Exploring the relationship between corporate identity disorientation and dynamic capabilities

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Abstract

The importance of corporate identity to organizations is increasing, which has led to the conceptualisation of corporate identity orientation. This study challenges existing thinking by suggesting that if corporate identity orientation exists, so could corporate identity disorientation. Further to this it suggests that corporate identity disorientation may in fact be useful for an organization. In order to explore this, the perspective of dynamic capabilities is used in order provide structure to how disorientation may be beneficial.

A qualitative, exploratory approach was adopted, and empirical work was carried out via a multiple case study of five social enterprises. Social enterprise was chosen as it was a useful sector to explore for corporate identity (e.g. strong mission, values) and dynamic capabilities (solving social problems in innovative ways). Data was collected using interviews, observation and document analysis. Thematic analysis was then applied to the data.

Theoretical contributions are the introduction of strategic orientation, exploring the relationship between orientation and disorientation, the conceptualization of corporate identity disorientation and exploring the relationship between corporate identity disorientation and dynamic capabilities.

Managerial contributions include highlighting that corporate identity disorientation can be useful and may even be something that could be purposefully induced by an organization. This is especially so for corporate identity as it could help lead to unlocking new opportunities, and develop more distinctiveness. It could also be a useful stage to go through in adapting to dynamic environments. The second managerial contribution is to be aware that corporate identity disorientation is not a magic bullet. It must be used in a balance with corporate identity orientation. This is to help provide some consistency for stakeholders to engage with. This is relevant because the environment organizations find themselves in increasingly causes identity disorientation, so exploring this further helps address this crucial issue.

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Publications/Conferences/Award arising from thesis

PUBLICATIONS

"Corporate Identity Orientation and Disorientation: A complexity theory perspective", with TC Melewar, Keith Dinnie and Thomas Lange, **Journal of Business Research**, (Vol. 109, March, 2019)

"Corporate Identity and Social Media: Existence and Extension of the Organization", with TC Melewar and Pantea Foroudi, **International Studies of Management and Organization**, (Vol. 47, Issue 2, 2017)

CONFERENCES

"A Phoenix From the Flames of Branding: The Resurgence of Corporate Visual Identity in Social Media", **Corporate and Marketing Communications Conference**, April 2016, London UK,

"The Troubled Identity of Corporate Identity", **Research Student Summer Conference**, July 2015, London, UK

"The State of Play of Corporate Identity Research: Progress, Changes and Further Developments", **19th Corporate and Marketing Communications Conference**, April 2014, Milan, Italy

"A New Taxonomy Perhaps?: Corporate Identity and Its Peripheral Constructs", **Second International Conference on Contemporary Marketing Issues** , June 18-20, 2014, Athens, Greece

"The Corporate Identity Construct: Where Are We Now?", **Academy of Marketing Conference**, July 2014, Bournemouth, UK

AWARDS

Best Extended Abstract Award
April 2014 19th International Conference on Corporate and Marketing Communications

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO RESEARCH

1. Introduction and Key Definitions

Corporate identity (CI) research it is entering an interesting era with organisations having many new ways to develop and disseminate their identities (Devereux et al 2017). Along with this is also an increased interest from the evidence-based school of marketing and its focus on distinctiveness (Romaniuk et al 2007; Sharp 2010). With corporate identity's importance in showing what is distinctive about an organisation (i.e. its identity), this highlights it is an interesting area to be exploring. The increased importance of corporate identity has also been touched upon with the introduction of the corporate identity orientation (CIO) (Balmer 2013). This orientation however has received little development itself.

Identity has been increasingly discussed in practitioner literature. Whilst not outright mentioning corporate identity, Simon Sinek's influential 'Start With Why' (2009) covered many aspects of corporate identity, suggesting a greater focus on aspects such as mission, vision and purpose. This increasing discussion also links in with a greater move towards sustainability and social good from organisations. It is becoming increasingly clear that identity should play an important role, particularly regarding sustainability and social responsibility. This is highlighted by recent examples such as the VW scandal and Apple's false sustainability claims. And whilst the work of Sinek

has been receiving some backlash of late due to the idea of purpose being applied too frequently and in-authentically, it still remains an interesting marketing topic.

However, one area that could be of interest is corporate identity disorientation (CID), or being confused about the corporate identity, especially as organisations are facing increasing moments of potential confusion. This could be due to factors such as increased tools available (e.g. social media) and also the rate at which industries and organisations are being disrupted. Organisations exist in a particularly unpredictable world, and the rate of change is increasing. Recent events, particularly in politics have had large ramifications for businesses. How organisations deal with this unpredictable and dynamic world is of particular importance. Looking into these almost counterintuitive ideas has also been gaining importance in the scientific literature. Recent articles have been looking at corporate identity incongruence (Flint et al 2018), inconsistency (Gregersen and Johansen 2018) and dis-identification (Balmer 2017). These show that this idea of unbalance is gaining traction in the literature. This research contributes to this burgeoning discussion.

