	-	-	27.97	-	-	-	-	13.91	17.58		17.53
Dieu du ciel	-	-	-	-	4.69	8.93	-	-		18.94		18.94
Brutopia	-	-	-	18.58	-	3.34	-	-	13.69	24.99		24.99

Table 23: percentages of coded characters per node compared to the total number of coded characters

Document	3: Integrated in the community	3 1: Arts, sports, and culture	3 1 1: Sports	3 1 2: Arts and culture	3 2: Open to the community	3 3: Humanitarian and charities	3 4: Canadian	3 5: Safe drinking	3 6: Corporate citizenship	1 1: More than a product: fun	1 2: More than a product: product appreciation	4: micro, unique, and local	4 1: location	4 2: process	5: a name	5 1: an old name	5 2: a brand name
MOLSON	17.59	0.85	0.56	0.29		15.85		3.83	0.88	19.84					3.46	1.79	1.67
Labatt	22.50	5.46	4.43	0.94		2.41	0.32	8.99	5.17	7.15		0.21	0.21		1.10	0.81	0.29
SLEEMAN															8.72	8.17	0.55
UNIBROUE											3.07	13.11	6.08	7.04			
McAuslan Brewing	17.56	7.50	0.69	6.75	6.48	1.57			2.00	2.00		8.12	5.11	3.55			
Steam whistle	24.19	10.99		10.99	6.13	1.05	1.69		4.33	2.27	2.27	3.58		3.58			
Creemore spring	1.30					1.30					7.71	9.59	9.59		6.25	2.51	3.74
Brasseurs RJ	7.92	4.84		4.84	3.08					9.42	2.36	16.85	12.34	4.50			
Boréale											1.63	11.68	7.70	6.66	3.28		3.28
Granite brewery	10.76	4.66		4.66		6.10				19.73		0.94	0.94				
Kingston brewing Company (KBC)	7.67	7.67		7.67													
Dieu du ciel											17.24	15.63	15.63				
Brutopia	4.23								4.23		3.34	6.12	2.48	3.64			

Table 23(cont.)

List of nodes:

Number of Nodes: 29

- 1 A responsible brewer
- 2 A world brewer
- 3 An industrial brewery
- 4 Associated products sold
- 5 Awards
- 6 Good practices
- 7 Investor info
- 8 More than a local brewer
- 9 To innovate and invest
- 10 (1 1) More than a product/fun
- 11 (1 2) More than a product/product appreciation
- 12 (2) Craftsmanship, quality, natural, and tradition
- 13 (2 1) Craftsmanship, quality, natural, and tradition /old expertise scientific
- 14 (2 2) Craftsmanship, quality, natural, and tradition /authentic brewing craft
- 15 (3) Integrated in the community
- 16 (3 1) Integrated in the community/arts sports and culture
- 17 (3 1 1) Integrated in the community/arts sports and culture/sports
- 18 (3 1 2) Integrated in the community/arts sports and culture/arts culture
- 19 (3 2) Integrated in the community/open to the community
- 20 (3 3) Integrated in the community/Humanitarian and charity
- 21 (3 4) Integrated in the community/Canadian
- 22 (3 5) Integrated in the community/safe drinking
- 23 (3 6) Integrated in the community/Corporate citizenship
- 24 (4) Micro, unique, and local
- 25 (4 1) Micro, unique, and local /location
- 26 (4 2) Micro, unique, local /process
- 27 (5) An old company, a name
- 28 (5 1) An old company, a name /an old company
- 29 (5 2) An old company, a name /a name, an image