

Anticipatory Impression Management:  
Evidence of Selective Self-Presentation taken from Websites of  
Firms in the U.S. Brewing Industry.

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## ABSTRACT

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Natalie Kay Boyd

At the individual level people try to present themselves as possessing socially desirable character traits, because convincing others that you have a certain disposition (e.g., being competent, friendly, trustworthy) is associated with a certain expected outcome (e.g., promotion, an invitation to a party, trust). This thesis generalizes this argument to the organizational level. I argue that organizations proactively manage their projected image in a way that ensures continued resource support from its various stakeholders. It was hypothesized that projected images are selected to appeal to various stakeholders, and appeal to utilitarian and normative values according to the nature of the firm's resource interdependencies. Resource dependency theory was used to predict the organization's allocation of communication to utilitarian or normative aspects of its character. The results showed that both normative and utilitarian aspects of the firm's character were selected to be part of projected image. The firm's characteristics, specifically age, size, ownership, and market concentration were related to the relative frequency of communication dedicated to both the utilitarian and normative aspects of projected image. Content analysis of the websites of 27 firms in the U.S. Brewing industry provided data for this study.

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## TABLE OF CONTENTS

List of Figures .....	vi
List of Tables .....	vii
Introduction .....	1
Organizational Identity & Image .....	2
Individual Level Impression Management .....	6
Excuses & Justifications.....	10
Entitlements & Enhancements .....	11
Potential Application of Impression Management .....	12
Organizational Impression Management.....	13
Explaining Organizational Behavior.....	18
Hypotheses .....	25
Methodology .....	32
U.S. Brewing Firms' Websites .....	33
Data Analysis: The Content Analysis Technique.....	35
Measurement: Dependent Variable.....	36
Exploratory Data Analysis: Correspondence Analysis.....	37
Results .....	38
Exploratory Analysis.....	38
Measurement: Independent Variables.....	44
QAP Results.....	46
Differences between Clusters.....	51
Differences within Clusters.....	54
Hypothesis Testing.....	59
Normative Communication.....	60
Utilitarian Communication.....	62
Discussion .....	64
Conclusion .....	70
References .....	72
Figures .....	79
Tables .....	81
Appendix A: Coding Scheme.....	99
Appendix B: Plot Of Dimension Scores.....	108
Appendix C: Summary of Communication Patterns.....	112

## LIST OF FIGURES

Figure 1: Plot of the Image Space.....	79
Figure 2: Linking the Symbolic and the Substantive.....	80

## LIST OF TABLES

Table 1: AIM Contrasted with RIM.....	81
Table 2: Impression Management Techniques.....	81
Table 3: The Sample.....	82
Table 4: Intensity of Communication across Identity Attributes.....	84
Table 5: Intensity of Communication across CCBs.....	85
Table 6: Classification of Utilitarian and Normative Attributes.....	86
Table 7: Single Values & Inertia.....	87
Table 8: Explanation Of Underlying Dimensions.....	88
Table 9: Group Level Analysis of Communication Pattern.....	89
Table 10: Demographic Information By Group .....	90
Table 11: Independent Variables Correlation Coefficients .....	91
Table 12: Results: QAP Correlation.....	92
Table 13: Regression Analysis: Hypotheses 2, 4, 6, 8 and 10.....	93
Table 14: Regression Analysis: Hypotheses 1, 3, 5, 7 and 9 .....	94
Table 15: Regression Analysis 2: Normative Profiling .....	95
Table 16: Regression Analysis 3: Normative Profiling.....	96
Table 17: Regression Analysis 2: Utilitarian Profiling .....	97
Table 18: Regression Analysis 3: Utilitarian Profiling.....	98

## INTRODUCTION

In everyday life, we are constantly interacting with others. Most of these interactions are taken for granted and are integrated into our lives seamlessly without us being consciously aware that they take place. Such social interaction involves the continual interpretation of the actions of others, the setting involved, as well as the broader social context within which it takes place. As a society we have expectations of how people should behave in different situations. That is, we have constructed a reality in which, when people behave in the way we believe they 'should' behave, they are acting in a 'normal' way. When we act 'normally' social interaction is taken for granted. Only deviation from this 'normal behavior' would disrupt social interaction and lead to the questioning of the actor's intentions. Impression management techniques are employed by actors to affect the interpretation of their actions by observers. Impression management may be used retrospectively once the actor's intentions are in question, or proactively to prevent the actor's intentions from being questioned in the first place (Semin & Manstead, 1983).

Organizations also exist in a context of social interaction and networks of resource interdependencies (Pfeffer & Salancik, 1979; Pfeffer, 1997). The patterns of interactions between organizations are more complex because their environment is more complex. Porac et al (1995) found that in complex competitive industries firms rely on the core characteristics of other firms to predict their likely actions. Organizational claims to key identity attributes are thought to predict most of the firm's significant actions. This may



be the case because identity is linked to strategy (Ferguson, Deephouse & Ferguson, 2000), and identity is believed to provide signals about the likely behavior of the firm (Herbig, Milewicz & Golden, 1994) and shapes an organization's interpretation of and action upon an issue (Dutton & Dukerich, 1991). Therefore, firms make sense of their complex environment by processing only the significant identity characteristics of other firms. At the organizational level, there is a parallel with the individual's concerns of how others evaluate and categorize him/her. In a similar way to the individual, organizations are concerned with how others perceive their identity because it has implications for future interactions with others. I therefore want to provide an understanding of how organizations manage the impressions others form of them. In particular, I want to know how organizations manage the perceptions other people have of the organization, not following an infraction, but on a routine basis. This thesis draws on the impression management literature at the individual level to understand how organizations use anticipatory impression management techniques to ensure that their identity is perceived in a way that makes future interactions more fruitful.

### **Organizational Identity and Image**

Organizational identity is a concept that refers to how organizations characterize aspects of themselves, in answer to the self-reflective question "who are we as an organization?" Providing the groundwork for further identity related research, Albert & Whetten (1985) defined organizational identity as that which is core, distinctive and enduring about an organization's character. Ashforth & Mael (1996) saw identity as attaching meaning to an object because it describes what is core to that entity. Organizational identity thereby

provides a cognitive and emotional foundation on which organizational members build attachments and develop relationships with the organization (Hatch & Shultz, 2000). Describing the organizational “character” provides both organizational members with an understanding of how they should behave, and organizational outsiders with an understanding of how they should relate to it (Albert & Whetten, 1985). Capturing the “character” of the organization requires multiple labels, because different aspects of the organization’s character are likely to be more relevant than others depending on the context to which they are applied. Thus organizations create classification schemes and locate themselves within them (Albert & Whetten, 1985) because identities consist of features and labels appropriate for different contexts and interactions (Gioia, Schultz & Corley, 2000). Ashforth & Mael (1996) defined organizational identity as the self-defining core set of attributes that is more or less stable and differentiates an organization from other organizations. When organizational members answer the question “who are we?” their response is likely to be a detailed profile of features and attributes they feel describe the organizational character which may include but is not limited to “what we do”.

The earlier definitions of organizational identity stipulate that an adequate statement of identity distinguishes the organization from comparative others (Albert & Whetten, 1985; Ashforth & Mael, 1996). Whetten & Mackey (2002) later expanded upon this issue by arguing that organizational identity serves two fundamental needs: the need for assimilation (to be similar to others), and the need for uniqueness (to be different from others). When one studies organizational identity one cannot forget that organizations

are social actors and therefore *“the natural domain of organizational identity is the study of how organizations define themselves in terms of what they share in common with certain other organizations and how they are different from other organizations”* (Whetten & Mackey, 2002, p396).

Both Albert & Whetten (1985) and Ashforth & Mael (1996) noted that organizational identity is a perception of what the organization is, an internally consistent system of beliefs, values and norms that enable organizational members to make sense of organizational behavior. A statement of “who we are as an organization” is unlikely to be a precise and scientific taxonomy. It is virtually impossible to scientifically measure the “true” identity of a firm, and for a variety of reasons it may also be undesirable to provide a precise self-classification (Albert & Whetten, 1985). Whetten & Mackey (2002) elaborated this idea and referred to organizations as social constructions, and to organizational identity as who we claim to be. An important distinction is warranted, therefore, between private identity, that is, the shared perceptions organizational members use to make sense of the collective and its actions, and public identity which is the presentation of the organizational self to others (Albert & Whetten, 1985; Lamertz, Heugens & Calmet, 2003). Lamertz, Heugens & Calmet, (2002) operationalized organizational image as a profile of attributes that describe the organizational character. Firms pro-actively choose a profile of attributes that they wish to be part of their strategic character and communicate it to the public as image.

There is a lack of consensus in the literature about the definition of image. However it is widely accepted that identity and image are closely related (Gioia, Schultz & Corley, 2000; Hatch & Schultz, 2000; 2002; Lamertz & Heugens, 2002; Whetten & Mackey, 2002). The lack of consensus concerning the definition of image, may be because the competing definitions are all intuitively appealing and because, I believe, the researchers were trying to explain the same idea but from differing perspectives. I believe that regardless of whether image is defined as “the way organizational members believe others see the organization” or “the fabricated, projected pictures aimed at various organizational constituents”; or “outsider’s perception of a given organization” (see Scott & Lane, 2000) image pertains to an external view of the firm. Image, as defined here, is certainly related to identity because projected images reconcile the self-reflective question asked by the entity itself “who are we as an organization?” with the question others ask when looking at the entity “what kind of organization is this?” Undoubtedly, when an organization puts a public face on its identity it has some expectation of how it would like others to translate its message into an answer to the question “what type of organization is this?” Therefore it will present its identity in a way consistent with its desired strategic image, with the expectation that the message will be translated as it is meant to be. The confusion over the true definition of image, I feel, is in large part due to the imperfect translation of the communicated message. If the communication process were perfect then each definition of image would amount to exactly the same thing.

Gioia, Schultz & Corley (2000) distinguish among different forms of image discussed at any one time. In this study I am concerned with the presentation of the organizational

self to others, with how a firm describes its character for all its constituents on a routine basis. Projected image is defined as an *“image created by an organization to be communicated to constituents”* (Gioia, Schultz & Corley, 2000, p67). Impression management concerns arise whenever there is a need for self presentation. Projected images are based on identity, but are used to convey socially desirable impressions that emphasize only selected aspects of identity (Gioia, Schultz & Corley, 2000). When creating images, that are to be communicated to the organizational constituents on a routine basis, organizations need to ensure that they appeal to multiple stakeholders. Therefore organizations will communicate about a number of attributes that will form its image profile. Impression management concerns will ensure that only positive images will be communicated, elaborating socially desirable attributes and positive social and economic behaviors the firm undertakes. Corporate citizenship behavior is any activity adopted by a firm to meet its social responsibility (Heugens, Lamertz & Calmet, 2003), or normative objectives (Waddock & Smith, 2000) and is likely to be reported for impression management purposes (Hooghiemstra, 2000). It is likely therefore that the image profile of a given organization will include a combination of positive identity attributes and corporate citizenship behaviors.

### **Individual Level Impression Management**

There is hardly any action that does not carry some social meaning and allow observers to make inferences about an actor from his or her behavior. As observers, we find clues about how to categorize and evaluate a person from the statements they make about themselves, the way they walk, the way they dress, or from anything that we feel

communicates about that person. People are social animals, and by implication we are concerned with how others evaluate us. We instinctively want to ensure that future social interactions are not jeopardized by conveying the wrong impression because the impressions that others form about us affect the way they treat us (Schlenker, 1980).

At the individual level, impression management is defined as ***“any behavior by a person that has the purpose of controlling or manipulating the attributions and impressions formed of that person by others”*** (Tedeschi, 1981, p3). Social psychologists consider social approval to be a motivational factor to engage in impression management.

Approval from others may lead to the obtaining of resources, protection from harm, and a positive self-regard. Schlenker (1980) argues that individuals are not only concerned with how others perceive them, but also with how we see ourselves. We hold a set of images about ourselves that describe what we believe we are like and want others to believe we are like. Schlenker’s definition of impression management is, however, consistent with the definition above: ***“impression management is the conscious or unconscious attempt to control images that are projected in real or imagined social interactions. When these images are about the self they are called self-presentation”*** (Schlenker, 1980, p6)

At first it may not seem reasonable that people would be open to such manipulation or control. The saying ‘actions speak louder than words’ springs to mind. However the fact that behaviors take place against a back-drop of socially constructed reality will help us to understand how impression management is possible. Attribution theory has been used

to describe how individuals make inferences about an actor's character or disposition, from observed behavior. The assumption of attribution theory is that an actor makes a choice about the actions he or she will take. Each action is regarded as having a number of effects, and the actor is thought to be aware of the effects that are likely to result from their chosen action. By observing the actions of another person, the observer attempts to infer internal causality to the actor. However the actor and observer are aware that it is not always the case that an action is a reflection of the actor's disposition.

***“Correspondence refers to the extent to which an action could be caused by an intention, the extent to which that intention could be caused by a disposition and, therefore, the extent to which the action is a reflection of an underlying disposition”***

(Semin & Manstead, 1983, p3). The principle of correspondence renders the inference about personality from action less precise because a low correspondence would mean that one cannot wholly attribute the actor's achievement to a dispositional trait. This imprecision to infer disposition based on action opens the door to impression management.

Basic to an impression management approach is the idea that people convince themselves and others that they possess desired characteristics (Greenberg, 1990). Individuals believe that when others perceive them as possessing a desirable disposition, they will be provided with some pay-off from that disposition. The pay-off that the individual expects is the subjective worth of outcomes that are associated with an identity trait. For example, people who are seen as competent, motivated and attractive have a better chance of commanding higher salaries, respect and approval from others (Schlenker,

1980). The concept of impression management is being used to explain a wide variety of social behavior (Tedeschi, 1981). In this paper, my concern is with organizational level impression management and I will therefore only briefly describe the basic impression management strategies at the individual level, which can then be generalized to the organizational level.

There appears to be two types of impression management: impression management that is applied to explain an event or behavior retrospectively, for example providing an excuse for being late, and impression management that is applied proactively to manage the impression formed by others in anticipation of an event or the performing of a behavior. An example of such anticipatory impression management at the individual level would be a simple statement made by a student before an exam. Not knowing how well she will do on an exam, she may turn to her friend and say that she doesn't expect to do well because she didn't study, thereby hoping to attribute a poor test result to lack of study rather than lack of competence, and a good test result to her competence despite her handicap of lacking study. The basic impression management strategies are directly aimed at affecting the level of correspondence as discussed previously. The actor may not use impression management coldly in the sense of a truly manipulative action, he is concerned also with the way he views himself. Attributional biases come in to play (Johns, 1999) where actors may convince themselves first of their right to positive characterizations. The actor is then concerned with the impressions others form of him, and will take some action (impression management) to avoid or lessen negative impressions and to entitle



himself to, or enhance positive impressions (Johns, 1999; Schlenker, 1980; Tedeschi, 1981).

### **Excuses & Justifications**

When individuals are faced with the predicament that they may be associated with or held responsible for negative actions or consequences, and therefore risk being categorized as something undesirable, they will most likely try to account for their action by providing either an excuse or a justification. Excuses involve admitting that the consequences of the action are indeed bad or wrong, but denying personal responsibility for the action. People are likely to claim responsibility for positive outcomes but blame others for negative outcomes (Johns, 1999). Providing a 'scape goat' may allow the individual to deny or hide their responsibility (Brown & Jones, 2000). An excuse attempts to either claim lack of intent to bring about the undesirable consequences, lack of physical control, or lack of agency or commission. For example, I could claim that I broke the cup by accident (intention), or I could claim that I broke the cup when I sneezed (physical control), or I could claim that it was not me but the cat who broke the cup (agency). Excuses disrupt the ability to make inferences about disposition from behavior and they result in a low correspondence by denying responsibility for the action (Tedeschi, 1981).

Justifications also attempt to reduce correspondence, but focus on the consequence of the action. When providing justifications actors do not deny responsibility for the action, instead they deny that the consequences are negative. Justifications relate the action to some socially acceptable norm, rule, law or value. For example, actors may claim that

their actions were necessary in order to protect themselves (such as the self-defense claim in a murder trial) or that the expression of anger allowed the actor to release pent-up emotion. Thus, justifications appeal to a higher order, such as ideology, a higher authority, such as the law, or a norm of self-defense. Both excuses and justifications are initiated after an identity threatening situation in order to repair damaged identity. Entitlements and enhancements, on the other hand, occur even when there is no threat to identity (Tedeschi, 1981).

### **Entitlements & Enhancements**

When a person believes that his praiseworthy behaviors are going unnoticed, he may attempt to ensure he gains credit for his actions by the use of entitlements. Entitlements are the opposite of excuses. That is, the actor will try to maximize his personal responsibility for a positive consequence. In essence the actor will try to persuade the observer to make dispositional attributions, rather than situational attributions, regarding the origins of his behavior (Tedeschi, 1981).

When observers have already attributed responsibility to an actor for a positive consequence of his actions, he may or may not be satisfied with the credit he receives. Because of self-serving attributional biases people embellish the relevance of tasks on which they succeed, and discount the relevance of tasks on which they fail (Johns, 1999). Enhancements are attempts to augment the merit of the consequences resulting from the action. The more commendable the consequences seem, the better the person responsible

for them will look in the eyes of others, therefore by augmenting the consequences of the action the actor anticipates receiving more credit (Tedeschi, 1981).

### **Potential Application of Impression Management**

Semin & Manstead (1983) criticized attribution theory for its failure to incorporate the use of language in the explanation of other's behavior, and for the lack of ability to define the situational context. Human interaction is mediated by the use of symbols, language and situational context. In short, observers interpret meanings and not actions. Social interaction therefore is based on the provision of reasons for actions. In most everyday interactions reasons are not voiced, they are taken-for-granted because, through talk, values, and norms, society has already constructed what is 'normal behavior'. It is not necessary for actors to give reasons for their everyday actions because their behaviors are assumed to be warrantable and intelligible, and the actors are assumed to be competent and rational. Disruptions of normal social interaction results in a direct inquiry or challenge to the actor. This raises a predicament for the actor who doesn't wish to risk any damage to his or her image. Given that we know at the individual level that actions that fall within social expectations are not called into question, we can infer that actors will use impression management to prevent an action from seeming to deviate from normal. As an anecdotal example, consider an unfaithful husband who checks himself and his mistress into a hotel as Mr. & Mrs. Smith. Therefore, I believe that there is also potential for impression management to be used on a daily basis to pass our behavior off as within the realms of our socially constructed 'normal behavior' to avoid these behaviors being questioned and therefore our intentions scrutinized. Meyer & Rowan

(1977) suggested that organizations may adopt accepted business practices not on merit or efficiency reasons but solely for fear of losing legitimacy if they fail to comply. On other occasions however, there may be a valued pay-off with deviation from 'normal'. It may be advantageous to appear different, for example, when an employee stays later than all the other employees at work, he or she may be trying to appear to be the employee that is the most committed, or who works the hardest.

Johns (1999) argued that impression management, or as he called it self-serving behavior, is a multi-level theory. Impression management is used by individuals, work groups, and organizations. Whetten & Mackey (2002) also argued for functional equivalence of the organizational and individual levels of analysis on the basis that organizations can be conceptualized as social actors. Johns (1999) explained that a wide range of organizational phenomena are manifestations of underlying self-serving behavior, such as intergroup conflict, unethical behavior, executive extravagance and biased corporate annual reports. Like individuals, organizations have certainly been found to use a wide variety of impression management techniques (Arndt & Bigelow, 2000; Elsbach & Kramer, 1996; Elsbach & Sutton, 1992; Elsbach, Sutton & Principe, 1998; Greenberg, 1990; Hooghiemstra, 2000; Johns, 1999).

### **Organizational Impression Management**

At the organizational level impression management is defined as *“any action purposefully designed and carried out to influence an audience’s perceptions of an organization”* (Elsbach et al, 1998, p68). Likewise at the individual level, there is a clear

distinction between remedial impression management and anticipatory impression management. There is evidence in the literature that organizational impression management is used in response to crisis situations (Management Review, 1990; Dowling, 2000; Elsbach & Sutton, 1992; Elsbach, Sutton & Principe 1998), and indeed that managers are well-versed in responding to an event that threatens the firm's character. There has been less research devoted to the use of anticipatory impression management. However, organizations have been shown to use anticipatory tactics to provide ready-made explanations for future actions or to avert unexpected challenges (Arndt & Bigelow, 2000; Elsbach et al, 1998). The anticipatory impression management techniques are interesting because they are present in routine encounters and communications, such as the company annual report (Arndt & Bigelow, 2000) and in customer service encounters (Elsbach et al, 1998). This would suggest, as I claimed at the individual level, that there is potential for organizations to use impression management proactively to avoid having their actions being noticed, and therefore challenged by observers, or to stress unique organizational characteristics.