Dynamic capabilities (DC) offers a theoretical perspective to explore this through. With its focus on sensing, seizing and reconfiguring, dynamic capabilities could provide a useful framework against which to explore disorientation, and potential benefits. This is because dynamic capabilities offers a useful exploration of the dynamic nature of identity. Dynamic capabilities acknowledges that the world is constantly in flux (Teece 2007) and is increasingly volatile (Li and Liu 2014). Against this backdrop, further research has been called for into how firms maintain continuity whilst also being flexible (Wohlgarth and Wenzel 2016), which shows that greater understanding of this

area will contribute to the scientific debate. Applying the dynamic capabilities perspective is meeting an area that is also gaining scientific interest as there is a growing interest in dynamic capabilities covering both conceptual and empirical work. (Laaksonen and Paltoniemi 2018; Jantunen et al 2018; Saul and Gebaur 2018; Wang and Hsu 2018; Bogers et al 2019). As such, research that contributes to understanding of this area would be contributing to current scientific debate.

Finally the context of this research is social enterprise. This was chosen for a few reasons. Corporate identity plays an interesting part in them, as they are often driven by a clear sense of purpose. Secondly they are considered managerially innovative organisations. The area of social enterprise has also received little interest from the marketing literature.

Table 1.0: Key Definitions

The key definitions of concepts are covered in the table below:

Construct	Key Definition
Corporate Identity	Corporate identity is often described as the 'what' of an organisation (Balmer and Greyser 2003; Kitchen et al 2013), its 'essence' (Olins 1978), or the 'characteristics that define and differentiate an organisation' (Balmer 2013, p.725).

Dynamic Capabilities	Dynamic Capabilities "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al 1997, p.516). "a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, up-grade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage." (Wang and Ahmed 2007, p. 35)
Social Enterprise	"Organisations that combine enterprise with an embedded social and or environmental purpose' (Calvo and Morales 2016 p1171, citing Doherty 2014)
Strategic Orientation	'the guiding principles that influence a firm's marketing and strategy-making activities' (Noble et al. 2002, p.25), 'the focus of resources to achieve a desired outcome' (Grawe et al 2009, p.283) or the 'strategic directions implemented by a firm to create the proper behaviours for the continuous superior performance of the

	business' (Gatignon and Xuereb 1997, p.78).
Corporate Identity Orientation	Balmer (2013) defined corporate identity orientation as "the corporate identity as an organisation's centripetal force based on an organisation's innate characteristics that define and differentiate an entity" (p.725).
Disorientation (general perspective)	Disorientation itself can be defined as 'the condition of having lost your bearings' or a state of 'confusion' (Collins English Dictionary) or 'a usually transient state of confusion especially as to time, place, or identity often as a result of disease or drugs' (Merriam-Webster).
Dynamic Capabilities	"the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al 1997, p.516). "a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, up-grade and

	reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage." (Wang and Ahmed 2007, p. 35)

1. 2. Research Gap

The research gaps addressed in this study are presented below.

- Little research on strategic disorientation

  So far there is little discussion on this component. Whilst there is much covered on strategic orientation in general, its opposite is much less covered. However, there have been some papers that have begun exploring areas related to this. In this thesis we introduce a variety of strategic disorientations in the style of the cornerstone approach to strategic orientation (i.e. product, market etc). As such this addresses this under researched area.

- No research on corporate identity disorientation

- Little development of corporate identity orientation

- Little research on dynamic capabilities and its relationship with corporate identity

- Little research into social enterprise in the marketing literature

1.3 Research Questions, Aim and Objectives

Research questions

RQ1: How are corporate identity disorientation and orientation related?

This question is driven by the introduction of corporate identity orientation (Balmer 2013) and also disorientation. The relationship of these two areas is important to understand, as one could be beneficial to the other. This is important if we are to be exploring whether corporate identity disorientation could be useful.

RQ2: How are corporate identity disorientation and dynamic capabilities related?

This question is driven by a need to understand the relationship between these two areas. So far in the literature this has received little attention. However, the two share some conceptual similarities. At its simplest, as identity is a dynamic concept (Gagliardi 1986; Leitch and Motion 1999; Gioia, Schultz and Corley 2000) exploring dynamic capabilities seems to show these similarities. As such this could also begin to show how corporate identity disorientation is beneficial. I.e. if it plays an important role in dynamic capabilities this could should that disorientation does not always need to be negative.