A clear distinction, worthy of note, between remedial impression management and anticipatory impression management is that when reacting to a challenge or an accusation the organization knows exactly what it is responding to, as well as the likely criteria upon which it will be assessed. This is not the case with anticipatory impression management. Remedial impression management tactics are *“tailored communications or actions that explicitly respond to isolated, image-threatening events”* (Elsbach et al, 1998, p68). Crisis situations, identity threats or any accusation against the organization may indeed

be easier to handle because the challenge has been made, and the organization has a good indication of what is expected of it to make amends. However, although having a challenge stated makes it easier to deal with the consequences of the challenge, organizations prefer to avert these challenges. Johns (1999) found that one reason why self-serving behavior is necessary is the actor-observer effect. Organizational observers are more likely to attribute the organization's actions to bad intentions or motives on the part of the organization than to external factors.

Any accusation, crisis or threat to the organization's reputation is also likely to have long-term effects on the organization. The most prominent reputation literature cites a good reputation as an invaluable asset, a strategic resource linked to sustainable competitive advantage (Dowling, 2000; Fombrun & Rindova, 1998; Hall, 1992; Hall, 1993; McGuire, Sundgren & Schneeweis, 1988; Rao, 1994). Unfortunately, reputation consists of perceptions, that is how others see you (Fombrun, 1996), and this means that reputation is also subject to cognitive biases associated with the social construction of reality. In short, reputation is a one-way street, it is very easy to lose reputational capital but extremely difficult and time consuming to restore reputational capital (Herbig, Milewicz & Golden, 1994). Not surprisingly then, do organizations prefer to avoid predicaments altogether since they may lead observers to form negative perceptions of the organization.

The use of anticipatory impression management is a potential tool for organizations to avoid scrutiny. While this may seem devious, it may serve to protect the organization

from threats and potential disruptions to normal business operations (Johns, 1999). Anticipatory impression management has only recently come to the attention of researchers and may be a result of the modern information age, where the access to information makes organizations more open to public scrutiny. Cases like the Enron accounting scandal, the insider trading allegations made against Martha Stewart (CEO and founder of Omnimedia), and the WorldCom affair only serve to feed the public's demand that organizations be held more accountable. While I am not advocating the use of anticipatory impression management to cover-up malpractice or organizational deviance, I do believe that it can be part of the healthy functioning of business, that ensures continued resource support and therefore contributes to the survival of the firm.

Arguably, anticipatory impression management is trickier than remedial impression management. A high degree of foresight is needed to manage an audience's likely perceptions of an upcoming event. Before a predicament has presented itself, it is not clear what that predicament will be, nor is it clear what the magnitude of the predicament will be, and what the audience expects the organization to do about it. Indeed anticipatory impression management requires skill and foresight to be able to predict what the organization can do now to avoid predicaments that may or may not surface sometime in the future. At the organizational level, anticipatory impression management is defined as **“tactics that organizations use to influence audience's general perceptions or specific behaviors associated with an upcoming event”** (Elsbach et al, 1998, p69). Table 1 provides a comparison of remedial impression management and

anticipatory impression management, and Table 2 provides a summary of the techniques in each category. In Table 2 only the shaded areas are of interest in this study.

The key examples in the scant literature available on anticipatory impression management, show impression management styles that are very different in their approach. Arndt & Bigelow (2000) showed that in the annual reports of hospitals that had initiated a potentially controversial structural change, the communications carefully portrayed the change as 'normal' and 'legitimate' by claiming that they were not one of the first hospitals to initiate such a change but that they were 'one of many hospitals' adopting the new structure. Obviously, this approach falls under the category of anticipatory impression management. The hospitals were trying to influence the reader of the report in a way that would prevent the reader from being aware of any controversy and to prevent a likely negative response. This example is somewhat more subtle and less aggressive than the following example because the organization wishes to 'fly under the radar' and to pass off their actions as completely normal.

The organization in the next example seemed to care less about going unnoticed than about changing the response of its audience to effect a positive organizational outcome by stressing deviant characteristics. Elsbach, Sutton & Principe (1998) investigated the use of impression management in the hospital billing procedure. They found that impression management was used aggressively to pre-empt patients' challenges to their billing practices. The hospital bill was carefully worded to warn the patient that a challenge to the bill was not welcomed. Furthermore customer service staff handled



telephone queries concerning bills in a hostile manner, making it once again clear that the hospital does not wish to investigate the bill. This is obviously anticipatory impression management but in a form that actually fosters negative perceptions of the organization in order to achieve the organization's goals of protecting resource flows.

Both examples were of impression management in routine communication. The expression of identity claims to organizational outsiders, what I defined earlier as projected image, are also sometimes integrated into routine communications. The corporate website is today a clear example of a routine communication where the organization makes information available that describes the organization's character. Firms pro-actively choose what strategic image they wish to project, and create this image through selective identity claims and by detailing corporate citizenship behaviors. Then, how do impression management concerns affect the selection of identity attributes and corporate citizenship behaviors that are to be included in a projected profile of images? In this study I operationalize impression management by measuring the projected image that organizations communicate about themselves on their websites. Impression management in this sense refers to the pro-active selection of positive identity attributes and corporate citizenship behaviors that are to project the organization's chosen strategic image.

### **Explaining Organizational Behavior**

In order to understand the behavior of an organization you must understand the context of that behavior. Organizations are subject to the constraints of their environment, and

organizational survival depends on the ability to acquire and maintain resources (Pfeffer & Salancik, 1978). Hrebiniak & Joyce (1985) challenged the conventional assumption that environmental determinism and strategic choice are mutually exclusive explanations of organizational behavior. They argued that organizational behavior is a function of the interaction of environmental constraints and strategic choice. They argued an environmental constraint such as resource-dependency will be mediated by organizational choice. For example a firm dependent on a supplier may decide to take control of the supply by vertical integration. The pattern of interdependencies created by the actions of firms in the environment leads to interorganizational and intraorganizational power. Those with more relative power find that their demands are more easily met (Pfeffer, 1978).

Institutional and resource-dependency perspectives converge, and share the assumptions concerning motives of organizational behavior and context of organizational behavior (Oliver, 1991). The institutional perspective emphasizes the survival value of conformity with the environment. This parallels the idea of a conforming approach to impression management to gain legitimacy and to satisfy the “similar to” identity requirement. Resource-dependency stresses that organizations need to manage interdependencies and therefore, need to adapt to environmental uncertainty to manage resource flows (Pfeffer & Salancik, 1978). They can use a variety of strategies to make compliance less necessary. Resource-dependency theory assumes that organizations exist as part of a “*society of organizations*”. Organizations are not autonomous, rather they are constrained by a network of interdependencies with other organizations. These

interdependencies coupled with uncertainty in the environment lead the organization to take actions that manage external dependencies (Pfeffer & Salancik, 1997). Actions may include exercising strategic choice mediating environmental constraints.

Impression management is a tool used by individuals, groups and organizations for common reasons. One such common reason is the pursuit or protection of resources (Johns, 1999). At the organizational level, resource acquisition may be a pay-off of either a conformance or a deviance approach. A conformance approach may lead to resource acquisition because audiences are most likely to supply resources to legitimate organizations i.e., those that appear proper or appropriate (Suchman, 1995). However, legitimacy alone may not be sufficient to mobilize affirmative commitments to the organization (Suchman, 1995). Organizations seeking active support may also need to appeal to stakeholders through a unique or deviant characteristic. A deviant characteristic may be necessary to distinguish the organization from the rest of the pack, and may even make a comparison with a different social group by classifying organizational values or goals with specific stakeholder groups or society at large (Lamertz, Heugens & Calmet, 2003). For example, Lee Iacocca was able to regenerate the flagging Chrysler Corporation by portraying Chrysler as an underdog fighting for survival. By appealing to core societal values Chrysler was able to generate a diverse coalition of supporters (Albert & Whetten, 1985).

Certainly in this thesis, trying to understand how organizations choose their strategic image we need to look to the external context to explain the different impression

management strategies adopted by firms in the same industry. Similar to the social reality of the individual's environment, it is the organization's perceived reality that influences organizational behavior. The enacted environment is the level of the organization's perception and interpretation of the environment. The enacted environment is a reflection of the observation and perception of any social actor in the organizational system, and it is the enacted environment that influences organizational actions (Pfeffer & Salancik, 1978).

Anticipatory impression management may be a strategic tool used in the management of resource interdependencies. The projected image of an organization is not the same as the private identity of the firm. There is likely to be some impression management element in the presentation of the self to outsiders (Albert & Whetten, 1985). Given what we know about the organization's need for assimilation (conformity) and its simultaneous need for uniqueness (deviance), I believe that impression management concerns do play a part in the configuration of projected images communicated on a routine basis.

I will use resource-dependency theory to predict how firms in an industry communicate about themselves, i.e., the claims they make about the central character of the firm. The premises of resource dependency theory are that (1) firms exist as part of a *society of organizations*; (2) they are constrained by their interdependencies with other organizations; (3) the firm's interdependence creates a situation where survival and success is uncertain, and therefore the firm is motivated to take actions to manage its interdependence; (4) the firm's actions create new patterns of dependence and

interdependence which result in interorganizational power (Pfeffer, 1997). Resource dependency theory argues that the extent to which firm A will need to comply with the wishes of firm B is determined by the relative power firm B has over firm A due to resource interdependence (Frooman, 1999). I hypothesize that the characteristics of the firm will influence the extent of its resource dependence.

Albert & Whetten (1985) noted that in everyday language, firms are considered to be one distinct type of organization or another. Albert & Whetten (1985) speculated that firms may indeed be hybrids of two types of firm; that is they might be considered to have a dual identity. Dual identity means more than providing multiple labels for characteristic attributes. Firms with dual identities are considered to be simultaneously two types of organization. Following Etzioni (1975), Albert & Whetten (1985) made a useful distinction between utilitarian and normative organizations. To understand these two types of organization we can think of a church versus a business. Utilitarian organizations are primarily business organizations governed by rules of economic rationality. Oriented towards production, they define success in terms of financial performance. Opposite to utilitarian organizations are normative organizations which exist for ideological reasons such as serving cultural, educative or charitable functions. Normative organizations define success as the attainment of their ideological goals (Albert & Whetten, 1985).

Today there are many examples of utilitarian organizations that simultaneously satisfy some normative objectives, for example the McDonald Corporation with its Ronald

McDonald Children's Charities, or energy organizations that include environmental concerns in their mission statements. The Shell case study is an exemplar of this. Having learned from public pressure that it cannot pursue profits at the expense of principles, Shell changed its identity to incorporate ethical standards in its business goals, and environmental concerns as part of its identity (Hooghiemstra, 2000). Interestingly, Albert & Whetten (1985) hypothesized that normative organizations under attack can be expected to prepare a utilitarian defense, perhaps by appealing to economic rationales such as efficiency. A utilitarian organization, on the other hand, would prepare a normative defense, perhaps by emphasizing its corporate citizenship behavior. Power is ***"an actor's ability to induce or influence another actor to carry out his directives or any other norms he supports"*** (Etzioni, 1975, p4). The means by which power is exercised in a utilitarian organization is the control of material resources and rewards through the allocation of salaries, wages, commissions, benefits or services (Etzioni, 1975). Utilitarian organizations will use such remunerative power, to encourage others to comply with its wishes. Communication about utilitarian aspects of the organization, will take the form of communication about such remunerative issues. The communication of remunerative issues such as organizational prowess in garnishing resources, its size, its business partners or achievement may be advertising its power. Normative organizations do not coerce or bribe others to comply with their goals or wishes. Instead, they manipulate symbolic rewards to encourage compliance with their goals (Etzioni, 1975). Communication about aspects of a normative identity will therefore not concern monetary issues but will emphasize the internal value of what it is doing for symbolic reasons, thereby encouraging compliance with its wishes through normative ideals.

In this thesis, I find it useful to follow this theme, and group my predictions around the extent to which an organization uses aspects of a utilitarian and normative identity as part of its projected image. I believe that organizations will engage in impression management by selectively profiling identity attributes and citizenship behaviors which are aimed at managing its resource dependencies, and which satisfy the need to be similar to some organizations and at the same time different from others.

In an attempt to understand the broader issue of how organizations manage the perceptions others hold of them during routine communication, I endeavor to provide answers to the following specific questions: What purpose does a particular image serve, that is how are the projected images chosen to satisfy the above criteria? Do organizations use the same aspects of identity to satisfy the need to be similar to others, and yet different aspects to be different from others? Do these images serve utilitarian or normative objectives?

In addition characteristics of organizations such as their size, and their effectiveness are likely to affect the extent to which they need to comply with the wishes of others (Etzioni, 1975) because these characteristics affect its position in a power relationship. In a resource dependent relationship the characteristics of the organization will influence the means by which it can effect compliance with its wishes. Therefore, the question arises: how do characteristics of a firm, and the nature of its resource dependency influence the

selection of identity attributes and corporate citizenship behaviors to be included as part of strategic image?

## **HYPOTHESES**

### **Size:**

Large firms have economic and social advantages over small firms in the same industry (Barnett, 1997). For example, large firms can benefit from economies of scale, economies of scope and can somewhat adjust for market failures. Large firms are structurally central and occupy the core resource space (Carroll & Swaminathan, 2000; Pfeffer & Salancik, 1978), and they have more opportunities to manage their interdependencies. In particular they can hold onto or control resources as a buffer from the environment (Aldrich & Auster, 1986). Researchers using organization theory, economic theory, neoinstitutional theory, or studying the sociology of markets all draw the same conclusion: large organizations are powerful rivals (Barnett, 1997). Larger organizations will not need to advertise their ability to coerce others to comply with their wishes. These types of coercive pressures need not be communicated publicly. Large organizations will have less need to dedicate communication space to utilitarian issues.

**Hypothesis 1.** There will be an inverse relationship between organizational size and utilitarian identity profiling.



There are not only benefits from size. Being large also makes one more visible and more accountable. Therefore, it can be expected that the size of the firm will have a two-fold effect on normative identity communication. First, large firms have more presence in the environment and are the more visible players in the market. As such, they will be more easily held accountable for their actions by pressure groups, media and other interested parties (Deephouse, 2000; Wartick, 1992). The larger a company becomes the greater its social responsibilities become (Carroll, 1999). The visibility of a large company will raise expectations in organizational stakeholders that the firm must be held accountable for its responsibilities. Large organizations will need to project an image of living up to its social responsibilities. Smaller organizations can free-ride on the assumption that they can let the large organizations deal with issues management relevant to the industry. Second, large organizations are likely to have more slack resources than smaller organizations (Barnett, 1997) and will have funds available to fund projects and philanthropic endeavors that appear to satisfy their normative objectives.

**Hypothesis 2.** There will be a positive relationship between organizational size and normative identity profiling.

### **Market Concentration:**

In a concentrated market the resources are divided between a small number of large players. These players dominate the central resource space, while only the peripheral resource space may be occupied by niche players (Carroll & Swaminathan, 2000). The greater the market concentration the more economic power is in the hands of a smaller

number of dominant players. Concentration therefore has been associated with the ability to achieve desired outcomes by organizations in that environment (Pfeffer & Salancik, 1978). A high degree of market concentration is associated with economic power. When one has substantial power one needs not dedicate resources to managing dependencies or actively use coercive pressures.

**Hypothesis 3.** Market concentration will have an inverse relationship with utilitarian identity communication.

A high market concentration may reduce some of the problems of resource-dependency for organizational actors by reducing the number of separate social units that must be coordinated (Pfeffer & Salancik, 1978). On the other-hand, where there are fewer social units to coordinate, it is easier for organizations to keep track of information pertaining to others that share the resource space. Alcohol is often linked to legitimacy threatening issues such as drunk driving, and domestic violence. Organizations brewing beer will be expected to respond to stakeholders concerns resulting from issues related to the industry. Industry specific issues, impact all firms in that industry, and need to be dealt with at the industry level. The US Cattle industry faced threats to its legitimacy due to industry issues such as food safety, human health, poor animal care and environmental concerns (Elsbach, 1994). Explanations, accounts and justifications were offered to stakeholders, on behalf of the industry as a whole. The institutional perspective argues that organizations faced with legitimacy threatening issues build support by emphasizing normative and widely endorsed organizational characteristics (DiMaggio & Powell,

1983; Meyer & Rowan, 1977). This provides some support for Albert & Whetten's (1985) suggestion that utilitarian organizations under attack are most likely to prepare a normative defense. One would expect, therefore, that normative activities that are aimed at mitigating industry threats will be adopted and therefore "institutionalized" by all firms in the industry. This would be especially true in a highly concentrated market because free-riding on issues management will be difficult.

**Hypothesis 4.** There will be a positive relationship between market concentration and normative identity profiling.

#### **Ownership:**

Publicly held companies use the money invested by shareholders to fund business activities. Public corporations have legal responsibilities to publish financial statements, and are held accountable for the way they use their funds. Public firms have to act in the best interest of the shareholders and are subject to shareholder pressures. Since the owners of a public firm (i.e., the shareholders) are more often than not interested in remunerative rewards, they must be placated by the communication about the firm's economic rationale, and the organizing for economic gains. A firm's actual performance may determine how it wishes to present information that pertains to utilitarian aspects of the firm. That is the firm may choose to report positive information precisely, and obfuscate negative information (McGuire, 1997). Regardless, however, of the

presentation strategy I believe the firm will continue to appear to be communicating adequately about utilitarian issues.

**Hypothesis 5.** Public ownership will have a positive relationship with utilitarian identity profiling.

On the other hand, entrepreneurship invokes the perception that you can do what you like with your own money. Public organizations exist to make money for the shareholders, while private enterprises often do not exist solely for the profit motive. Often private enterprise is a vehicle that serves the owner's intrinsic needs, such as being one's own boss or being able to operate a business based on principles that would be hard to maintain in a public enterprise. Private enterprises are not held accountable by shareholders' need to see growth and profits. They have the freedom to make decisions based on the owner's principles even when that decision may diverge from an economic rationale. Private owners may have favorite charities or identify with certain societal values. They may therefore choose to support certain ideological goals.

**Hypothesis 6.** Private ownership will have a positive relationship with normative identity profiling.

**Age:**

With newness comes liability. New business start-ups find it difficult at first to compete with organizations that have already established business ties and business history. Resource-dependency theory predicts that those organizations that have existing commitments and track records are most likely to be selected by important external organizations such as banks, suppliers, and customers (Aldrich & Auster, 1986). Coupled with this Albert & Whetten (1985) stated that as organizations become successful and are continuously selected for survival they become subjected to not only utilitarian demands but also normative demands. In other words as firms become older they will be expected by stakeholders to meet their social responsibilities as well as business responsibilities. Both these arguments make a strong case for hypotheses 7 and 8.

**Hypothesis 7.** Organizational age will have an inverse relationship with utilitarian identity communication.

**Hypothesis 8.** Organizational age will have a positive relationship with normative identity communication.

**Munificence:**

Environmental munificence is conceptualized here as market growth or the rate of sales increase for a particular market segment. The extent to which an environment can support sustained growth has been linked to organizational growth and stability, and in turn growth and stability provide opportunities for the organization to generate slack resources

(Dess & Beard, 1984). Uncertainty in the environment exacerbates the organization's desire to manage external dependencies (Pfeffer & Salancik, 1997). Therefore in a munificent environment, with stability and slack resources, organizations will be less likely to exert coercive pressure on others through the advertising of its potential to issue remunerative sanctions. Firms competing in similar market segments tap into similar resource pools (Carroll & Swaminathan, 2000), some resource pools are munificent and some are not. Firms in the same strategic category are likely to compete with one another, and do so experiencing the same rate of environmental munificence.

**Hypothesis 9.** Strategic category munificence will be inversely related to utilitarian identity communication.

However, based on ability to pay assumptions, munificent firms will have no arguments against living up to their social responsibility. *“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, p500). Society has the general perception that a firm has not only an obligation to provide goods and services but to act in a responsible manner (Carroll, 1979; Zenisek, 1979). Waddock & Graves (1997) found that financial performance is a predictor of a firm's engagement in activities directed at meeting its social responsibilities. Indeed, munificent firms will have the resources, and stability to be able to pay for activities directed at satisfying its social obligations.

**Hypothesis 10.** Strategic category munificence will be positively related to normative identity communication.

## **METHODOLOGY**

This thesis aims to meet two objectives. The first objective is to understand what images firms select to be included in their image profile, and what these images mean once they are integrated with other images to form a strategic image profile. An exploratory analysis is presented first and enabled me to satisfy these objectives and to understand where organizations locate themselves in a perceptual map of the image space. The second objective is to validate the findings of the exploratory analysis. Using objective and substantive attributes of the firm I explain what characteristics influence the choice of location in the perceptual map of the image space. The regression analysis used to meet the second objective is presented after the exploratory analysis.

### **U.S. Brewing firms' websites**

The company website is one opportunity for the company to portray itself the way it wishes to be seen by external constituents (Esrock & Leichty, 1999; Schultz, 2000). Esrock & Leichty (1999) noted that the corporate website provides an opportunity for companies to move from passive forms of self-presentation to active agenda setting pursuits. Some of the best evidence of organizational self-serving behavior is found in artifacts produced for public consumption (Johns, 1999). Since the corporate website is an unmediated form of direct communication to organizational constituents, I therefore

expect to see evidence of selective self presentation. Anticipatory impression management is likely to have the most practical benefit to those organizations involved in routinely controversial activities (Elsbach, Sutton & Principe, 1998). Thus, I have chosen to study firms in the U.S. Brewing Industry. At times breweries have faced threats to their very existence, the belief that alcohol is the root of society's problems lead to prohibition at the beginning of the 20<sup>th</sup> Century (Lamertz, 2001). Today the industry is still linked to many of society's ills, such as drunk driving and domestic violence. Coupled with resource dependency issues that face any firm, controversial industry issues exacerbate the likelihood of finding evidence of selective self presentation on the company website.

According to beer expert Michael Jackson, The United States has overtaken Germany as the premier brewing country (Jackson, 2001). Given the use of the English language there, I propose to test my propositions using breweries in the United States.

### **U.S. Brewing Firms' Websites**

Using the database available at realbeer.com I obtained a list of approximately 800 establishments brewing beer throughout the United States in the following producer categories: national breweries, regional breweries, brewpub chains, microbreweries, and brewpubs. The Institute for Brewing Studies uses producer category in the same sense as I have conceptualized strategic categories. The aforementioned producer categories are accepted in the industry as relevant classifications that identify firms with similar strategic profiles. A Regional brewery is defined as a brewery with the capacity to brew



between 15,000 and 2,000,000 barrels. A microbrewery is defined as a brewery that produces less than 15,000 barrels of beer per year. Microbreweries sell to the public by one or more of the following methods: the traditional three tier system(brewer to wholesaler to retailer to consumer), the two tier system(brewer acting as wholesaler to retailer to consumer), or directly to the consumer through carry-outs and/or on-site tap room or restaurant sales. A Brewpub is a restaurant-brewery that sells the majority of its beer on site, the beer is brewed primarily for sale in the restaurant and bar(The Institute for Brewing Studies, [www.beertown.org/craftbrewing.html](http://www.beertown.org/craftbrewing.html)). It seemed to be appropriate to add a producer category, that of the brewpub chain, as it was evident that some brewpubs were part of a larger organization. Using the same name and concept in numerous locations, these brewpubs were obviously different to those brewpubs that are single pubs. I subsequently narrowed down this sample to those establishments that have websites. I then briefly examined the website to ensure that the site actually provides detailed information about the organization's claim to identity attributes and corporate citizenship behaviors and is not merely listing contact information or product details. The website was included in the sample to represent the different producer categories, and geographical location. Geographical representation is based on the US Census regions: South, Midwest, Northeast and West ([enchantedlearning.com](http://enchantedlearning.com)). To ensure that each region was represented I selected equal numbers of firms per strategic category for each region.

The national breweries were a given. Then from each region I chose 1 brewpub chain, 1 regional brewer, 2 microbreweries and 2 brewpubs. Based on this selection procedure

my sample represents the population in terms of market structure and geographical representation. The full list of organizations is shown in Table 3.

### **Data Analysis: The Content-Analysis Technique**

Content analysis is a technique that enables a quantitative classification of a given body of text. Using a system of categories devised to yield data that are relevant to specific hypotheses, one can test the hypotheses concerning the data source (Berelson, 1952).

*“Content analysis is a research method that uses a set of procedures to make valid inferences from text. These inferences are about the senders of the message, the message itself or the audience of the messages” (Weber, 1990, p19)*

Since content analysis involves the objective and systematic description of the content of communication, to ensure objectivity a coding scheme has been devised and tested by previous research (Heugens, Lamertz & Calmet, 2003). The coding scheme used by these researchers captures identity attributes and corporate citizenship behaviors and includes a precise description of each category. The coding scheme is included in the appendix along with examples of text coded from the websites of the firms studied in this thesis. To establish a coding protocol for this study, and to further test the robustness of the coding scheme, inter-rater reliability was calculated. Two independent coders coded 3 of the sample websites in 3 stages. By coding the same text independently I was able to see if the codes were interpreted the same way by both coders at different times. This

enabled me to determine that the coding scheme is robust enough to be used in my study. The coding of the text in the three stages was analyzed for agreement between the two raters. Inter-rater reliability was 90.4%.

### **Measurement: Dependent Variable**

A detailed content-analysis of each website, using NVIVO, provided the data for this study. NVIVO is a specialist software that counts characters in text that have been assigned to a particular code. According to the protocol described above text was assigned to a code in the coding scheme that represents an identity attribute or a corporate citizenship behavior. The character counts for each code were converted into a percentage of total characters coded for each brewery. This was necessary to control for differences in communication capability. Therefore, the percentage of text coded to an attribute represents the relative frequency of communication about that attribute.

The distribution of communication across a variety of identity attributes and corporate citizenship behaviors represents the firm's projected image profile. The data obtained from this procedure is shown in Tables 4 and 5. From correspondence analysis of the data, I have identified dimensions that capture the underlying structure of the data. The dimensions are classified in terms of the specific identity attributes and corporate citizenship behaviors that load strongly on that dimension. An assessment was made to determine whether that dimension represents a normative or a utilitarian image based on 1) the description of the identity attribute or corporate citizenship behavior used when coding the data and, 2) how that description relates to the definition of a utilitarian and

normative organization (Albert & Whetten, 1985; Etzioni, 1975). Specifically, if an identity attribute or corporate citizenship behavior communicated about a production orientation, an economic rationale such as efficiency, or remunerative issues such as growth, profit or market share it was classified as utilitarian. To illustrate, “industrial producer” describes an organization’s communication about the capacity for large-scale production and investment in efficient equipment, thus it was classified as a utilitarian attribute. When an identity attribute or corporate citizenship behavior appealed to a value unrelated to utilitarian principles, such as the pursuit of the finest possible product, or charitable giving, it was classified as a normative attribute. To illustrate, consider the identity attribute “aesthete”. Text was coded to aesthete when it communicated about the appreciation of the finer things in life, so “aesthete” was classified as a normative attribute. Table 6 lists all codes used in the content analysis and their utilitarian or normative classification.

### **Exploratory Data Analysis: Correspondence Analysis**

Some exploratory analysis was needed in order to understand what types of images were projected, the purpose a particular image serves and to enable me to gain some insight as to how identity attributes and corporate citizenship behaviors are selected to compile image profiles. To do this, I projected the identity profiles obtained through the content analysis of the websites into a space that designates different positions in an image space. A tool that enabled me to do this is correspondence analysis – a multivariate geometric methodology. The objective of correspondence analysis is to best summarize and represent relationships among categories in a data matrix by their proximity on a

perceptual map. Correspondence analysis is computationally similar to factor analysis and belongs to a family of techniques that includes dual scaling. Correspondence analysis allows us to explore interrelationships among our variables without the need to make distinctions between independent and dependent variables (Weller & Romney, 1990). Here each row (i.e., brewery) in our data matrix is considered as a stimulus, being characterized by the data in the columns of the matrix (i.e., the image profiles).

Correspondence analysis describes the nature and dependency between the rows and the columns of the data matrix. As with factor analysis correspondence analysis identifies the underlying dimensions in the data and assigns dimension scores to each stimulus.

The main output from correspondence analysis is a graphical display that is a simultaneous plot of these scores in a multidimensional space. Stimuli that are similar on the underlying dimensions are plotted close together on the graphical display. I performed the correspondence analysis with the UCINET software (Borgatti, Everett, & Freeman, 1999) due to the flexibility of the program which enabled me to explore and further interpret the data with relative ease.

## **RESULTS**

### **Exploratory Analysis**

The graphical output from the correspondence analysis is shown in Figure 1. This output enabled me by eye to identify six clusters of firms sharing close positions in the image space. The correspondence analysis identified five dimensions (see Table 7) explaining

approximately 75% of the variance. The dimensions were plotted against one another to provide a visual picture of how firms in each cluster complied with or deviated from other firms in the cluster on different dimensions. These are available in the appendix.

The raw communication frequencies for each brewery were then converted to either 0 or 1 using the greater than or equal to criteria, with the mean communication on that attribute as the cut off point. Doing this was useful to interpret the graphical output and to confirm patterns in the data. The data were organized separately for each dimension, by magnitude of column and row scores. Those attributes driving each dimension will be therefore positioned at each end of the table. A summary of the output used to identify the attributes is shown as an appendix for those attributes found to be most important in each dimension. To further ensure that the attributes were distinct I took an average of the communication pattern on positive dimension scores and the average of the communication pattern on negative dimension scores. I was then able to compare the positive and negative dimension scores to make sure that the communication is distinct on each attribute that I believe is central to the underlying dimension.

Further I wanted to explain the meaning of the underlying structure of each dimension. To do this I looked at the attributes that were driving each dimension. Table 8 shows the attributes that loaded on the two extremes of each dimension. This, along with the plots described previously, provided a basis for classifying what each dimension is about.

Dimension 1 contrasts being a “global industrialist” with a “local specialist”. However, these attributes are grouped alongside others. “Global industrialists” are associated with their social and business responsibilities. “Global industrialist” and “financial accountability” communicate utilitarian facets of organizational image, whereas “corporate social responsibility”, “responsible product use”, “philanthropy” are corporate citizenship behaviors that communicate about normative aspects. On the other extreme of dimension 1, “local specialist” occupies the same space as “aesthete” and “marketer”. Whilst communicating about the extent of business operations (being a “local player”, with a “specialist product” and a flair for “marketing”) is a utilitarian aspect, “aesthete” is less easily categorized. The appreciation for the finer things in life may appeal to a higher goal other than remunerative rewards. Dimension 1 perhaps can be explained in terms of meeting one’s normative obligations associated with the business operation. A “global industrialist” communicates its actions towards fulfilling its financial and social responsibilities, a “specialist producer” on the other hand makes a role for itself as connoisseur.

Dimension 2 is clearly about communicating utilitarian images about the organization, because it is centered on business activity. A “specialist producer” with an orientation to continuously improve business processes is contrasted with a “sports sponsor” who sells products other than the core product. Thus, the underlying nature of dimension 2 is described as the organization’s focus on beer brewing, or its diversification into product expansion.

Attributes addressing utilitarian issues also make up dimension 3. An innovative firm whose reach expands beyond local markets is contrasted with an industrial producer who reminds its constituents that its products are targeted at the local market.

Dimension 4 follows the same pattern as dimension 1. That is, both extremes of dimension 4 address both utilitarian and normative issues. A “local player” is contrasted with a “financially accountable” firm with operational reach outside of its local market. The communication about business reach and “financial accountability” is clearly associated with utilitarian issues. Being a “local player”, is coupled with “local community involvement”, having business operations in away markets is associated with control over the product’s quality ensuring consistency and high quality. Both “experienced scientist” and “local community involvement” attributes seem to address the firm’s social obligation resulting from its product reach. Dimension 4, therefore, couples attributes that address utilitarian issues simultaneously with those that address normative issues.

Dimension 5 does not seem to follow any particular pattern. A “local player” is in contrast this time to a “specialist producer” but is associated with “not only local player”. A “specialist producer” is also associated with being an “entertainer” and a “marketer”. This (negative) extreme of dimension 5 clearly articulates a utilitarian function, but communication on the positive extreme is not clear-cut. Articulating the business reach and financial accountability has already been understood as utilitarian, but caring for the natural environment is a clear example of a normative issue.



From this qualitative first analysis of the data, it seems that a number of attributes are communicated that address both utilitarian and normative issues. The underlying dimension structure provides evidence to suggest that the use of utilitarian attributes may be used in conjunction with normative attributes. Perhaps one aspect is selected to qualify or even to justify the other. An industrialist producer may justify its utilitarian orientation through its philanthropic endeavors.

At this stage it is reasonable to conclude only that identity attributes and corporate citizenship behaviors are chosen to address both normative and utilitarian aspects, and that these two aspects need not be mutually exclusive. Moreover, utilitarian and normative attributes may be strategically chosen to qualify or to justify one another.

Some of the attributes that loaded on the dimensions seemed to be capturing some aspect of the firm's demographic information. For example, the scores on dimension 1 seemed to intuitively explain the likely size of the firm. A negative loading on dimension 1 seems to be communicating about being large and responsible, therefore one would not expect a small microbrewery to load negatively on this dimension. To add to my understanding of the dimension structure in these data I decided to test for a relationship between the firm's demographic characteristics and its scores on a particular dimension. Do differences and similarities between firms account for differences and similarities in communication? The measurement of similarities and differences between firms involves a dyadic relationship which creates interdependence in the data. In order to

accommodate data interdependence QAP performs a non-parametric test that compares the observed parameter estimate with a population of corresponding estimates resulting from random permutations of the data. The QAP routine estimates the degree of similarity between two matrices of proximity data. In order to use QAP I first had to transform the data into the appropriate proximity type matrix. The firm's age was transformed into a matrix that represented the absolute difference in age between two firms. This step was repeated for size, market concentration and munificence. It was also repeated for the scores on each dimension that are to be correlated with the previous matrices. Ownership was measured as either 0 for a publicly owned firm, or 1 for a privately owned firm. It was not possible, therefore, to repeat the exact step for ownership. The appropriate matrix to test the relationship between dimension scores and ownership was constructed by coding the relationship between two breweries as 1 when they were both of the same ownership structure and 0 when they were not. Strategic category, is also a nominal variable, therefore the same procedure was followed to obtain a dichotomous matrix where a 1 represents two breweries in the same producer category. With these matrices, that represent the similarity between two breweries on each of the variables, I was able to perform the QAP correlation. In this case the dependent variable is the difference in the dimension score for a particular dimension. The independent variables are the difference or similarity between two breweries on a particular characteristic, for example the difference in age. The procedure first computes the zero-order Pearson correlation coefficient between corresponding cells of the observed data matrices. Next, the rows and columns of the dependent data matrix are randomly permuted and the correlation coefficient is recomputed using this permuted matrix of the

dependent variable. The second step is repeated a thousand times in order to estimate the proportion of correlation estimates as large or as small as the correlation computed from the observed data in the first step. The significance values of the QAP give the probability that the correlation coefficients computed from the observed data are due to chance. This probability is calculated by making a comparison to the population of coefficients computed from the random permutations of the data matrix.

### **Measurement: Independent Variables**

The characteristics of each firm were measured as follows:

#### **Age**

Age is taken from the information present on the company's own website, the date of start-up is subtracted from present day.

#### **Size**

Size is measured in terms of brewing capacity and is recorded as the number of US barrels produced as detailed in *The New Brewer*, the Journal of the Institute for Brewing studies (Annual Industry Review Issue, Vol 19, no.3 May/June 2002). Noting that the very small organizations were not published in the magazine, data were obtained directly from the Institute of Brewers by e-mail. Brewing capacity ranged from 1 billion U.S.

barrels to merely 100 U.S. barrels. The data obtained for size was skewed and therefore it was appropriate to take the log of the brewing capacity as the measure for size.

### **Ownership Structure**

Details of the ownership structure of the firm were obtained, when not clearly obtained from the website, by telephoning the organizations in our sample. The owners were asked to inform us if the organization is publicly owned, or privately owned, and in the latter case to clarify that in terms of private ownership by family, by individual or a board of investors.

### **Market Concentration**

Market concentration is the proportion of an industry's sales which is controlled by the largest four (or any number) of firms (Pfeffer & Salancik, 1978). Accordingly, Dess & Beard (1984) operationalized industry sales concentration as the total value of shipments accounted for by the eight largest companies. However, a four-firm ratio is often used, and is appropriate here since I am interested in a sub-market of the overall brewing industry, i.e., a strategic category. The C4 ratio is the percentage of the market held by the largest 4 players. Industry data were obtained from *The New Brewer*, *The Journal of the Institute for Brewing Studies* (Annual Industry Review Issue, Vol 19, no.3 May/June 2002). The calculations were made for each strategic category using industry data as a whole.

## **Munificence**

Munificence was calculated as a measure of resource abundance in an industry sector. Following Dess & Beard (1984), I calculated munificence as the rate of sales growth. Data were obtained from The Institute for Brewing Studies, 2001 U.S. Domestic Specialty Brewing Index. The average rate of sales growth (or decline) was calculated for each strategic category previously described for the period 1999 to 2001.

## **QAP Results**

The results of the QAP correlations are shown in Table 12. As previously speculated the Pearson correlation ( $r = 0.764$ ,  $p = <0.01$ ) between the difference in brewery size and the difference in dimension scores for dimension 1 is positive and significant. This tells us that the greater the difference in the size of two breweries, the greater their difference in dimension 1 scores. One would expect, therefore, that particularly large and particularly small breweries will load on opposite ends of dimension 1. A similar result was found for age ( $r = 0.657$ ,  $p = <0.01$ ). Evidently two breweries that are different in age will have very different scores on dimension 1. So, a particularly old brewery and a particularly young brewery will be at the opposite extremes of dimension 1. Although this information doesn't tell us the direction of the scores that result from being old or young, large or small it does lend support to my intuitive understanding that dimension 1 captures some of the firm's demographic information, age and size.

The same type of ownership was negatively correlated with a difference in dimension 1 scores. This means that breweries with the same type of ownership will have similar scores on dimension 1, for example those breweries that are privately owned will have similar scores on dimension 1. Similarly, those firms in the same strategic category, were less different in magnitude of dimension 1 scores but, surprisingly, this result was not duplicated for strategic category munificence. A difference in strategic category munificence was unrelated to a difference in the communication on dimension 1. A very strong relationship between the difference in the market concentration of two breweries and their difference in communication on dimension 1 ( $r = 0.903$ ,  $p = <0.01$ ) was found indicating that where there was a small difference in the market concentration between two breweries, there would be a large difference in their communication about dimension 1. Those firms in a highly concentrated market, and those in a low concentrated market would load at opposite extremes of dimension 1. The firm's difference in communication on dimension 1 can be explained therefore by its age, size and its market concentration, that is those firms who are different in age, size and market concentration will be located in an image space at opposite extremes of dimension 1. Those with the same type of ownership however, will load with similar scores on dimension 1. This also makes intuitive sense, those breweries that are different in age, size and market concentration are unlikely to have the same ownership structure. We know that the very large breweries in the sample are publicly owned, and the very small firms (mainly the brewpubs and some microbreweries) are more likely to be privately owned. So those very large breweries will be breweries with the same ownership structure and will be

located together at the opposite extreme to the very small breweries, which have the same ownership structure.

Strong relationships were not so common across dimensions 2, 3, 4 and 5. While a difference in strategic category munificence was not a factor that told us much about differences on dimension 1, it is related to differences in dimension 2 scores. Where two breweries are different in strategic category munificence, they were less different on dimension 2 scores. That means, if two breweries have the same strategic category munificence they will have different dimension 2 scores. While the previous findings (for dimension 1) seemed to make intuitive sense, it doesn't seem to make sense that two breweries with the same strategic category munificence would be different on dimension 2. Recall that dimension 2 was either about having a core focus on the product (i.e., beer) or diversifying (e.g., merchandizing, entertaining, being involved in sports sponsorship). Why would strategic category munificence explain a brewery's position on dimension 2? There appears to be competition within strategic category over communicating in the image space represented by dimension 2. I went back to the proximity matrix based on the absolute difference of strategic cluster munificence between breweries, to see if I could identify a pattern that would help me to explain this finding. I had suspected that the strategic category that would be most relevant to dimension 2, would be the brewpubs or the brewpub chains, since they are often active in entertainment and merchandise. I found that there is a significant correlation between being a brewpub or brewpub chain and differences in communication on dimension 2, so these organizational types in particular are competing for image space on dimension 2. Brewpub chains and brewpubs

are experiencing low munificence, which means that they are experiencing virtually no growth. If they are not growing through their normal business they may be trying to accomplish more sales through non-core activities such as merchandising and entertainment. This helps to explain why brewpub chains and brewpubs in particular are competing for the image space on dimension 2.

Table 12, shows no evidence that any of the demographic information of the breweries is related to the scores on dimension 3. The difference in the size of two breweries is related to the difference in communication on dimension 4, this time it is not as strongly related to dimension 4 as it was to dimension 1. And, this time the correlation is negative. A significant negative correlation ( $r = -0.145$ ,  $p = <0.05$ ) means the more different are two breweries in size the less different they are on dimension 4. This may be a result not of the underlying meaning of dimension 4 but of the implications of the meaning of dimension 3. Dimension 3 explained that large breweries tried to emphasize that their products are available in local markets as well as in others. On dimension 4 “local player” and “not local” are at the two extremes. Those breweries that are different in size (think of one large and one small brewery) may indeed therefore make similar claims, if a small brewery is communicating about its distribution as a “local player” which seems likely, and a large industrialist is trying to emphasize its product’s presence in local markets it too communicates strongly on “local player”. If this is the case, it would explain the negative correlation between the difference in size and the difference in dimension scores on dimension 4.



The difference in the age of two breweries is also negatively correlated with the difference in communication on dimension 4 ( $r = -0.155$ ,  $p = <0.05$ ). The more different two breweries are in age, the less different they are in their dimension 4 scores. The reason that this may be the case is the association between age and size, it is likely that the findings for age are driven by the same arguments as for size. Table 10 shows that age and size are highly correlated ( $r = 0.844$ ,  $p = <0.01$ ) with one another.