Sub questions

1. What is corporate identity disorientation?

   This question is driven by the need to first understand corporate identity disorientation. As such it does not exist in the literature as such yet. There has been the introduction of corporate identity orientation (Balmer 2013) amongst a whole host of strategic orientations (e.g. market orientation, product

disorientation etc). However, from a dualistic perspective there could be the idea of corporate identity disorientation. Thus a first step of this research project is to first better understand this notion.

2. How can it be beneficial to organisations?

This question is driven the possibility that this area could be beneficial. This is in part inspired by the idea of incongruence being beneficial (Flint et al 2018) as well as the idea from complexity theory that there could be some benefit in chaos/disorder. Also, central to this idea is the concept of dynamic capabilities being a positive aspect for organisations. As such exploring how disorientation could be beneficial for organisations could be a useful first step in understanding how dynamic capabilities and disorientation may be related. Not all of the benefits may be related to dynamic capabilities but they can act as a useful foundation from which to explore ideas further.

3. How can it be detrimental?

Leading on from the previous question is the idea it could also be detrimental. And this may be the more natural first thought when it comes to disorientation. As such, to maintain a balanced view this negative aspect of disorientation must be covered. This is inspired by the general perspective that disorientation would be negative. This is in particular needs to be covered to avoid any recommendations coming from the thesis that could claim disorientation come without risks. This is evidently not the case, so anyone reading the theses/associated journal articles would need to be aware of this. This idea is also partly inspired again by complexity theory and the idea that too much chaos/disorder could be negative.

4. How is it related to sensing capabilities?

This question is then the first attempt on a more granular level to understand how disorientation may be related to the specific aspect of dynamic capabilities. In this respect we follow the Teece (1997;2007) school of thought in regards to conceptualising dynamic capabilities.

5. How is it related to seizing capabilities?

This is similar in motivation to the above question using the Teece et al (1997;2007) school of thought.

6. How is it related to reconfiguring capabilities?

This is similar in motivation to questions 4 and 5 using the Teece et al(1997;2007) school of thought.

7. How are corporate identity and dynamic capabilities related?

This question is driven by the idea that in order to understand how corporate identity disorientation and dynamic capabilities are related we must understand how the central concept of corporate identity is related. As such this may give clues as to how disorientation fits within this relationship. This is an interesting area to explore, as it seems that identity and dynamic capabilities share some similarities in their conceptualisation. So there is an interesting opportunity to explore this relationship further.

1.4 Objectives

- Carry out literature review of corporate identity

- Carry out a literature review of strategic orientation

- Carry out a literature review of dynamic capabilities

- Conduct multiple case studies amongst social enterprises

- Conduct thematic analysis of the data to explore the relationships between corporate identity orientation and dynamic capabilities

- Produce a conceptual model/s that highlights the relationship between the constructs under discussion

The aim of this research is to achieve a deeper understanding of how corporate identity disorientation is related to dynamic capabilities. This is important as it could challenge corporate identity approaches that suggest it should be a heavily controlled aspect of the organisation. It could also aid organisations in adapting to an increasingly dynamic world.

1.5 Contribution

This research contributes to the literature in several ways. Firstly it develops the notion of corporate identity disorientation. Rather than focus on the components of the construct, we explore its relationship with dynamic capabilities to see how it could be beneficial/detrimental to an organisation. This research also shines light on corporate identity orientation as part of the discussion, however, our main focus is on disorientation. Secondly, it contributes to the literature on dynamic capabilities by introducing it to the corporate identity discussion. Finally, this research also contributes

to the social enterprise literature that has received little research in regards to corporate identity and marketing.

This research is useful to practitioners as it provides a useful application for corporate identity disorientation, and how it may not always be beneficial to be rigid about the corporate identity. This can be seen in embracing the every day disorientation that can occur with organisations but also helping to escape rigidity of the identity.

1.6 Social Enterprise Industry background

Finally the context of social enterprises is an interesting context to explore these is for a few reasons. Firstly, corporate identity seems to play a large part of them, as they are often driven by a very clear sense of purpose and have clear mission and values. However they also have a tension within them between the commercially minded aspects and achieving their social mission. As such, they are an interesting area to explore identity.

Secondly they are considered innovative organisations, and whilst this may not always be the innovative in the tech-related sense, their lack of resources has often caused them to be innovative. In this sense, it is believed to look at management innovation, rather than tech innovation, as this is considered to be the more sustainable form of innovation (Lin et al 2016). As such, this seems to be a worthwhile area to study the notion of disorientation. The area of social enterprise has also received little interest from the marketing literature.