The only firm characteristic that is related to the difference in communication on dimension 5 is the type of ownership. Having the same type of ownership is correlated with differences in the communication about dimension 5. Firms with the same type of ownership, communicate differently on dimension 5. Dimension 5 was identified as somewhat fragmented. It seemed to be made up of those attributes that were peripheral to the organization. Why would firms with the same type of ownership differ in their communication about dimension 5? In order to provide some insight into this I examined the firm ownership type in more detail. I had already collected more detail about the ownership of the firm, so I wondered if the specific ownership structure affected this relationship. The ownership structures in the sample included: a family business, a board of private directors, public corporation, sole proprietorship and community owned. I recoded the ownership matrix to include these different types of ownership structure. I found that there were no interesting correlations between the various ownership structures and differences in dimension 5 scores. However, being owned by a private collective (i.e., private board of directors or family business), is related to a difference in communication scores on dimension 5 ( $r = 0.054$ ,  $p = <0.10$ ). Private ownership by the same family

seems to have different implications than that of private ownership by a board of investors.

In order to answer more conclusively the question “what purpose does a particular image serve?” and to address the more specific question of how different images may satisfy the organization’s need to be similar to and different from others, more detail is needed. I therefore analyzed the specific attributes that characterize each image position.

### **Differences between Clusters**

Each cluster identified visually using Figure 1 was color-coded. The corresponding color was then assigned to the communications on attributes on which all the breweries belonging to that cluster communicated strongly. The use of the color coding protocol enabled me to interpret the communication pattern across clusters and within-cluster.

Table 9 is a summary of my interpretation of the communication pattern across the clusters. Using only the identity attributes and corporate citizenship behaviors where all members of a cluster communicate strongly, I have assigned descriptive labels to the cluster. Thus, when it was possible to make a general statement about all firms in the cluster based on their projected images I assigned a descriptive label to the cluster.

However, sometimes it was not possible to generalize a character label to all firms in the same cluster.

Dimensions 1 and 3 are key to the clustering of Anheuser-Busch, Miller and Coors into the cluster labeled cluster 1. All three firms communicate strongly on both utilitarian and normative aspects that are associated with a positive score on dimension 1. On dimension 3 they too communicate about utilitarian issues being an industrial producer, but clarifying this by communicating about its local community involvement which is a normative issue.

Cluster 2 is clearly distinct from cluster 1. The breweries in this cluster are all similar to each other on dimension 2 and 4. All breweries in the cluster describe themselves as a specialist producer that ensures high quality control over the production process. As discussed previously this is a combination of utilitarian and normative issues.

The use of both normative and utilitarian dimensions continues to characterize the manner in which breweries construct similar image profiles across the other clusters identified in Figure 1. Uniquely, the two breweries that make cluster 3 communicate similarly on all 5 dimensions. They also communicate across both utilitarian attributes and corporate citizenship behaviors. For example, having a positive loading on dimension 4 both breweries communicate about being a “local player” and then elaborate their “local community involvement”. The qualitative description that can be applied to this cluster has both normative and utilitarian aspects. Breweries in group 3 are local connoisseurs, with a focus on the product and who are involved in their local community. This cluster is distinct from other clusters on the utilitarian dimension 3, where both breweries load more than four times as negatively than any other brewery.

Breweries who belong to cluster 4, are not vociferous on dimension 1 but they do all agree, projecting images of an “aesthete” and a “marketer”. They also agree on their orientation towards product expansion on dimension 2. For cluster 5 both utilitarian and normative aspects are characteristic of the cluster. From dimension 1 “aesthete” and “marketer” are used and address both utilitarian and normative issues. From the clearly utilitarian dimension 2, “merchandiser” is used to clarify the connoisseur label it secured from its communication on dimension 1. The connoisseurs of cluster 4 have an orientation towards product expansion, i.e., to merchandize. The normative attribute “local community involvement” which is a driver of a positive loading on dimension 4 is also used to locate the firms in cluster 5 together. These merchandising connoisseurs are also involved in the communities where they are physically located.

The breweries in cluster 6 are different from those in cluster 5 on dimension 2. Firms in cluster 6 load at the competing extremes of dimension 2. Firms in cluster 5 are “merchandisers” but firms in cluster 6 are not. Their focus is on the product itself. The two firms that comprise cluster 6 are similar to each other on dimensions 1, 2, 3 and 4, and they only differ in the magnitude of their communication on the specific attributes and corporate citizenship behaviors underlying these dimensions. Both breweries in cluster 6 have selected a combination of utilitarian and normative images. They can be described as connoisseurs with a product focus, and they are involved in the local community but their business interests are not only in the local market.

These detailed observations provide evidence that projected images help to establish an organization as part of a cluster of organizations that are similar to one another based on some aspects of their projected image. And, that projected images simultaneously help to emphasize an organization's difference from other organizations who may themselves be established in a separate cluster of organizations to which they are similar. Neither utilitarian nor normative attributes were used singularly to establish a cluster of similar organizations, or to distinguish those clusters that were different. Images were chosen from both utilitarian related attributes and normative related attributes. Once a firm has established itself as part of a cluster of similar organizations, on what types of images does it distinguish itself from others in the same cluster?

### **Differences within Clusters**

The breweries identified themselves with other breweries to form a cluster of firms located at similar positions in an image space. The breweries did not, however, project image profiles that were exactly the same as their counterparts in the same cluster. The output from the correspondence analysis provides evidence to suggest that firms choose both utilitarian and normative images to emphasize their similarities to other firms and position themselves as part of a cluster. However, once established in a cluster, it seems to be a different case, with the exception of cluster 1 comprised of the large national breweries. Having already satisfied the "similar to" requirement, firms in clusters 2, 3, 4, 5 and 6 used utilitarian images to be different from others in the same cluster. Why would this be the case? Perhaps this is because the normative attributes and citizenship behaviors seem to relate to social responsibility. I suspect that this finding is related to

the hypothesis 1 and 2 which stated that because the very large breweries are more visible they are more likely to address their social obligations, and because they are also more powerful they need not aggressively advertise utilitarian aspects of their character.

In cluster 1 we saw that on dimensions 1 and 3 the breweries were homogeneous. On dimensions 2, 4 and 5 we see the breweries differentiate themselves from others in the cluster. On utilitarian dimension 2 it is Miller and Coors that emphasize their difference from Anheuser-Busch. Miller and Coors emphasize their product focus while Anheuser-Busch leans more towards product extension. Dimension 4, sees Anheuser-Busch emphasize its difference from Miller and Coors. Anheuser-Busch articulates its involvement in the local community, differentiating itself from Miller and Coors on a normative aspect of its character. Miller exerts its individualism on dimension 5. It is strongly associated with a negative loading on this dimension, whereas Anheuser-Busch and Coors are not very active on this dimension, hovering around the neutral territory with a slightly positive loading. On this dimension it is its communication on the utilitarian attribute “marketer” that drives Miller’s negative loading. To exacerbate the difference in dimension scores Anheuser-Busch and Coors both communicate more strongly than Miller about the positively loading attributes of “greening” and “financial accountability”. For this cluster comprising large and responsible players, there is no clear strategy that points to choosing either utilitarian or normative attributes to satisfy the need to be different from others. However, in other clusters there was an overall tendency to choose utilitarian attributes to emphasize the firm’s difference from other members of the same cluster.

Heavy Weight Brewing Company, Buzzard's Bay Brewing, and Lengthwise Brewing Company stand-out from the other firms in cluster 2 due to their considerably larger proportion of communication about "aesthete" and "marketer", a normative and a utilitarian attribute respectively. Dimension 2 shows that Heavy Weight Brewing Company considers itself different from the others in this cluster, stressing its status as a "specialist producer". However, even within the same cluster, as we saw in cluster 1, it is not always the same firm stressing its distinctiveness. For example, dimension 3 shows that Heavy Weight Brewing Company and Spoetzl Brewery exert their difference in one direction and Alesmith Brewing Company its difference in the opposite direction. And, on dimension 5 the cluster splits neatly in two, Spoetzl Brewery, Heavy Weight Brewing Company and Lengthwise Brewing Company exert their difference through the attributes "entertainer", "specialist producer" and "marketer", whereas now Great Lakes Brewing Company, Summit Brewing and Alesmith Brewing Company claim their distinctiveness based on strong communication about "not local". It is the firms' communication about those utilitarian attributes that are relevant to dimension 5 that distinguish Heavy Weight Brewing Company, Spoetzl Brewery and Lengthwise Brewery from Great Lakes Brewing Company, Summit Brewery and Alesmith Brewing Company.

The two breweries in cluster 3 communicate about similar attributes across all of the dimensions. However, they differ in terms of the relative frequency of their communication on each attribute. On the utilitarian attribute "specialist producer" Great Grains Brewery communicates more than twice as much as Anderson Valley Brewing

Company. Great Grains Brewery also considers itself much more of a “local player” than does Anderson Valley Brewing Company, dedicating almost twice as much text to this utilitarian attribute than did Anderson Valley Brewing Company.

Across clusters 4, 5 and 6 the firms also choose mainly utilitarian attributes to communicate their differences from others in the same cluster. Firms in cluster 4 are communicating differently on all dimensions except dimension 2. Communication about “specialist producer” and “local player” help to distinguish Capitol Brewery, Portland Brewing Company, and Ybor City Brewing Company from Yeungling and BJ’s Restaurant Brewery on dimension 1. Cluster 5 divides on dimension 3 and 5. On dimension 5, for example, it is Breckenridge Brewery and Castlebay Irish Pub that emphasize uniqueness through strong communication about “marketer”. On dimension 3, however, it is only Local Color Brewing Company and Sioux Falls Brewing Company that communicate about their status as a “local player”.

Only dimension 5 divides the breweries in cluster 6. Gritty McDuff’s Brewpubs and Gordon Biersch Brewing are very similar on all other dimensions. Figure 2 shows that Gritty McDuff’s Brewpubs and Gordon Biersch Brewing’s scores on dimension 2 separate them visually on the 3-dimensional plot of the image space. I had therefore considered that these two firms could be two distinct outliers rather than comprising a cluster. Looking at both breweries’ communication patterns I decided that based on their closeness on other dimensions and the fact that although the magnitude of the dimension 2 scores are different they do agree in theme and should remain together in cluster 6.



Gritty McDuff's Brewpubs distinguishes itself from Gordon Biersch Brewing through its overwhelmingly strong communication about "perfectionist" and its strong communication about "entertainer", "marketer" and "specialist producer". Gordon Biersch Brewing on the other hand, communicates considerably more strongly about "not only a local player".

These findings would seem to suggest that impression management concerns do affect the selection of the image profile. Firms select both utilitarian and normative issues to satisfy their need to be similar to other organizations, but it is unclear whether this is the case when satisfying its need to be different from other firms in the same cluster. Cluster 1 provides the exception using both normative and utilitarian images to emphasize in-group differences. Across the remaining 5 clusters, however, utilitarian images were favored over normative attributes to provide breweries with distinctiveness from others in the same cluster. This finding may be a result of the characteristics of the firms in cluster 1. The breweries in cluster 1 are the big players - the national breweries. Their perceived environment may be different from the firms comprising the other clusters, and therefore their impression management needs to be different. These firms compete with one another for the same customers, and are similar to one another on key characteristics. While they may not be able to appeal to this particular stakeholder group through utilitarian attributes, they may be able to do so on normative attributes. As argued in hypothesis 2, these large players are more likely to be scrutinized for compliance with their normative obligations, and it follows therefore that they may wish to appear to be doing more than comparison others to meet these expectations.

The tendency for firms in all clusters, except for cluster 1, to choose utilitarian attributes to emphasize their difference from one another suggests that they do not compete on normative attributes. It may be the case that they let the large firms in cluster 1 deal with normative issues related to the industry and in doing so they select from utilitarian attributes when creating their strategic image profile.

The second part of my study concerns how firms' characteristics affect their proactive selection of image profiles. The specific hypotheses were stated previously and are aimed at providing concrete answers to my final research question: How do the characteristics of a firm influence the selection of identity attributes and corporate citizenship behaviors that are selected for inclusion in a projected image?

### **Hypotheses Testing**

In order to test my hypotheses I built upon the results from the correspondence analysis. The correspondence analysis showed that not all of the attributes and corporate citizenship behaviors used in the coding of the websites were important in the overall solution. Only those attributes and corporate citizenship behaviors that were identified to be important in the dimensions used in the exploratory analysis, and therefore the overall solution of the data, were retained for this part of the analysis.

The relative frequency of the communication on each attribute or corporate citizenship behavior, (Tables 4 and 5) that were previously argued to be utilitarian in nature (see

Table 6) were summed across the 5 dimensions. The result is the dependent variable to be used in this analysis, that is the relative frequency of communication about utilitarian aspects of the organization's character. This procedure was duplicated for those attributes and corporate citizenship behaviors that were previously argued to be normative in nature (see Table 6).

The measurement of the independent variables used in this regression analysis is the same as detailed previously (see page 44). Due to the nature of the independent variables, that is the characteristics of the firms, I ran a correlation between the independent variables to check for multi-collinearity before the regression analysis was performed. Table 11 shows the relevant correlation coefficients. Age was highly related to size, and to market concentration. Market concentration and size were also highly inter-related. Therefore, when performing the regression analysis I took care not to use these variables together in the same model.

### **Normative Communication**

Table 13 shows the results when each of the independent variables was regressed upon the normative identity communication. The results provide strong support for hypotheses 2, 4, and 8. Size ( $p < 0.01$ ), market concentration ( $p < 0.01$ ) and age ( $p < 0.05$ ) were all positively related to normative identity communication which follows the direction of the stated hypotheses. Hypothesis 6 is not supported, even though I decided to set my cut off at the 90% confidence level ( $p < 0.10$ ) due to the low power of my analysis as a result of the small sample size. Public ownership was coded as zero and private ownership as 1.

The negative correlation coefficient, and the p-value, suggests that private ownership has an inverse relationship with normative communication. This contradicts my hypothesis, from the qualitative analysis, I felt that normative identity communication was in some way related to the notion of social responsibility. Those firms that were publicly owned tended to be the large brewers, certainly the national brewers, some of the regional brewers and the some of the brewpub chains, and as already argued their social responsibilities are greater. The fact that hypothesis 6 is unsupported may be a reflection of the need to communicate about meeting society's expectations. Where you have responsibilities you need to communicate about your actions aimed at meeting those responsibilities. Those firms that were privately owned were mostly the smaller brewers, whose (total) social responsibilities would be less obvious to outsiders. Therefore they do not need to actively ensure they communicate about meeting social obligations. Another reason is that private owners may pursue normative goals through the business but may not feel that it is something that they include on the website. That is, they may have selected this type of communication out of their website in favor of communicating more pressing issues that serve to communicate about utilitarian issues aimed at managing resource dependencies.

Munificence was not strongly related to normative communication ( $p > 0.05$ ) by itself. However, when munificence was entered into a regression model with size (see Table 14) it did help to explain some of the variance in normative communication, in addition to the variance already explained by size ( $p < 0.01$ ). This is also true when munificence and age are included together in the regression equation. Munificence helps to explain some of

the variance over and above that explained by age( $p < 0.05$ ). Munificence is also a significant predictor of normative communication when entered into a model with age and public/private ownership ( $p < 0.05$ ). However, in all of these cases the coefficient is negative which means that strategic category munificence is inversely related to normative communication which contradicts the direction of my hypothesis. Hypothesis 10 remains unsupported. Tables 15 and 16 show the results of the regression analysis of various combinations of the independent variables regressed upon normative communication. Age, size and market concentration seem to be consistently significantly positively related to normative communication, lending further support for hypotheses 2, 4 and 8.

### **Utilitarian Communication**

Table 14 shows the results when each of the independent variables was regressed upon utilitarian communication. The results provide strong support for hypotheses 1 ( $p < 0.05$ ), and 3 ( $p < 0.01$ ). Size is inversely related to communication about utilitarian aspects of the organization's character, that is large breweries communicate less frequently about utilitarian aspects than their smaller counterparts. Hypothesis 3 that market concentration will have an inverse relationship with utilitarian identity communication was supported. Those firms in more highly concentrated markets communicated less frequently about their utilitarian identity attributes than those firms in less concentrated markets.

Hypothesis 5, was not supported. There was no evidence to suggest that public ownership is associated with an increase in utilitarian communication. This may be due to McGuire's (1997) finding that firms will under-report poor economic performance. Those firms who were publicly owned mostly comprised of the national breweries who actually experienced a decline in sales. The theoretical framework presented by McGuire also suggests that firms will obfuscate economic information when legitimacy may be threatened. It may not be desirable, therefore, to appear to be making "*too much*" profit from "*controversial activities*".

Table 18 provides some support to suggest that age is inversely related to utilitarian communication, as was the hypothesis, when age was included in the model with munificence ( $p < 0.10$ ). However, when age was included in a multiple regression equation (see Table 18) with any 2 of the other independent variables (except size and market concentration) there was no evidence to support this hypothesis. Table 14 concludes that there is no support for hypothesis 7 and 9.

Hypothesis 7 was formed on the basis that those organizations with track records and established ties are most likely to be supported by important resource providers (Aldrich & Auster, 1986). The assumption here was that the existing track-record was a positive one, an organization with a previously bad record would be more likely to dedicate more effort to utilitarian communication. Similarly, the life cycle of the organization may mediate the relationship between age and utilitarian communication. Perhaps even a well-established organization that is pursuing an aggressive growth strategy or is trying to break into a different market may increase its dedication to utilitarian communication as

these strategies both require additional resources. Unfortunately, in this study I did not collect information pertaining to previous credit history and organizational life cycle or growth strategy, which may have enabled me to explore this finding.

The results did not support my hypothesis that strategic category munificence is inversely related to utilitarian communication (hypothesis 9). In a munificent environment there is sustained growth and stability, and there is less need to aggressively manage resource dependencies (Pfeffer & Salancik, 1978). However, strategic category munificence was not related to utilitarian communication and was only related to normative communication when interacting with other variables. Perhaps the firm's reaction to environmental munificence will be different depending on the environmental munificence in a previous period. For example, after a period of decline, a strategic category that now faces market growth and stability may rally to reap as much out of this growth as possible. Alternatively, there may be some growth that is expected, and only growth that exceeds this expectation triggers the perception of munificence.

## **DISCUSSION**

This thesis provides evidence to suggest that projected images are strategically chosen to help the organization manage resource dependencies. Therefore, the use of language may provide the firm with a means to rationalize its actions, and to placate important stakeholders by communicating that the firm is meeting its business and social obligations. Frooman (1999) argues that certain resource relationships result in stakeholder power, and others in firm power. When stakeholders have power they have a

number of strategies available to them to exercise that power, including the direct withholding of resources. When those powerful stakeholders stand to be significantly affected by what an organization actually does, they are more likely to monitor the firm's actions and use (or threaten to use) one of the strategies available to them. In other cases, the management of symbolic outcomes may be sufficient to ensure continued resource-support, particularly when powerful stakeholders do not have the incentive nor the resources to monitor the firm's actions or when organizational benefits are ambiguous (Pfeffer, 1981).

This raises an interesting question: Are the most powerful stakeholders also those stakeholders who are unable to, or who are unlikely to discriminate organizational symbols from reality? If this is the case, the implications for impression management are numerous. The selective presentation of the organization's image, may result in substantive outcomes for the organization through the provision of symbolic outcomes to these stakeholders. Pfeffer (1981) argued that symbolic outcomes such as attitudes and perceptions have a small effect on external control based on power dependence (such as resource-dependency). I argue that this may not always be the case. The contribution of my work to both theory and practice is providing the link that substantive outcomes can sometimes be achieved through symbolic management (see Figure 2).

The implication of this linkage is that although resource-dependencies may depict firms' actions (Pfeffer & Salancik, 1978) and that strategic choice may be exercised to reduce these dependencies (Hrebiniak & Joyce, 1985) impression management may also be a



tool that can be used to manage resource dependencies. Impression management is most likely to result in substantive outcomes for the organization when the most powerful stakeholders are unable to devote time to monitor the benefits they obtain from the organization, or where those benefits are ambiguous. By proactively selecting strategic image profiles that are consistent with stakeholders' expectations organizations may avoid conflicts and maintain resource support.

Today the tobacco industry is facing threats to the very existence of firms that manufacture tobacco products. The latest example of this is the ban enforced in Canada on sports sponsorship by tobacco companies. By symbolically aligning their values to those of society as a whole, firms in the brewing industry may avert threats to the legitimacy of the industry. Through the communication about extensive campaigns and policies that are in place to reduce the problems associated with the industry such as drunk driving, under age drinking and domestic violence firms may proactively counter similar legitimacy threats. The provision of symbolic outcomes in this case may result in the substantive outcome that breweries are not threatened by the societal pressures that resulted in prohibition at the beginning of the 20<sup>th</sup> Century.

The practical implication of the link between symbolic management and substantive outcomes for managers and owners is that symbolic management can contribute to the survival of the business. Particularly for firms in the strategic categories where firms tend to be relatively small, the provision of symbolic outcomes to certain stakeholder groups may reduce the need to actually provide expensive substantive outcomes.

Expressing sympathy for certain issues or by making a symbolic gesture may be enough to meet stakeholders' expectation. To illustrate this point, displaying a notice that warns consumers that prove of age is needed to buy alcoholic beverages at this brewpub may be all that is required for some stakeholders to believe that the firm does what it can to combat underage drinking. The displaying of a warning such as this is much less costly than sponsoring an in-school campaign or a national TV advertisement.

I found the results of hypothesis 5 particularly interesting because shareholders are powerful stakeholders with a means to influence the firms' actions. I had expected that public ownership would exacerbate the need for organizations to communicate more frequently about utilitarian aspects of its character. There was no evidence to support this hypothesis. One reason I can think of that the results did not support my hypothesis, is that these shareholders obtain unambiguous benefits from the organization. Shareholders receive a return on their investment and these returns are easily measured. Symbolic management, therefore, is redundant in this case.

What is interesting here is that the very medium that has facilitated the use of impression management, in this study (the website), may be the very medium that reduces the potential of its application. Communication on the website is available publicly all day long, seven days a week. Therefore firms have to be prepared to stand-by the images they project on their website; they cannot stretch the truth too far because if they do they risk their credibility. A firm's characteristics, such as age and size, may determine to some extent how far it can manipulate their image profile. For example, if I make a beer

that is a household name and is on the shelves of anybody and everybody selling beer, it is difficult for me to claim that I am a specialist producer who hand-crafts every batch.

The internet also makes it possible for stakeholders to access other types of information easily. The internet may, therefore, make it less time consuming and more convenient for stakeholders to monitor the actions of organizations. This may result in reduced potential for symbolic outcomes to be sufficient to manage resource-dependencies if information, available through internet sources, makes it easier to determine the benefits stakeholders receive from the organization.

Although the results of the regression models for the hypotheses testing were generally supportive, I was disappointed that the correspondence analysis did not emphasize more of a balance between normative and utilitarian facets of the organizational image. I had expected that there would be some normative aspects intermingled with the utilitarian. Across the five dimensions there was a bias towards the use of utilitarian profiling, however I feel that the description of dimension 1 was interesting. From this I believe that normative attributes are used in conjunction with utilitarian on key aspects of the organization's character to qualify or justify its otherwise utilitarian profile. However, this suggested to me that normative communication is motivated by the notion of social responsibility. I therefore feel that the distinction between utilitarian and normative identity characteristics, as I had intended it, may not be applicable to business organizations. Firms in the brewing industry were chosen for this study because of the issues related to the industry. With hindsight, perhaps an industry where the social

responsibilities of firms in the industry are less prominent would have supported the utilitarian/normative framework more strongly. It may be that the classification between identity attributes and corporate citizenship behaviors is more applicable to this kind of study.

The difficulty with this study is that it doesn't capture what it means to project an image associated with normative values, because an image that pertains to somewhat normative qualities still does not tell us what motivates this communication. Take the example of a corporate citizenship behavior, which is aimed at fulfilling the firm's social responsibilities. Performance of the behavior may be associated with internal values or it may evidence compliance with societal expectations and therefore avoidance of negative attention and pressure from outsiders. Perhaps in the future we will see more of an integration of normative goals within utilitarian organizations, but for now I would argue that the two are mutually exclusive. Albert & Whetten (1985) suggested that firms that start out as one type or the other will evolve to take on some of the objectives of the other type. I counter that they may do so, but they do so for either utilitarian or normative reasons. The inclusion of normative aspects in a projected image, seems to follow a pattern that serves the utilitarian objective of securing resource-support. I do not believe, therefore, that firms are hybrids in the sense that Albert & Whetten (1985) meant. That is, the evolution of a utilitarian firm in terms of its life cycle may not be sufficient for it to *internalize* the values associated with the normative functions it may be pressured to serve. The firm may well adopt some normative behaviors or standards but these behaviors and standards serve utilitarian purposes. I believe that it may be the evolution

of society itself that predicts whether we see truly integrated utilitarian and normative values in the firms of the future and that it will be changes in corporate governance that will drive this integration (Kakabadse & Kakabadse, 2003).

## **CONCLUSION**

The results from the correspondence analysis indicate that firms do select identity attributes and corporate citizenship behaviors as part of their image profiles, to locate themselves as part of a cluster of similar organizations. These attributes represent both utilitarian and normative aspects of the organization's character. When it comes to distinguishing the firm from others within the cluster, however, only the national breweries chose identity attributes and citizenship behaviors that were either utilitarian or normative in nature. Other firms in the study tended to favor utilitarian attributes for this purpose.

The description of the underlying dimensions in the data suggested that normative aspects of the organization's character were used in conjunction with utilitarian aspects. This was particularly the case for dimension 1 which explained almost one third of the variance in the data. This finding suggests that some images are selected to be used to qualify or to justify other projected images. For example, some utilitarian attributes may require a qualification that may be provided by a normative attribute that is projected simultaneously. The national breweries exemplified this approach by qualifying their status as "global industrialists" through the presentation of images that emphasize the achievement of normative objectives through citizenship behaviors.

My framework for predicting the communication of normative and utilitarian images was, in general, supported by the results of the QAP correlations and linear regression models. Resource-dependency arguments seem to be able to relate the firm's characteristics to the extent to which it uses normative or utilitarian images as part of its projected strategic image. Many of the hypotheses were supported, in particular size, age and market concentration were consistently significant characteristics related to the selection of both utilitarian and normative images.

Overall the results lend support to my assertion that anticipatory impression management, in the form of selective self presentation, is a tool that organizations use to manage resource interdependencies. Language, as Pfeffer (1981) argued, is therefore a means of social influence that provide symbolic outcomes for stakeholders, and which contribute to substantive outcomes for the organization.

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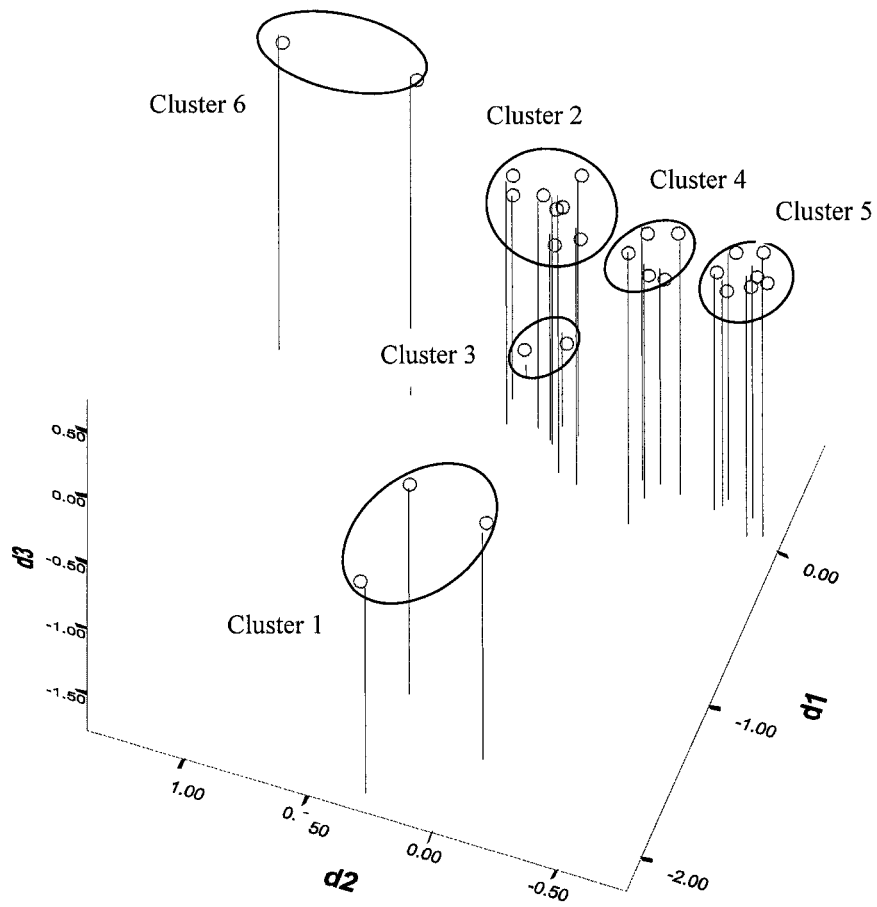
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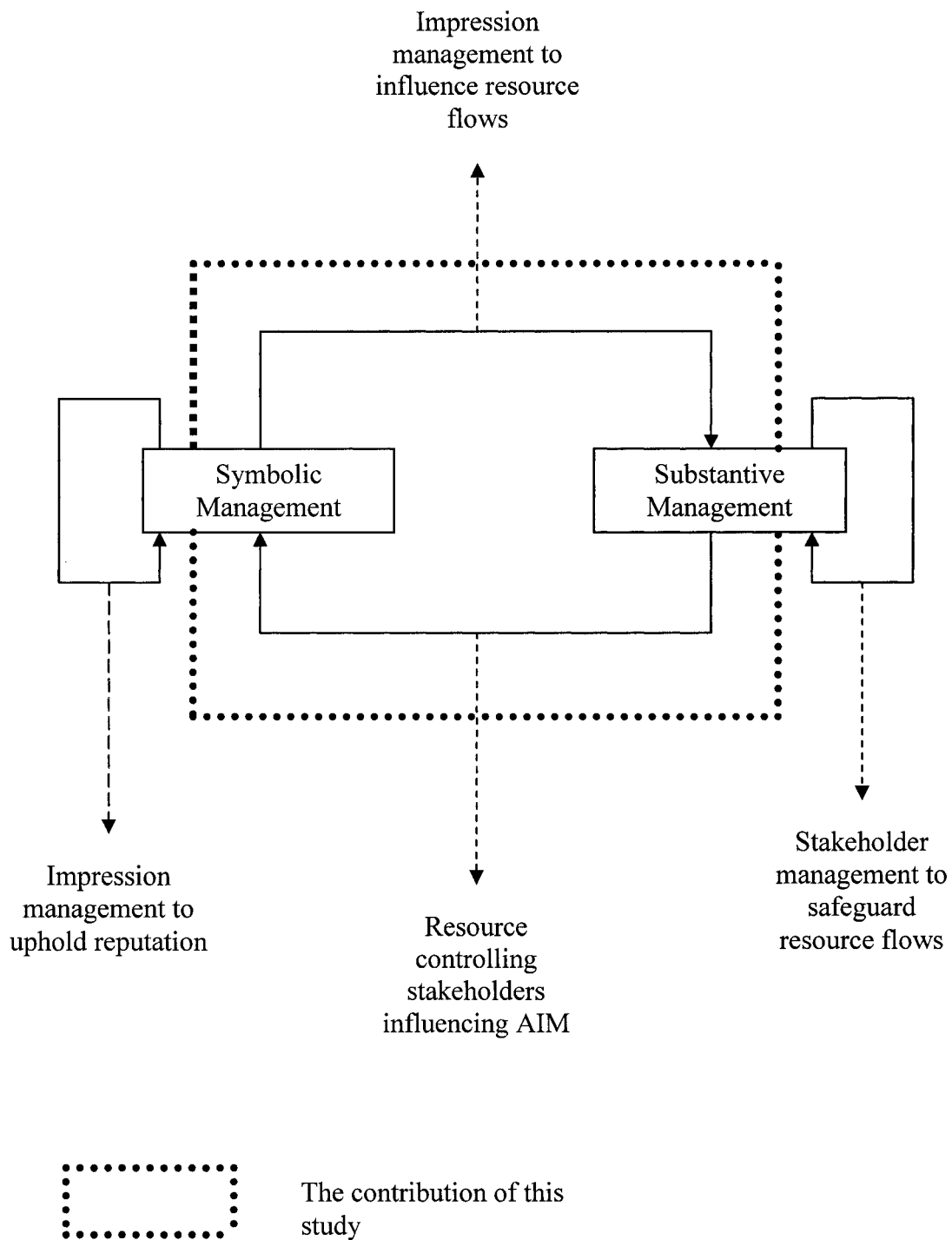
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**Figure 1: Plot of the Image Space**



**Figure 2: Linking the Symbolic and the Substantive**

**Table 1: Anticipatory Impression Management Contrasted with Remedial Impression Management**

	<b>Anticipatory IM</b>	<b>Remedial IM</b>
<b>Event</b>	Upcoming	Has happened
<b>Stakeholder Reaction</b>	Unknown	Voiced i.e. known
<b>Sanctions to Organization</b>	Unknown	Threatened or happened
<b>Management Skills Required</b>	Foresight: ability to read the environment, in touch with stakeholders' values	Problem solving, managing media, PR
<b>Motive</b>	To avoid or promote consequences	Make the consequences go away, excuse or justify organization's behavior.

**Table 2: Impression Management Techniques**

	<b>Anticipatory IM</b>	<b>Remedial IM</b>
<b>Conformance</b>	Legitimization, assimilation	Excuses, justifications, accounting & explanations
<b>Deviance</b>	Profiling uniqueness	Entitling, enhancements



**Table 3: The Sample****National Breweries**

Name	Geographical Region	Website
Anheuser-Busch	Not applicable	<a href="http://www.anheuser-busch.com">www.anheuser-busch.com</a> <sup>1</sup>
Miller Brewing	Not applicable	<a href="http://www.millerbrewing.com">www.millerbrewing.com</a>
Coors Brewing Company	Not applicable	<a href="http://www.coors.com">www.coors.com</a>

**Brew-Pub Chains**

Name	Geographical Region	Website
Capitol Brewery	West & North East	<a href="http://www.capcitybrew.com">www.capcitybrew.com</a>
Gritty McDuff's Brewpub	North East	<a href="http://www.grittys.com">www.grittys.com</a>
BJ's Restaurant Brewery	West & South	<a href="http://www.bjsbrewhouse.com">www.bjsbrewhouse.com</a>
Gordon Biersch Brewing	Mid-West & South	<a href="http://www.gordonbiersch.com">www.gordonbiersch.com</a>

**Regional Breweries**

Name	Geographical Region	Website
Summit Brewing	Mid-West	<a href="http://www.summitbrewing.com">www.summitbrewing.com</a>
Spoetzl Brewery	South	<a href="http://www.shiner.com">www.shiner.com</a>
Portland Brewing Company	West	<a href="http://www.portlandbrew.com">www.portlandbrew.com</a>
Yuengling	North-East	<a href="http://www.yuengling.com">www.yuengling.com</a>

**Microbreweries**

Name	Geographical Region	Website
James Page Brewing	Mid-West	<a href="http://www.pagebrewing.com/default.html">www.pagebrewing.com/default.html</a>
Local Color Brewing Company	Mid-West	<a href="http://www.localcolor.com/index2.html">www.localcolor.com/index2.html</a>
Cooperstown Brewing	North-East	<a href="http://www.cooperstownbrewing.com">www.cooperstownbrewing.com</a>
Buzzard's Bay Brewing	North-East	<a href="http://www.buzzardsbrew.com">www.buzzardsbrew.com</a>
Lengthwise Brewing Company	West	<a href="http://www.lengthwise.com/about.html">www.lengthwise.com/about.html</a>
Alesmith Brewing Company	West	<a href="http://www.abita.com/index.html">www.abita.com/index.html</a>
Great Grains Brewery	South	<a href="http://www.greatgrainsbrewery.com">www.greatgrainsbrewery.com</a>
Ybor City Brewing Company	South	<a href="http://www.ycbc.com">www.ycbc.com</a>

**Brewpubs**

Name	Geographical Region	Website
Great Lakes Brewing Company	Mid-West	<a href="http://www.greatlakesbrewing.com">www.greatlakesbrewing.com</a>
Sioux Falls Brewing Company	Mid-West	<a href="http://www.sfbrewco.com">www.sfbrewco.com</a>
Heavyweight Brewing	North-East	<a href="http://www.heavyweight-brewing.com/index.html">www.heavyweight-brewing.com/index.html</a>
Castlebay Irish Pub	North-East	<a href="http://www.castlebayirishpub.com">www.castlebayirishpub.com</a>
Valley Brewing Company	West	<a href="http://www.avbc.com/main.html">www.avbc.com/main.html</a>
Breckenridge Brewery	West	<a href="http://www.breckbrew.com">www.breckbrew.com</a>
McGuire's Irish Pub & Brewery	South	<a href="http://www.mcguiresirishgifts.com">www.mcguiresirishgifts.com</a>
The Cannon Brewpub	South	<a href="http://www.cannonbrew.com">www.cannonbrew.com</a>

1. This website included the contents on the links provided by Anheuser-Busch, the exclusion of these links would have led to a misrepresentation of the corporation's activities. The links included were: [www.abconference.com](http://www.abconference.com), [www.abpeople.com](http://www.abpeople.com), [www.abenvironment.com](http://www.abenvironment.com), [www.abehsreport.com](http://www.abehsreport.com), [www.africanamericanbud.com](http://www.africanamericanbud.com), [www.asianbud.com](http://www.asianbud.com), [www.beeresponsible.com](http://www.beeresponsible.com), [www.budshop.com](http://www.budshop.com), [www.brewerytours.com](http://www.brewerytours.com)

Table 4: Intensity of Communication Across Public Identity Attributes

	Gloco	Scien	Indpro	Artisan	SpecPro	Enter	Aesth	Perfect	QC	Ped	Values	LocPlay	Merch	NotLoc	Mkttr
AB	1.94	0.30	1.52	0.55	0.00	1.61	0.51	0.86	0.01	1.02	0.64	0.00	29.16	0.21	1.57
Coors	1.12	3.25	1.19	1.16	0.00	1.32	0.18	0.97	0.19	2.65	1.40	0.00	10.45	0.55	0.64
Miller	1.15	3.76	1.08	3.27	0.00	2.61	0.49	0.75	0.53	2.44	0.87	0.00	10.30	2.61	8.35
Cap	0.00	4.43	0.00	6.56	0.00	5.82	4.24	1.94	4.67	2.81	2.70	4.48	35.55	0.00	12.81
Gritty	0.00	2.09	0.00	17.43	9.00	6.92	6.57	44.15	0.70	6.95	6.40	1.90	1.20	3.59	13.75
Bjs	0.00	6.18	0.00	15.84	0.00	3.38	3.89	2.14	4.04	0.00	2.13	0.00	37.78	2.36	7.71
GBB	0.00	6.93	0.00	28.99	1.62	4.27	4.05	24.56	0.00	2.20	3.35	0.00	18.45	6.41	10.80
Spoetzi	0.00	3.95	0.00	11.75	3.17	6.16	5.75	0.54	7.29	3.08	2.11	0.00	6.48	0.66	31.19
Summit	0.00	6.91	0.00	18.31	1.46	1.36	11.24	1.11	8.34	1.44	2.24	3.07	7.87	14.15	10.95
Portland	0.00	3.52	0.00	8.31	4.10	1.41	7.27	2.54	7.74	1.42	1.65	0.00	36.12	0.76	13.42
Yueng	0.00	0.00	0.00	2.32	0.00	13.28	6.71	0.14	0.00	8.08	0.70	0.00	28.54	2.81	25.85
ABITA	0.00	4.07	0.00	20.04	1.10	2.45	3.32	3.55	0.73	0.71	5.07	0.00	26.80	10.07	14.93
JamesP	0.00	5.71	0.00	29.16	1.68	8.87	9.19	1.21	9.22	0.00	7.23	0.00	7.40	0.00	5.77
Lwise	0.00	7.06	0.00	2.91	4.01	13.49	9.40	4.18	0.00	3.76	5.20	0.00	8.50	0.00	32.22
LocCol	0.00	0.00	0.00	9.73	0.00	10.31	3.75	0.00	0.00	0.00	2.59	3.31	47.03	0.00	8.66
Buzzzds	0.00	23.62	0.00	12.60	1.15	0.54	19.43	1.10	1.80	1.96	1.17	0.00	17.14	0.00	13.77
Ybor	0.00	0.94	0.00	13.94	3.43	0.00	9.80	0.00	0.00	15.01	2.29	1.15	36.90	0.00	3.39
Ggrains	0.00	1.32	0.00	6.12	4.79	1.43	1.38	0.00	3.11	2.66	3.35	28.04	3.23	0.00	30.93
Coopers	0.00	1.53	0.00	11.78	1.39	1.06	2.89	0.00	5.07	3.22	0.00	0.00	61.41	0.00	6.40
Breck	0.00	0.88	0.00	4.77	0.98	3.74	5.49	0.00	0.47	0.44	3.28	0.00	55.36	0.44	14.79
Castlebay	0.00	1.67	0.00	0.00	0.86	10.82	2.99	0.00	5.08	3.06	14.41	0.00	42.25	0.00	12.41
GLB	0.00	3.66	0.00	25.38	0.45	1.08	5.13	1.13	6.56	1.66	10.66	0.00	17.78	2.57	3.28
Cannon	0.00	0.82	0.00	8.30	0.91	3.42	1.54	0.00	0.00	0.00	6.37	0.00	54.05	0.00	11.52
HWBC	0.00	1.92	0.00	22.49	11.08	7.39	6.07	0.00	0.97	0.00	5.59	1.01	0.00	0.00	30.92
McGuire	0.00	0.00	0.00	3.18	0.00	5.52	3.33	0.00	4.29	5.56	6.39	0.00	56.09	0.00	6.40
SFBC	0.00	0.00	0.00	6.57	0.00	4.08	2.51	1.44	2.04	4.92	3.36	1.89	45.18	0.00	4.62
AVBC	0.00	1.50	0.15	6.59	1.49	8.53	6.84	0.16	10.29	0.19	3.34	15.33	4.80	0.00	13.86

Note: The numbers represent the percentage of text coded to each node by brewery

**Table 5: Intensity of Communication Across Corporate Citizenship Behaviors**

	Respty	Respons	Green	Spospo	Artspo	LocInv	NatCinv	Philan	Produce	OrgAcc	FinAcc
AB	6.58	8.25	7.14	0.93	0.62	0.51	7.14	5.97	11.26	6.97	4.71
Coors	15.06	9.64	5.17	0.20	0.00	1.15	7.21	5.64	14.70	10.46	5.68
Miller	4.36	4.87	1.27	0.00	0.66	1.81	3.91	4.01	21.37	18.06	1.46
Cap	0.00	2.39	0.00	0.00	0.00	6.07	0.00	0.00	0.00	7.29	0.00
Gritty	0.00	2.41	0.00	0.00	0.00	5.34	0.00	1.48	1.15	8.73	0.00
BJs	0.00	2.01	0.00	0.00	0.00	0.56	4.40	0.00	0.00	2.45	7.06
GBB	0.00	0.69	0.00	0.00	0.00	2.65	1.68	0.00	0.00	5.45	0.00
Spoeztl	0.00	1.68	0.24	0.00	1.90	3.14	0.00	0.18	0.00	10.72	0.00
Summit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.65	1.90
Portland	0.00	0.00	0.00	0.00	0.00	0.60	0.00	0.00	0.00	8.15	2.99
Yueng	1.32	3.81	0.00	0.00	0.00	0.72	0.00	0.00	0.00	4.81	0.91
ABITA	1.85	1.45	0.96	0.00	0.00	0.00	0.00	0.00	1.39	1.52	0.00
JamesP	0.00	0.00	0.22	0.00	0.00	4.07	0.00	0.91	0.00	4.62	4.74
Lwise	0.00	0.00	0.62	0.00	0.00	0.00	0.00	0.63	0.00	8.02	0.00
LocCol	0.00	0.00	0.00	0.00	0.00	9.39	0.00	0.00	1.44	3.80	0.00
Buzzds	0.00	0.00	0.00	0.00	0.00	2.94	0.00	0.00	0.00	2.79	0.00
Ybor	0.00	0.00	0.00	0.00	0.00	7.33	1.79	0.00	0.00	4.03	0.00
Ggrains	0.00	0.00	0.00	0.00	0.00	8.22	0.00	0.00	0.00	4.72	0.71
Coopers	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00	1.43	2.56	0.00
Breck	0.00	0.00	0.00	2.82	0.00	0.60	0.00	1.26	1.33	4.56	0.00
Castlebay	0.00	0.00	0.00	0.00	0.00	2.55	0.00	0.00	0.00	3.90	0.00
GLB	0.12	1.23	6.62	0.00	0.00	5.06	0.00	0.00	0.00	7.24	0.39
Cannon	0.00	2.03	0.00	0.00	0.00	9.48	0.00	0.00	0.00	1.55	0.00
HWBC	0.00	0.00	0.00	0.00	0.00	3.19	0.00	0.00	0.00	9.36	0.00
McGuire	0.00	3.18	0.00	0.00	0.00	0.93	0.00	0.00	0.00	5.13	0.00
SFBC	0.00	1.58	0.00	0.00	0.00	13.40	0.00	0.00	0.00	8.40	0.00
AVBC	0.00	0.18	0.00	0.00	0.00	15.90	0.71	1.09	0.77	8.97	0.00

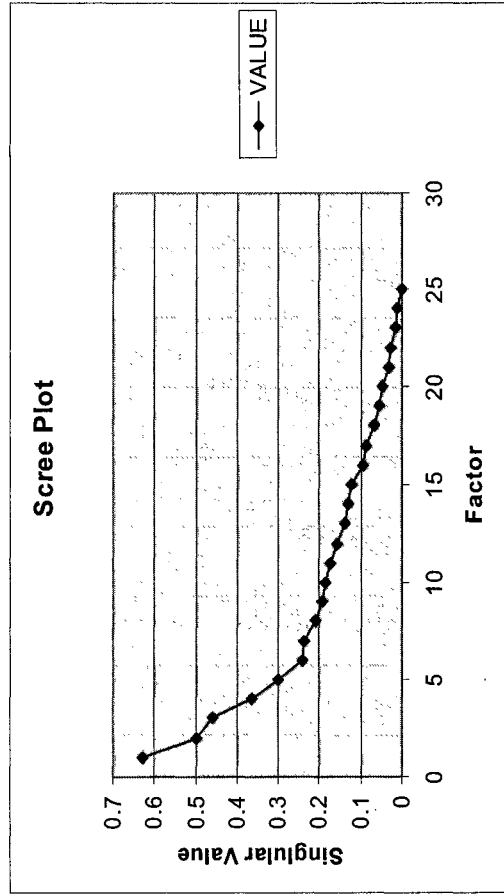
Note: The numbers represent the percentage of text coded to each node by brewery

**Table 6: Utilitarian and Normative Classification of Identity Attributes and CCBs.**

<b>Identity Attributes:</b>	<b>Utilitarian</b>	<b>Normative</b>
Global Company	•	
Experienced Scientist		•
Industrial Producer	•	
Artisan		•
Specialist Producer	•	
Entertainer	•	
Aesthete		•
Perfectionist	•	
Quality Champion		•
Pedigree		•
Values Pride		•
Local Player	•	
Merchandiser	•	
Not Only Local	•	
Marketer	•	
<b>Corporate Citizenship Behaviors</b>	<b>Utilitarian</b>	<b>Normative</b>
Responsibility		•
Responsiveness		•
Greening		•
Sport Sponsorship	•	
Art Sponsorship	•	
Local Community Involvement		•
National Community Involvement		•
Philanthropy		•
Responsible Product Use		•
Organizational Accountability	•	
Financial Accountability	•	

**Table 7: Singular Values & Inertia**

FACTOR	VALUE	VALUESQ	%INERTIA	CUMULATIVE %
1	0.63	0.3969	27.47	27.47
2	0.498	0.248004	17.17	44.64
3	0.458	0.209764	14.52	59.16
4	0.363	0.131769	9.12	68.28
5	0.302	0.091204	6.31	74.59
6	0.243	0.059049	4.09	78.68
7	0.239	0.057121	3.95	82.63
8	0.21	0.0441	3.05	85.68
9	0.195	0.038025	2.63	88.31
10	0.184	0.033856	2.34	90.66
11	0.175	0.030625	2.12	92.78
12	0.157	0.024649	1.71	94.48
13	0.137	0.018769	1.30	95.78
14	0.131	0.017161	1.19	96.97
15	0.121	0.014641	1.01	97.98
16	0.096	0.009216	0.64	98.62
17	0.087	0.007569	0.52	99.14
18	0.069	0.004761	0.33	99.47
19	0.056	0.003136	0.22	99.69
20	0.048	0.002304	0.16	99.85
21	0.033	0.001089	0.08	99.93
22	0.027	0.000729	0.05	99.98
23	0.015	0.000225	0.02	99.99
24	0.011	0.000121	0.01	100.00
25	0.001	0.000001	0.00	100.00
Total	4.49	1.44	100.00	100.00



**Table 8: Explanation of Underlying Dimensions**

<b>Dimension</b>	<b>+ loading</b>	<b>- loading</b>	<b>Underlying construct</b>
<b>1</b>	Local Player Specialist Producer Aesthete Marketer	Global Company Industrial Producer Responsible Responsible Product Use Philanthropy Financial Accountability	Meeting ethical responsibilities that go with extent of business operation. Large and responsible vs connoisseur and love of the craft
<b>2</b>	Perfectionist Specialist Producer Not Local	Sport sponsorship Merchandiser	Business strategy: focused or diversified
<b>3</b>	Perfectionist Not local	Industrial Producer Local Player	Shaking off the stereotype associated with size
<b>4</b>	Local Community Involvement Local Player	Financial accountability Experienced scientist Not local	Dealing with the implications of the extent of distribution
<b>5</b>	Local Player Not Local Greening Financial accountability	Entertainer Marketer Specialist producer	Fragmented

Table 9: Group Level Analysis

Dimension:	Cluster 1: AB, Miller & Coors	Cluster 2: Summit, Buzzds, JamesP, Spoetzi, ABITA, Lwise, HWBC and Lwise	Cluster 3: Ggrains & AVBC	Cluster 4: Portland, Ybor, Bjs, Cap & Yeung	Cluster 5: SFBC, Castlebay, Cannon, McGuire, Coopers, Breck & LocCol	Cluster 6: Gritty & GBB
1 (Norm): Large & responsible vs Connoisseur	Large & responsible	Connoisseur	Connoisseur	Connoisseur	Connoisseur	Connoisseur
2 (Ut): core focus on product vs diversification		Core focus on product	Core focus on product	Diversification: product expansion	Diversification: product expansion	Core focus on product
3 (Ut): Large but also local vs small but also not local	Large with involvement in local community		Large but local			Perfectionnist & not local
4 (Norm): Responsibility that goes with extent of distribution		Experienced scientist	Local Player, & involved in community		Local community involvement	Local community involvement
5 (undetermined):			Local			
Overall	Large & Responsible	Serious Brewer	Local Connoisseur	Entrepreneurial Connoisseurs	Entrepreneurial Connoisseurs, locally involved	Connoisseur, locally involved but not only local distribution

Note: The shaded boxes represent that not all of the breweries agreed on this dimension



**Table 10: Demographic Information by Group**

	<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	<b>Group 4</b>	<b>Group 5</b>	<b>Group 6</b>
<b>Average Size</b>	<b>56235000</b>	<b>47759</b>	<b>783</b>	<b>143118</b>	<b>1196</b>	<b>51750</b>
<b>Average Age</b>	<b>143</b>	<b>22</b>	<b>10</b>	<b>43</b>	<b>11</b>	<b>10</b>
<b>Dominant Type of Ownership</b>	<b>Public</b>	<b>Private Family or Board</b>	<b>Private</b>	<b>Mixed: Private Board, Family and Sole Ownership</b>	<b>Private Board or Family, Sole Ownership</b>	<b>Private</b>
<b>Dominant Type of Producer</b>	<b>National Brewers</b>	<b>Microbreweries &amp; Regional Brewers</b>	<b>Microbreweries &amp; Brewpubs</b>	<b>Regional Brewers, Brewpub Chains &amp; 1 Microbrewery</b>	<b>Brewpubs</b>	<b>Brewpub</b>

**Table 11: Independent Variables Correlation Coefficients**

		<b>Logsize</b>	<b>Age</b>	<b>Pub/Priv</b>	<b>Munif</b>	<b>Mktconc</b>
<b>Logsize</b>	Pearson correlation	1.000	.844**	-.589**	.278	.833**
	Sig. (2-tailed)	.	.001	0.002	.160	.001
	n	27	27	25	27	27
<b>Age</b>	Pearson correlation	.844**	1.000	-.359	.313	.757**
	Sig. (2-tailed)	.001	.	.078	.112	.001
	n	27	27	25	27	27
<b>Pub/Priv</b>	Pearson correlation	-.589**	-.359	1.00	0.040	-.567**
	Sig. (2-tailed)	.002	.078	.	.849	.003
	n	25	25	25	25	25
<b>Munif</b>	Pearson correlation	.278	.313	.040	1.00	-0.066
	Sig. (2-tailed)	.160	.112	.849	.	.743
	n	27	27	25	27	27
<b>Mktconc</b>	Pearson correlation	.833**	.757**	-.567**	-.066	1.00
	Sig. (2-tailed)	.001	0.001	.003	.743	.
	n	27	27	25	27	27

**Table 12: QAP Correlations**

		<b>CRowScore (absdiff1)</b>	<b>CRowScore (absdiff2)</b>	<b>CRowScore (absdiff3)</b>	<b>CRowScore (absdiff4)</b>	<b>CRowScore (absdiff5)</b>
<b>SIZE (absdiff)</b>	Mean(sizeabsdiff)	<b>12029204</b>	12029204	12029204	<b>12029204</b>	12029204
	StDev(sizeabsdiff)	<b>27354480</b>	27354480	27354480	<b>27354480</b>	27354480
	Mean(2 <sup>nd</sup> var)	<b>0.534</b>	0.542	0.435	<b>0.407</b>	0.347
	StDev(2 <sup>nd</sup> var)	<b>0.745</b>	0.412	0.486	<b>0.307</b>	0.268
	Pearson Coeff	<b>0.764</b>	-0.111	-0.075	<b>-0.145</b>	-0.116
	Significance	<b>0.002</b>	0.118	0.446	<b>0.015</b>	0.209
<b>AGE (absdiff)</b>	Mean(ageabsdiff)	<b>45.123</b>	45.123	45.123	<b>45.123</b>	45.123
	StDev(ageabsdiff)	<b>58.052</b>	58.052	58.052	<b>58.052</b>	58.052
	Mean(2 <sup>nd</sup> var)	<b>0.534</b>	0.542	0.435	<b>0.407</b>	0.347
	StDev(2 <sup>nd</sup> var)	<b>0.745</b>	0.412	0.486	<b>0.307</b>	0.268
	Pearson Coeff	<b>0.657</b>	-0.133	-0.08	<b>-0.155</b>	0.124
	Significance	<b>0.002</b>	0.054	0.426	<b>0.034</b>	0.154
<b>OWNERSHIP (public/private)</b>	Mean(owner)	<b>0.197</b>	0.197	0.197	0.197	<b>0.197</b>
	StDev(owner)	<b>0.397</b>	0.397	0.397	0.397	<b>0.397</b>
	Mean(2 <sup>nd</sup> var)	<b>0.534</b>	0.542	0.435	0.407	<b>0.347</b>
	StDev(2 <sup>nd</sup> var)	<b>0.745</b>	0.412	0.486	0.307	<b>0.268</b>
	Pearson Coeff	<b>-0.139</b>	-0.011	0.051	-0.029	<b>0.092</b>
	Significance	<b>0.013</b>	0.388	0.167	0.27	<b>0.017</b>
<b>MUNIFICENCE</b>	Mean(Mabsdiff)	0.018	<b>0.018</b>	0.018	0.018	0.018
	StDev(Mabsdiff)	0.022	<b>0.022</b>	0.022	0.022	0.022
	Mean(2 <sup>nd</sup> var)	0.534	<b>0.542</b>	0.435	0.407	0.347
	StDev(2 <sup>nd</sup> var)	0.745	<b>0.412</b>	0.486	0.307	0.268
	Pearson Coeff	-0.124	<b>-0.142</b>	-0.119	0.097	0.2
	Significance	0.168	<b>0.022</b>	0.189	0.185	0.08
<b>MARKET CONC/N</b>	Mean(MCabsdiff)	<b>22.628</b>	22.628	22.628	22.628	22.628
	StDev(MCabsdiff)	<b>26.935</b>	26.935	26.935	26.935	26.935
	Mean(2 <sup>nd</sup> var)	<b>0.534</b>	0.542	0.435	0.407	0.347
	StDev(2 <sup>nd</sup> var)	<b>0.745</b>	0.412	0.486	0.307	0.268
	Pearson Coeff	<b>0.903</b>	-0.065	-0.048	-0.127	-0.123
	Significance	<b>0.001</b>	0.347	0.561	0.092	0.143
<b>STRATEGIC GROUP</b>	Mean(sgroup)	<b>0.202</b>	0.202	0.202	0.202	0.202
	StDev(sgroup)	<b>0.402</b>	0.402	0.402	0.402	0.402
	Mean(2 <sup>nd</sup> var)	<b>0.534</b>	0.542	0.435	0.407	0.347
	StDev(2 <sup>nd</sup> var)	<b>0.745</b>	0.412	0.486	0.307	0.268
	Pearson Coeff	<b>-0.235</b>	-0.051	0.025	0.001	0.03
	Significance	<b>0.001</b>	0.175	0.384	0.538	0.315

**Table 13 : Regression Analysis Coefficients And Model Summary**

Concerning:	variables	Unstandardised Co-efficients		t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
		B	Std Error						
Hypothesis 2	(constant)	2.402	4.679	0.513	0.612	0.328	0.301	12.221	0.002
	logsize	3.808	1.089	3.496	0.002				
Hypothesis 4	(constant)	7.459	2.678	2.785	0.01	0.464	0.443	21.65	0.001
	mktconc	0.298	0.064	4.653	0.001				
Hypothesis 6	(constant)	24.479	4.018	6.092	0.001	0.133	0.095	3.528	0.073
	pubpriv	-8.894	4.735	-1.878	0.073				
Hypothesis 8	(constant)	14.571	2.355	6.187	0.001	0.17	0.137	5.123	0.033
	age	0.08639	0.038	2.263	0.033				
Hypothesis 10	(constant)	18.129	2.135	8.493	0.001	0.052	0.015	1.384	0.251
	munif	-124.928	106.192	-1.176	0.251				

**Note: Dependent variable = normative profiling across relevant dimensions**

**Table 14 : Regression Analysis Coefficients And Model Summary**

Concerning:	variables	Unstandardised Co-		t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
		B	Std Error						
Hypothesis 1	(constant)	73.757	7.731	9.54	0.001	0.216	0.185	6.906	0.014
	logsize	-4.73	1.8	-2.628	0.014				
Hypothesis 3	(constant)	67.199	4.707	14.277	0.001	0.293	0.264	10.34	0.004
	mktconc	-0.362	0.113	-3.216	0.004				
Hypothesis 5	(constant)	43.569	6.049	7.203	0.001	0.157	0.012	4.282	0.05
	pubpriv	14.751	7.129	2.069	0.05				
Hypothesis 7	(constant)	58.345	3.762	15.507	0.001	0.095	0.59	2.624	0.118
	age	0.09877	0.061	-1.62	0.118				
Hypothesis 9	(constant)	54.681	3.348	16.33	0.001	0.004	-0.036	0.1	0.755
	munif	52.587	166.561	0.316	0.755				

**Note: Dependent variable = Utilitarian profiling across relevant dimensions**

**Table 15 : Regression Analysis Coefficients and Model Summary 2 Variable Model**

variables	Unstandardised Coefficients		t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
	B	Std Error						
(constant)	4.711	8.924	0.528	0.603	0.316	0.254	5.085	0.015
logsize	3.52	1.45	2.427	0.024				
pubpriv	-1.286	5.321	-0.242	0.811				
(constant)	20.181	4.817	4.189	0.001	0.216	0.145	3.028	0.069
age	0.06428	0.042	1.525	0.142				
pubpriv	-6.189	4.934	-1.254	0.223				
(constant)	6.864	5.56	1.235	0.23	0.483	0.436	10.272	0.001
mktconc	0.31	0.08	3.858	0.001				
pubpriv	1.029	4.538	0.227	0.823				
(constant)	25.112	3.971	6.324	0.001	0.201	0.129	2.77	0.085
munif	-143.903	105.044	-1.37	0.185				
pubpriv	-8.638	4.651	-1.857	0.077				
(constant)	0.334	4.22	0.079	0.938	0.492	0.449	11.612	0.001
logsize	4.586	1.007	4.55	0.001				
munif	-229.572	82.632	-2.778	0.01				
(constant)	14.639	2.188	6.689	0.001	0.312	0.255	5.447	0.011
age	0.112	0.037	3.011	0.006				
munif	-216.51	97.222	-2.227	0.036				
(constant)	8.092	2.691	3.007	0.006	0.498	0.456	11.909	0.001
mktconc	0.293	0.063	4.616	0.001				
munif	-100.797	79.053	-1.275	0.214				

**Note: Dependent variable = Normative profiling across relevant dimensions**

**Table 16 : Regression Analysis Coefficients And Model Summary 3 Variable Model**

variables	Unstandardised Coefficients		t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
	B	Std Error						
(constant)	-1.399	8.084	-0.173	0.864	0.503	0.432	7.088	0.002
logsize	4.807	1.346	3.572	0.002				
pubpriv	1.945	4.783	0.407	0.688				
munif	-253.49	90.173	-2.811	0.01				
(constant)	19.171	4.484	4.276	0.001	0.359	0.267	3.913	0.23
age	0.09391	0.041	2.271	0.034				
pubpriv	-4.55	4.63	-0.983	0.337				
munif	-220.736	102.11	-2.162	0.042				
(constant)	7.772	5.418	1.434	0.166	0.537	0.47	8.106	0.001
mktconc	0.304	0.078	3.899	0.001				
pubpriv	1.062	4.397	0.242	0.811				
munif	-127.924	81.989	-1.56	0.134				

**Note: Dependent variable = Normative profiling across relevant dimensions**

**Table 17 : Regression Analysis Coefficients and Model Summary 2 variables**

variables	Unstandardised Coefficients			t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
	B	Std Error	t						
(constant)	62.651	14.455	4.334	0.001	0.23	0.16	3.289	0.056	
logsize	-3.398	2.349	-1.447	0.162					
pubpriv	7.407	8.619	0.859	0.399					
(constant)	47.239	7.508	6.292	0.001	0.183	0.109	2.462	0.108	
age	-0.0549	0.066	-0.836	0.412					
pubpriv	12.441	7.69	1.618	0.12					
(constant)	61.674	9.765	6.316	0.001	0.316	0.253	5.071	0.015	
mktconc	-0.319	0.141	-2.258	0.034					
pubpriv	4.551	7.971	0.571	0.574					
(constant)	43.253	6.2	6.976	0.001	0.164	0.088	2.161	0.139	
pubpriv	14.623	7.263	2.013	0.056					
munif	71.701	164.032	0.437	0.666					
(constant)	75.324	7.809	9.646	0.001	0.257	0.195	4.141	0.029	
logsize	-5.319	1.863	-2.856	0.009					
munif	173.973	152.895	1.138	0.266					
(constant)	58.299	3.78	15.422	0.001	0.123	0.05	1.686	0.207	
age	-0.116	0.064	-1.806	0.083					
munif	147.5	167.931	0.878	0.388					
(constant)	67.055	4.885	13.727	0.001	0.293	0.234	4.981	0.016	
Mktconc	-0.361	0.115	-3.135	0.004					
munif	22.84	143.502	0.159	0.875					

**Note: Dependent variable = Utilitarian profiling across relevant dimensions**



**Table 18 : Regression Analysis Coefficients and Model Summary 3 variables**

Model	variables	Unstandardised Coefficients		t	Sig	R <sup>2</sup>	Adj R <sup>2</sup>	F	Sig
		B	Std Error						
9	(constant)	66.718	15.002	4.447	0.001	0.266	0.161	2.533	0.085
	logsize	-4.254	2.497	-1.704	0.103				
	pubpriv	5.256	8.876	0.592	0.56				
	munif	168.694	167.35	1.008	0.325				
10	(constant)	47.838	7.624	6.275	0.001	0.204	0.091	1.799	0.178
	age	-0.07248	0.07	-1.031	0.314				
	pubpriv	11.468	7.873	1.457	0.16				
	munif	131.005	173.611	0.755	0.459				
11	(constant)	61.283	10.021	6.115	0.001	0.32	0.223	3.292	0.041
	mktconc	-0.316	0.144	-2.192	0.04				
	pubpriv	4.537	8.133	0.558	0.583				
	munif	55.086	151.646	0.363	0.72				

**Note: Dependent variable = Utilitarian profiling across relevant dimensions**

APPENDIX A: Coding Scheme

Category	Description	Examples
<i>Corporate citizenship categories</i>		
<p><b>Corporate Social Responsibility</b></p>	<p><b>Working definition:</b> Actions organizations take in order to prevent stakeholder pressure (pro-active).</p> <p><b>Formal definition:</b> <i>“Corporate social responsibility relates primarily to achieving outcomes from organizational decisions concerning specific issues or problems which (by some normative standard) have beneficial rather than adverse effects on pertinent corporate stakeholders”</i> (Epstein, 1987)</p>	<p>Anheuser-Busch: “A-B is proud of the compensation and benefits provided to its employees and is always exploring opportunities to enhance and improve its employee benefits program – one of the best in US Industry”.</p>
<p><b>Corporate Social Responsiveness</b></p>	<p><b>Working definition:</b> Actions organizations take in response to stakeholder pressure (reactive).</p> <p><b>Formal definition:</b> <i>“Corporate social responsiveness refers to the capacity of a corporation to respond to social pressures. The literal act of responding, or achieving a generally responsive posture, to society is the focus. (...) One searches the organization for mechanisms, procedures, arrangements, and behavioral patterns that, taken collectively, would mark the organization as more or less capable of responding to social pressures”</i> (Frederick, 1978)</p>	<p>Cannon Brewpub: “For a change in the atmosphere the Cannon offers a non-smoking dining room with a quieter, more family oriented feel”.</p>
<p><b>Organizational accountability</b></p>	<p><b>Working definition:</b> Corporate communications and activities directed towards primary stakeholders (suppliers, customers, regulators),</p>	<p>McGuire’s Irish Pub: “NO BLARNEY GUARANTEE! If you are not happy, we’re not happy. No questions asked, no forms to fill out, no snow jobs. At</p>

APPENDIX A: Coding Scheme

	demonstrating the reliability of the organization as a business partner.  <b>Formal definition:</b> “Companies need to assume responsibility for the impacts of their practices, policies, and processes and the decisions that stand behind those practices” (Waddock, 2002)	MCGUIRE’s THE CUSTOMER IS ALWAYS RIGHT!”
<b>Financial accountability</b>	<b>Working definition:</b> Corporate communications and activities directed towards investors, demonstrating the attractiveness of the organization as an investment opportunity.  <b>Formal definition:</b> “[Standards for financial accountability] should ensure that timely and accurate disclosure is made on all material matters regarding the corporation, including the financial situation, performance, ownership, and governance of the company” (OECD, 1999)	BJ’s Brewery & Restaurant: “Strong tangible financial measurements – revenues, same-store sales increases and profit to name a few – indicate that we are fiscally prudent. A disciplined, conservative development process indicates that we are committed to growth that is operationally sustainable. In short we mean business”.
<b>Sports sponsorship</b>	<b>Working definition:</b> Support (mostly financial) of sports activities, undertaken to advance the company’s brand or purpose.  <b>Formal definition:</b> “A sponsor is one who assumes a certain degree of responsibility for another in any of various ways” (Webster’s)	Anheuser-Busch: “As the exclusive beer sponsor of the National Football League(NFL) in Canada, Budweiser conducts annual Super Bowl events across the country, including the “Cross Canada Bud Bowl” program in English Canada and the “Budweiser Mega Super Bowl” initiative in Quebec.
<b>Arts Sponsorship</b>	<b>Working definition:</b> Support (mostly financial) of cultural activities, undertaken to advance the company’s brand or purpose.	Miller: “This year Miller Brewing is adding a new feature to the Gallery of Greats calendar program. The printed calendars have served as a daily, monthly and yearly reminders of the roles great men and women have

APPENDIX A: Coding Scheme

	<p><b>Formal definition:</b> “A sponsor is one who assumes a certain degree of responsibility for another in any of various ways” (Webster’s)</p>	<p>played in the history of this nation. We welcome you to explore the new Gallery of Greats Web site, this year saluting African-American Publishers on the 175<sup>th</sup> anniversary of the Black Press”.</p>
<p><b>Local Community Involvement</b></p>	<p><b>Working definition:</b> Activities directed towards the communities in which the company’s production facilities are located in order to gain their goodwill.</p> <p><b>Formal definition:</b> “In addition to being profitable, obeying the law, and being ethical, a company may create a positive impact in the community by giving in basically two ways: (1) donating the time and talents of its managers and employees and (2) making financial contributions” (Carroll &amp; Buchholz, 2002).</p>	<p>Cannon Brewpub: “As Jim Newton said to a reporter of the Columbus Ledger Enquirer before the opening, it’s going to be a local brewery, done by local people for the local residents. All our beers are going to reflect Columbus”.</p>
<p><b>National Community Involvement</b></p>	<p><b>Working definition:</b> Activities directed towards the communities in which the company’s products are on sale (but in which it has no production facilities) in order to gain their goodwill.</p> <p><b>Formal definition:</b> “In addition to being profitable, obeying the law, and being ethical, a company may create a positive impact in the community by giving in basically two ways: (1) donating the time and talents of its managers and employees and (2) making financial contributions” (Carroll &amp; Buchholz, 2000).</p>	<p>Miller Brewing: “Nationally, Miller has pioneered and supported dozens of programs designed to enhance the quality of life for people everywhere”.</p>
<p><b>Philanthropy</b></p>	<p><b>Working definition:</b> Activities directed at third parties (which are not direct stakeholders of the</p>	<p>Gritty McDuff’s Brewpub: “Gritty will donate 10 per cent of all sales to the Maine Summer Campership</p>

APPENDIX A: Coding Scheme

	<p>firm) in order to stimulate the development of goodwill with the public at large.</p> <p><b>Formal definition:</b> “Strategic philanthropy is an approach by which corporate giving and other philanthropic endeavors of a firm are designed in a way that best fits with the firm’s overall mission, goals, or objectives” (Carroll &amp; Buchholz, 2000)</p>	<p>Program which helps to send underprivileged children to Summer Camp”.</p>
<p><b>Responsible product use</b></p>	<p><b>Working definition:</b> Activities directed at consumers in order to prevent alcohol abuse and associated problems (drunk driving, domestic violence, health risks, et cetera).</p> <p><b>Formal definition:</b> “The challenge to management (...) is to make products as safe as possible while at the same time making them more affordable and useful to consumers” (Carroll &amp; Buchholz, 2000)</p>	<p>Miller Brewing: “As part of our commitment to helping prevent drunk driving, we strive to promote responsible decision-making by encouraging individuals to serve as designated drivers, or to simply leave the driving to someone else when necessary”.</p>
<p><b>Greening</b></p>	<p><b>Working definition:</b> Activities directed at minimizing the impact of the organization’s production and distribution processes on the natural environment.</p> <p><b>Formal definition:</b> “Environmental responsiveness is the process of receiving, interpreting, processing and responding to demands and expectations put on firms which arise from concerns about the natural environment... Environmental initiatives are any organisational innovation within a company which are interpreted by managers as</p>	<p>Great Lakes Brewing Company: “Taking its leadership position to the next level, the company has put into action its strong sense of ecological responsibility by developing environmentally friendly processes that make optimum use of by-products generated as part of the brewing process”.</p>

APPENDIX A: Coding Scheme

	being implemented primarily for environmental reasons" (Bowen, 2000).	
<i>Public organizational identity categories</i>		
<b>Global Company</b>	<p><b>Working definition:</b> Reporting on international sales reach and describing international activities or partners.</p> <p><b>Formal Definition:</b> <i>"An organization which increases the geographic spread of its economic activities across national boundaries and seeks functional integration between internationally dispersed economic activities"</i> (Dicken, 1992)</p>	Coors Brewing Company: "Coors products are available throughout the United States and in more than 30 international markets in North America, Latin America, the Caribbean, Europe and Asia".
<b>Experienced Scientist</b>	<p><b>Working definition:</b> Emphasizing the degree of quality control over the production process and the use of scientific principles to maintain quality standards.</p>	Spoetzl: "We do a lot of testing when we brew each Shiner beer. First, we test all of the grains we receive to insure they meet our standards of quality. Then we test the composition of the beer at every step of the brewing process. We also do the initial yeast propagation and test to make sure the caps are screwed on tight. We test everything. In this photograph we are checking the carbonation levels."
<b>Industrial Producer</b>	<p><b>Working definition:</b> Communicating about the capacity for large-scale production, investment in efficient equipment or technology, and the achievement of scale economies.</p> <p><b>Formal Definition:</b> An organization that can claim</p>	Coors Brewing Company: " Today, Coors Brewing Company, the principle subsidiary of Adolph Coors Company, is the third largest brewer in the U.S. and is among the top 10 brewers in the world. The Company is ranked among the 500 largest publicly traded corporations in the U.S. With its headquarters and

APPENDIX A: Coding Scheme

	scale advantages in production or distribution	primary brewery in Golden, Colorado, the company also owns the second-largest brewer in the United Kingdom, Coors Brewers Limited, and has brewing and packaging facilities in Elkton, VA and Memphis, Tenn. Coors also owns major facilities in Colorado to manufacture aluminium cans and ends, as well as bottles.”
<b>Artisan</b>	<p><b>Working definition:</b> The use of traditional production methods, dedication to craftsmanship and authenticity in beer brewing, and use of only the finest production inputs.</p> <p><b>Formal Definition:</b> “<i>brewers ... concerned with craftsmanship and taste in brewing beer ... who have a passion for and are in love with making beer according to traditional methods and using natural ingredients</i>” (Carroll &amp; Swaminathan, 2000)</p>	<p>BJ’s Brewery &amp; Restaurant: “Not just another wheat beer. Our Hefeweizen is fermented with an authentic Bavarian weizen yeast to produce its unique flavor profile”.</p>
<b>Specialist Producer</b>	<p><b>Working definition:</b> Emphasizing small-scale production methods and specialty products manufacture.</p> <p><b>Formal Definition:</b> “<i>brewers who employ small operations and focus on specialized product offerings and target markets</i>” (Carroll &amp; Swaminathan, 2002)</p>	<p>Cannon Brewpub: “We make our beer in batches of 12 kegs and brew about twice a week. The beer you are drinking is usually only a few weeks old. Our brewing in small batches, doing it frequently, keeping the kegs cold and still, all help to bring you the freshest beer in Columbus”.</p>
<b>Entertainer</b>	<p><b>Working definition:</b> Associating the organization and its actions with popular entertainment and fun, leisurely activities for consumers.</p>	<p>Castlebay Irish Pub: “Castlebay is a place where all will feel welcome, have lots of fun and enjoy great food and drink”.</p>

APPENDIX A: Coding Scheme

	<p><b>Formal Definition:</b> <i>One who pursues activities for the amusement of others</i> (Oxford Dictionary)</p>	
<p><b>Aesthete</b></p>	<p><b>Working definition:</b> Associating the organization and its actions with sophistication and appreciation for the finer things in life.</p> <p><b>Formal Definition:</b> “<i>One who has or professes special appreciation for good taste and beauty</i>” (Oxford Dictionary)</p>	<p>Anderson Valley Brewing Company: “However, to fully enjoy its rich and complex flavor, it should be served between 40* and 45°F”</p>
<p><b>Perfectionist &amp; Innovator</b></p>	<p><b>Working definition:</b> An expressed desire and ambition to continuously improve and innovate business practices</p>	<p>James Page Brewing: “Hey, did you know that the new James Page Brewing Team pioneered Craft Brewed Beer in cans? And, did you know that cans actually protect beer from the elements better than glass bottles?”</p>
<p><b>Quality Champion</b></p>	<p><b>Working definition:</b> Listing of product awards and performance accomplishments.</p> <p><b>Formal Definition:</b> Accounts of having won industry-specific contests, prizes, or praise for products or business performance (Rao, 1994)</p>	<p>Sioux Falls Brewing Company: “Winner Gold Medal Golden Ale/Canadian Style Ale GABF 1997”.</p>



APPENDIX A: Coding Scheme

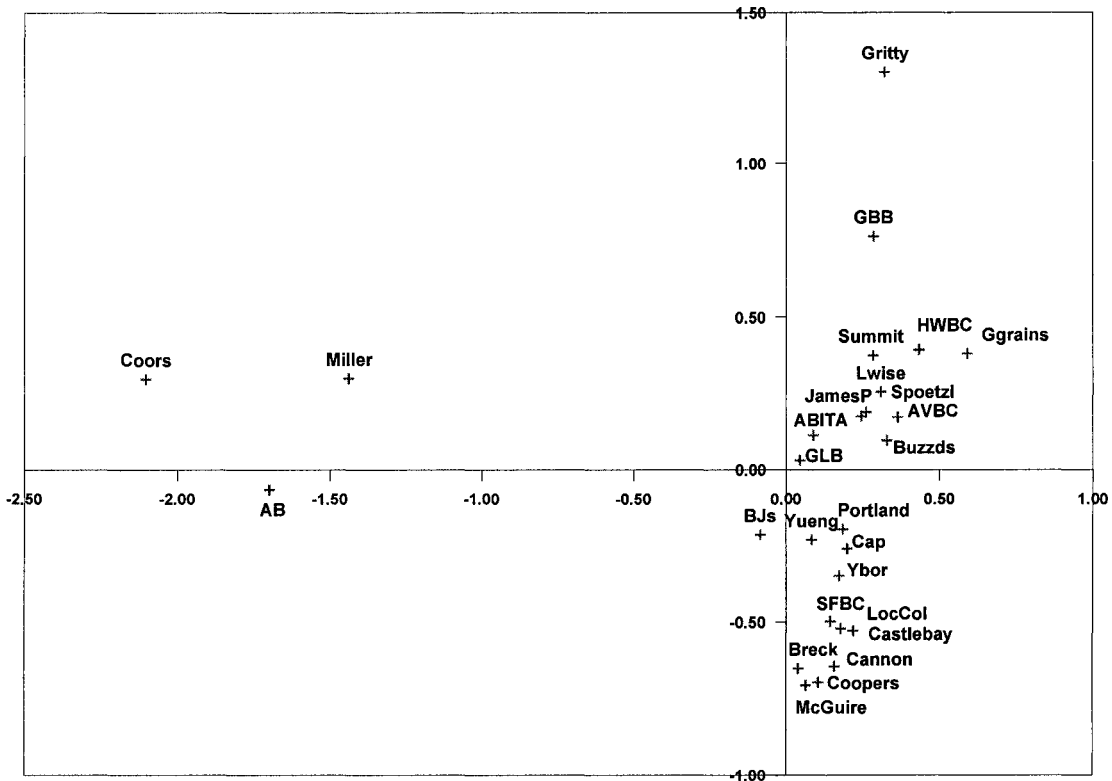
<p><b>Pedigree</b></p>	<p><b>Working definition:</b> Highlighting the enduring nature of the company's name over time as a signal of quality.</p> <p><b>Formal Definition:</b> A company's name cues the history of the industry and signals that the firm is an inevitable and desirable part of that industry (Glynn &amp; Abzug, 2002)</p>	<p>Yeungling: "Since 1829 D.G. Yeungling &amp; Son of Pottsville, Pennsylvania, America's oldest brewery, has produced a complete line of fine brewed products to satisfy the most discerning tastes of beer connoisseurs. Each of these craft-brewed beers offers its own unique flavor, body and aroma."</p>
<p><b>Values Pride</b></p>	<p><b>Working definition:</b> Highlighting unique values associated with the corporate brand name as a signal of quality.</p> <p><b>Formal Definition:</b> Declaration of publicly espoused principles that brewery is aiming for in its activities (Schein, 1992)</p>	<p>Local Color: "It is my goal – no my mission – to brew a perfect beer. Perfect. Then to treat my customers like they are the only people in the world worthy of that beer"</p>
<p><b>Local Player</b></p>	<p><b>Working definition:</b> Expressing close association with and an operational focus on a particular local market niche.</p>	<p>Ybor City Brewing Company: "Ybor City Brewing Company produces fresh, high-quality hand-crafted beers exclusively for Florida using recipes formulated and tailored for the local market".</p>
<p><b>Merchandiser</b></p>	<p><b>Working definition:</b> Orientation toward brand and product expansion beyond the core activity of beer brewing (e.g., catering services, t-shirts, food).</p> <p><b>Formal Definition:</b> Taking advantage of a product or organization name to sell other products and services (Olin, 2000).</p>	<p>Cooperstown Brewery: "Browse through the Gifts section where you will find a variety of T Shirts, sweatshirts, henleys, and polo shirts, plus caps and other beer and baseball merchandise".</p>
<p><b>Not just a local</b></p>	<p><b>Working definition:</b> Orientation toward market</p>	<p>Gordon Biersch: "Together Dan &amp; Dean opened the</p>

**APPENDIX A: Coding Scheme**

<b>Player</b>	expansion and organizational growth beyond the local sales reach.	first Gordon Biersch brewery restaurant in Palo Alto in 1988, since then, they have opened additional brewery restaurants in five western states, including California, Hawaii, Nevada, Arizona and Washington”.
<b>Marketer</b>	<b>Working definition:</b> Product or brand promotion	Gordon-Biersch: Now you can enjoy this festive tradition as we brew our batch of Maibock to share with you. Maibock is available at all our brewery-restaurants May through June or until we run out!! Visit us between May 6 and May 20 and enjoy our special Spring Menu”.

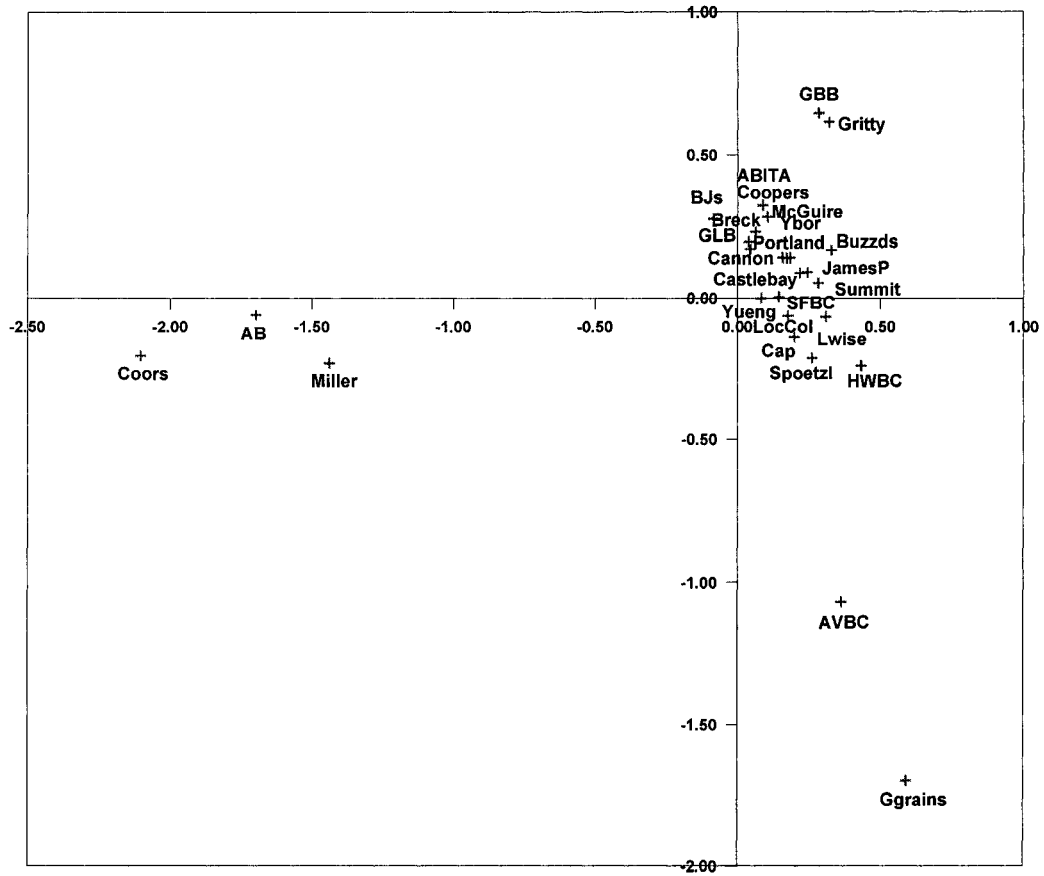
# APPENDIX B: Plot of Dimension Scores

Plot of Dimension Scores for Breweries: X1Y2



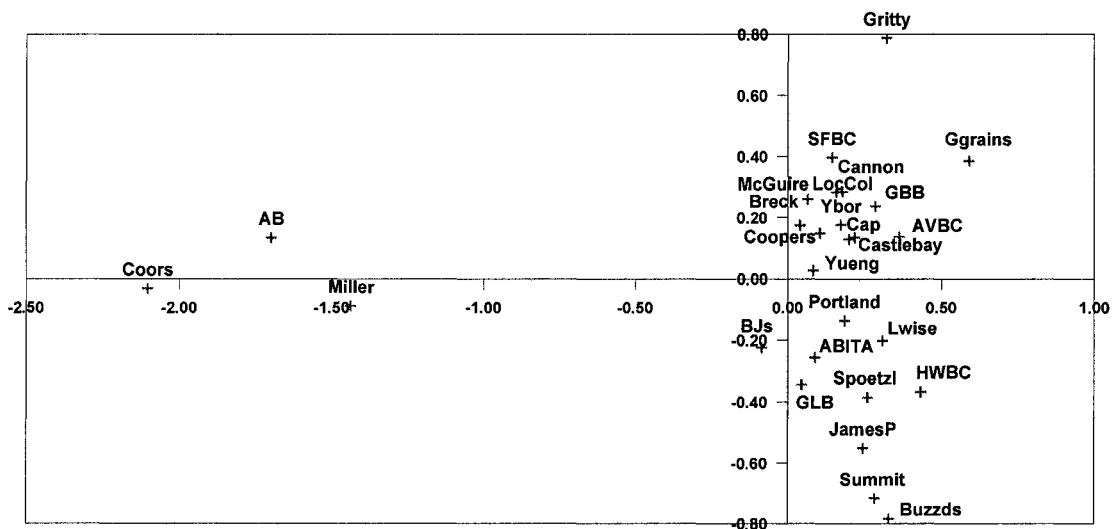
## APPENDIX B: Plot of Dimension Scores

Plot of Dimension Scores for Breweries: X1Y3



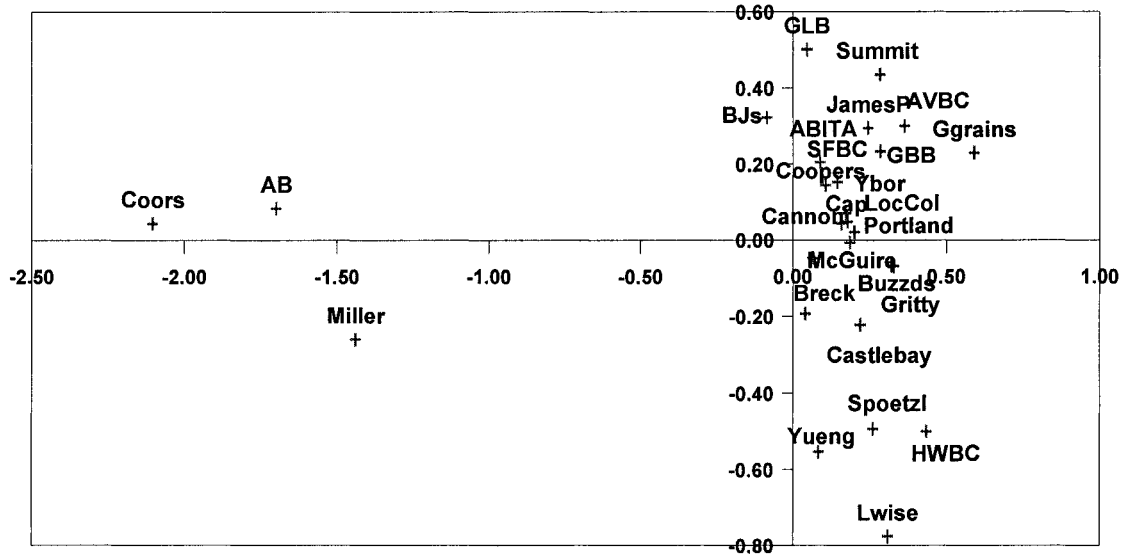
## APPENDIX B: Plot of Dimension Scores

Plot of Dimension Scores for Breweries: X1Y4



## APPENDIX B: Plot of Dimension Scores

Plot of Dimension Scores for Breweries: X1Y5



**APPENDIX C: Summary of Communication Patterns**

Summary of Communication Patterns for Dimension 1

Brewery	Row Scores	Local Player %comm	Dich	Specialist Producer %comm	Dich	Aesthete %comm	Dich	Marketer %comm	Dich	Global Company %comm	Dich	Industrial Producer %comm	Dich	Responsibility %comm	Dich
Cygrain	0.59	28.04	1	4.79	1	1.38	0	30.93	1	0	0	0	0	0	0
H/ABC	0.43	1.01	0	11.08	1	6.07	1	30.92	1	0	0	0	0	0	0
A/BC	0.36	15.33	1	1.49	0	6.84	1	13.86	1	0	0	0.15	0	0	0
Buzbuds	0.33	0.00	0	1.15	0	19.43	1	13.77	1	0	0	0	0	0	0
Chilly	0.32	1.90	0	9	1	6.57	1	13.75	1	0	0	0	0	0	0
Lwise	0.31	0.00	0	4.01	1	9.40	1	32.22	1	0	0	0	0	0	0
GEB	0.29	0.00	0	1.62	0	4.05	0	10.80	0	0	0	0	0	0	0
Summit	0.28	3.07	1	1.46	0	11.24	1	10.95	0	0	0	0	0	0	0
Spoutz	0.26	0.00	0	3.17	1	5.75	1	31.19	1	0	0	0	0	0	0
JamesP	0.25	0.00	0	1.68	0	9.19	1	5.77	0	0	0	0	0	0	0
Castlebay	0.22	0.00	0	0.86	0	2.99	0	12.41	0	0	0	0	0	0	0
Cap	0.20	4.48	1	0	0	4.24	0	12.81	0	0	0	0	0	0	0
Portland	0.19	0.00	0	4.1	1	7.27	1	13.42	1	0	0	0	0	0	0
LocOd	0.18	3.31	1	0	0	3.75	0	8.66	0	0	0	0	0	0	0
Ybar	0.17	1.15	0	3.43	1	9.80	1	3.39	0	0	0	0	0	0	0
Carmon	0.16	0.00	0	0.91	0	1.54	0	11.52	0	0	0	0	0	0	0
SFBC	0.15	1.89	0	0	0	2.51	0	4.62	0	0	0	0	0	0	0
Coopers	0.11	0.00	0	1.39	0	2.89	0	6.40	0	0	0	0	0	0	0
ABTA	0.09	0.00	0	1.1	0	3.32	0	14.93	1	0	0	0	0	1.85	1
Yueg	0.08	0.00	0	0	0	6.71	1	25.85	1	0	0	0	0	1.32	1
McGuire	0.07	0.00	0	0	0	3.33	0	6.40	0	0	0	0	0	0	0
GLB	0.05	0.00	0	0.45	0	5.13	0	3.28	0	0	0	0	0	0.12	0
Breck	0.04	0.00	0	0.98	0	5.49	1	14.79	1	0	0	0	0	0	0
Els	-0.08	0.00	0	0	0	3.89	0	7.71	0	0	0	0	0	0	0
Miller	-1.44	0.00	0	0	0	0.49	0	8.35	0	1.15	1	1.08	1	4.36	1
AB	-1.70	0.00	0	0	0	0.51	0	1.57	0	1.94	1	1.52	1	6.58	1
Coors	-2.10	0.00	0	0	0	0.18	0	0.64	0	1.12	1	1.1900001	1	15.06	1
Column scores		0.69		0.51		0.34		0.33		-2.75		-2.65		-2.65	

**APPENDIX C: Summary of Communication Patterns**

Summary of Communication Patterns for Dimension 2

Brewery	Row Scores	Perfectionnist		Specialist Producer		Not Local		Sport Sponsorship		Merchandiser	
		% comm	Dich	% comm	Dich	% comm	Dich	% comm	Dich	% comm	Dich
Gritty	1.31	44.15	1	9	1	3.59	1	0.00	0	1.20	0
GBB	0.76	24.56	1	1.62	0	6.41	1	0.00	0	18.45	0
HWBC	0.40	0.00	0	11.08	1	0.00	0	0.00	0	0.00	0
Ggrains	0.38	0.00	0	4.79	1	0.00	0	0.00	0	3.23	0
Summit	0.38	1.11	0	1.46	0	14.15	1	0.00	0	7.87	0
Miller	0.30	0.75	0	0	0	2.61	1	0.00	0	10.30	0
Coors	0.30	0.97	0	0	0	0.55	0	0.20	1	10.45	0
Lwise	0.26	4.18	1	4.01	1	0.00	0	0.00	0	8.50	0
Spoetzi	0.19	0.54	0	3.17	1	0.66	0	0.00	0	6.48	0
JamesP	0.18	1.21	0	1.68	0	0.00	0	0.00	0	7.40	0
AVBC	0.18	0.16	0	1.49	0	0.00	0	0.00	0	4.80	0
ABITA	0.12	3.55	1	1.1	0	10.07	1	0.00	0	26.80	1
Buzzzds	0.10	1.10	0	1.15	0	0.00	0	0.00	0	17.14	0
GLB	0.03	1.13	0	0.45	0	2.57	1	0.00	0	17.78	0
AB	-0.06	0.86	0	0	0	0.21	0	0.93	1	29.16	1
Portland	-0.19	2.54	0	4.1	1	0.76	0	0.00	0	36.12	1
Bjs	-0.21	2.14	0	0	0	2.36	1	0.00	0	37.78	1
Yueng	-0.23	0.14	0	0	0	2.81	1	0.00	0	28.54	1
Cap	-0.26	1.94	0	0	0	0.00	0	0.00	0	35.55	1
Ybor	-0.35	0.00	0	3.43	1	0.00	0	0.00	0	36.90	1
SFBC	-0.50	1.44	0	0	0	0.00	0	0.00	0	45.18	1
LocCol	-0.52	0.00	0	0	0	0.00	0	0.00	0	47.03	1
Castlebay	-0.53	0.00	0	0.86	0	0.00	0	0.00	0	42.25	1
Cannon	-0.64	0.00	0	0.91	0	0.00	0	0.00	0	54.05	1
Breck	-0.65	0.00	0	0.98	0	0.44	0	2.82	1	55.36	1
Coopers	-0.70	0.00	0	1.39	0	0.00	0	0.00	0	61.41	1
McGuire	-0.71	0.00	0	0	0	0.00	0	0.00	0	56.09	1
<b>Column Scores:</b>		1.67		0.67		0.67		-0.93		-0.66	



## APPENDIX C: Summary of Communication Patterns

Summary of Communication Patterns for Dimension 3

Brewery	Row Scores	Perfectionnist % comm	Dich	Not Local % comm	Dich	Industrial Producer % comm	Dich	Local Player % comm	Dich
GBB	0.65	24.56	1	6.41	1	0.00	0	0.00	0
Gritty	0.62	44.15	1	3.59	1	0.00	0	1.90	0
ABITA	0.32	3.55	1	10.07	1	0.00	0	0.00	0
Coopers	0.29	0.00	0	0	0	0.00	0	0.00	0
BJs	0.28	2.14	0	2.36	1	0.00	0	0.00	0
McGuire	0.23	0.00	0	0	0	0.00	0	0.00	0
Breck	0.20	0.00	0	0.44	0	0.00	0	0.00	0
GLB	0.17	1.13	0	2.57	1	0.00	0	0.00	0
Buzzds	0.17	1.10	0	0	0	0.00	0	0.00	0
Cannon	0.14	0.00	0	0	0	0.00	0	0.00	0
Portland	0.14	2.54	0	0.76	0	0.00	0	0.00	0
Ybor	0.14	0.00	0	0	0	0.00	0	1.15	0
JamesP	0.09	1.21	0	0	0	0.00	0	0.00	0
Castlebay	0.09	0.00	0	0	0	0.00	0	0.00	0
Summit	0.05	1.11	0	14.15	1	0.00	0	3.07	1
SFBC	0.01	1.44	0	0	0	0.00	0	1.89	0
Yueng	0.00	0.14	0	2.81	1	0.00	0	0.00	0
AB	-0.06	0.86	0	0.21	0	1.52	1	0.00	0
LocCol	-0.06	0.00	0	0	0	0.00	0	3.31	1
Lwise	-0.06	4.18	1	0	0	0.00	0	0.00	0
Cap	-0.14	1.94	0	0	0	0.00	0	4.48	1
Coors	-0.20	0.97	0	0.55	0	1.19	1	0.00	0
Spoetzi	-0.21	0.54	0	0.66	0	0.00	0	0.00	0
Miller	-0.23	0.75	0	2.61	1	1.08	1	0.00	0
HWBC	-0.24	0.00	0	0	0	0.00	0	1.01	0
AVBC	-1.07	0.16	0	0	0	0.15	0	15.33	1
Ggrains	-1.70	0.00	0	0	0	0.00	0	28.04	1
<b>Column Scores:</b>		1.05		0.50		-0.41		-2.31	

## APPENDIX C: Summary of Communication Patterns

Summary of Communication Patterns for Dimension 4

Brewery	Row Scores		Local Community Inv		Local Player		Financial Accountability		Not Local		Experienced Scientist	
		Dich	% comm	Dich	% comm	Dich	% comm	Dich	% comm	Dich	% comm	Dich
Gritty	0.79	1	5.34	0	1.9	0	0.00	0	3.59	1	2.09	0
SFBC	0.40	1	13.40	0	1.89	0	0.00	0	0.00	0	0.00	0
Ggrains	0.39	1	8.22	1	28.04	1	0.71	0	0.00	0	1.32	0
LocCol	0.28	1	9.39	1	3.31	1	0.00	0	0.00	0	0.00	0
Cannon	0.28	1	9.48	0	0	0	0.00	0	0.00	0	0.82	0
McGuire	0.26	0	0.93	0	0	0	0.00	0	0.00	0	0.00	0
GBB	0.24	0	2.65	0	0	0	0.00	0	6.41	1	6.93	1
Ybor	0.18	1	7.33	0	1.15	0	0.00	0	0.00	0	0.94	0
Breck	0.18	0	0.60	0	0	0	0.00	0	0.44	0	0.88	0
Coopers	0.15	0	1.25	0	0	0	0.00	0	0.00	0	1.53	0
AVBC	0.14	1	15.90	1	15.33	1	0.00	0	0.00	0	1.50	0
Castlebay	0.14	0	2.55	0	0	0	0.00	0	0.00	0	1.67	0
AB	0.13	0	0.51	0	0	0	4.71	1	0.21	0	0.30	0
Cap	0.13	1	6.07	1	4.48	1	0.00	0	0.00	0	4.43	1
Yueng	0.03	0	0.72	0	0	0	0.91	0	2.81	1	0.00	0
Coors	-0.03	0	1.15	0	0	0	5.68	1	0.55	0	3.25	0
Miller	-0.09	0	1.81	0	0	0	1.46	1	2.61	1	3.76	1
Portland	-0.14	0	0.60	0	0	0	2.99	1	0.76	0	3.52	0
Lwise	-0.20	0	0.00	0	0	0	0.00	0	0.00	0	7.06	1
BJs	-0.22	0	0.56	0	0	0	7.06	1	2.36	1	6.18	1
ABITA	-0.26	0	0.00	0	0	0	0.00	0	10.07	1	4.07	1
GLB	-0.34	1	5.06	0	0	0	0.39	0	2.57	1	3.66	1
HWBC	-0.37	0	3.19	0	1.01	0	0.00	0	0.00	0	1.92	0
Spoetzi	-0.38	0	3.14	0	0	0	0.00	0	0.66	0	3.95	1
JamesP	-0.55	1	4.07	1	0	0	4.74	1	0.00	0	5.71	1
Summit	-0.71	0	0.00	0	3.07	1	1.90	1	14.15	1	6.91	1
Buzzds	-0.78	0	2.94	0	0	0	0	0	0	0	23.62	1
Columns Scores:			0.38		0.66		-0.49		-0.59		-0.84	

APPENDIX C: Summary of Communication Patterns

Summary of Communication Patterns for Dimension 5

Brewery	Row Scores	Local Player		Not Local		Greening		Financial Accountability		Entertainer		Specialist Producer		Marketer	
		%comm	Dich	%comm	Dich	%comm	Dich	%comm	Dich	%comm	Dich	%comm	Dich	%comm	Dich
GLB	0.50	0.00	0	2.57	1	6.62	1	0.39	0	1.08	0	0.45	0	3.28	0
Summit	0.44	3.07	1	14.15	1	0.00	0	1.90	1	1.36	0	1.46	0	10.95	0
Bls	0.32	0.00	0	2.36	1	0.00	0	7.06	1	3.38	0	0.00	0	7.71	0
AMBC	0.30	15.33	1	0	0	0.00	0	0.00	0	8.53	1	1.49	0	13.86	1
JarresP	0.30	0.00	0	0	0	0.22	0	4.74	1	8.87	1	1.68	0	5.77	0
GBB	0.24	0.00	0	6.41	1	0.00	0	0.00	0	4.27	0	1.62	0	10.8	0
Gyrais	0.23	28.04	1	0	0	0.00	0	0.71	0	1.43	0	4.79	1	30.93	1
ABITA	0.21	0.00	0	10.07	1	0.96	1	0.00	0	2.45	0	1.10	0	14.93	1
SFBC	0.15	1.89	0	0	0	0.00	0	0.00	0	4.08	0	0.00	0	4.62	0
Coopers	0.15	0.00	0	0	0	0.00	0	0.00	0	1.06	0	1.39	0	6.4	0
AB	0.08	0.00	0	0.21	0	7.14	1	4.71	1	1.61	0	0.00	0	1.57	0
Ybar	0.07	1.15	0	0	0	0.00	0	0.00	0	0.00	0	3.43	1	3.39	0
LocCd	0.05	3.31	1	0	0	0.00	0	0.00	0	10.31	1	0.00	0	8.66	0
Coors	0.04	0.00	0	0.55	0	5.17	1	5.68	1	1.32	0	0.00	0	0.64	0
Cannon	0.04	0.00	0	0	0	0.00	0	0.00	0	3.42	0	0.91	0	11.52	0
Cap	0.02	4.48	1	0	0	0.00	0	0.00	0	5.82	1	0.00	0	12.81	0
Portland	-0.01	0.00	0	0.76	0	0.00	0	2.99	1	1.41	0	4.10	1	13.42	1
McGuire	-0.05	0.00	0	0	0	0.00	0	0.00	0	5.52	1	0.00	0	6.4	0
Gritty	-0.07	1.90	0	3.59	1	0.00	0	0.00	0	6.92	1	9.00	1	13.75	1
Buzats	-0.07	0.00	0	0	0	0.00	0	0.00	0	0.54	0	1.15	0	13.77	1
Breck	-0.19	0.00	0	0.44	0	0.00	0	0.00	0	3.74	0	0.98	0	14.79	1
Castelay	-0.22	0.00	0	0	0	0.00	0	0.00	0	10.82	1	0.86	0	12.41	0
Miller	-0.26	0.00	0	2.61	1	1.27	1	1.46	1	2.61	0	0.00	0	8.35	0
Speedl	-0.49	0.00	0	0.66	0	0.24	0	0.00	0	6.16	1	3.17	1	31.19	1
HWBC	-0.50	1.01	0	0	0	0.00	0	0.00	0	7.39	1	11.08	1	30.92	1
YLang	-0.55	0.00	0	2.81	1	0.00	0	0.91	0	13.28	1	0.00	0	25.85	1
Lwise	-0.77	0.00	0	0	0	0.62	0	0	0	13.49	1	4.01	1	32.22	1
Columns Scores:		0.68		0.63		0.52		0.50		-0.46		-0.46		-0.46	