A sense of entrepreneurial flair has also been seen to be a useful area to research dynamic capabilities within:

"Enterprises with strong dynamic capabilities are intensely entrepreneurial. They

not only adapt to business ecosystems, but also shape them through innovation and

through collaboration with other enterprises, entities, and institutions." (Teece 2007)

"The element of dynamic capabilities that involves shaping (and not just adapting to)

the environment is entrepreneurial in nature." (Teece 2007).

Taking these viewpoints on board social enterprise is seen as useful area to explore the

relationship between corporate identity disorientation and dynamic capabilities.

Social enterprise is a term that has been in the management literature since the 1980s

(Mair, Battilana and Cardenas 2012) and is a growing area of academic (Doherty et al

2014; Liu et al 2014) and practitioner interest (Fox 2016). Social enterprises "seek to

solve social problems through business ventures" (Smith et al. 2013, p. 408) and they

adopt some form of commercial activity to generate revenue and the pursuit of social

goals (Doherty, Haugh and Lyon 2014). They are seen to be hybrid organisations that

pursue both financial and social aims and straddle the boundaries between non-profit,

private and public (Doherty et al 2014), the boundaries of which are seen to be blurring.

These various tensions mean they don't fit easily into the usual categories of an

organisation (Calvo and Morales 2016). Social enterprise has also led to the rise of B-

Corps (Chen and Kelly 2015), which is a badge that many organisation adopt.

With their focus on a social aim, they have led to a different way of solving social

problems (Wilson and Post 2013) and so can also be considered innovative in this

manner. The nature of sustainable entrepreneurship has also been seen to be one of innovation (Lindgreen et al 2018).

Two areas that are prevalent throughout the literature are stakeholder theory and corporate social responsibility (Wilson and Post 2013). It has also seen to have a risen from market and state failure, resource dependence theory, institution theory and voluntary failure (Teasedeale 2011)

There are many definitions of social enterprise (Teasdale 2011), and this varies from country to country (Teasdale 2011), meaning that no single one has been agreed upon (Calvo and Morales 2016)(Wry and York 2017). As such they can take on many names (Chen and Kelly 2015) and it can make the area a little unclear (Vickers and Lyon 2014). For example, even 'social enterprise' and 'social entrepreneurship' are often, mistakenly used interchangeably (Luke and Chu 2013). The reason being that not every enterprise will show entrepreneurial qualities (Luke and Chu 2013). This lack of a definition has been suggested to have caused some methodological issues for research in this area (Lee, Battilana and Wang 2014).

However, the various definitions and approaches do appear to 'coalesce around the idea that these are organisations that combine enterprise with an embedded social and or environmental purpose' (Calvo and Morales 2016 p1171, citing Doherty 2014).

The social enterprise category 'includes community enterprises, cooperatives, the trading arms of charities, employee owned businesses, development trusts, credit unions, housing associations and social firms' (Vickers and Lyon 2014 p.450).

1.6.1 What separates them from other organisations?

The 'joint pursuit' of social and financial aims is what separates them from other commercial organisations and non-profits (Wry and York 2017). However the pursuit of a social goal seems to be the more dominant theme. The social value created is a primary outcome (Wilson and Post 2013, p.716). Their main purpose is to create social value (Hlady-Rispal and Servantie 2016). The two approaches are as such that they adopt some form of commercial activity to generate revenue and the pursuit of social goals (Doherty, Haugh and Lyon 2014). They can rely on unearned income and commercial revenue, or completely on trading income (Doherty et al 2014). This manner in which they differ from other organisations has been reflected in the fact that new legal structures have been developed for social enterprises (Lee et al 2014).

However, its is worth noting that there is seen to be a spectrum upon which social enterprises sit (Dart 2004 cited in Brown et al 2013) in regards to how they differ to each other.

"Thus while a non-profit or social enterprise may have an aspirational mission for what the world should look like, in practice its work is best captured by its more pragmatic operational mission." (Ebrahim and Rangan 2014, p125)

1.6.2. How is it beneficial?

They have been applied to a wide variety of industries and help tackle a wide variety of problems. They are often seen to be addressing problems that governments are failing to take action over. One particular form of social enterprise that is popular across Europe

is the work integration social enterprise (Defourny et al 2008). This form looks to supply work opportunities to those that may find themselves excluded from the labour market. Defourny et al (2008) also suggests that because of this widespread adoption it has led to social enterprise being 'systematically linked' to this form of social enterprise.

The social enterprise model is often introduced at inception of an organisation (Wilson and Post 2013) however some organisations have evolved into social enterprises, or simply been relabelled (Doherty et al 2014). This aspect of relabeling means they are also useful models for charities to adopt because it can help them become sustainable, or at least more sustainable. There has been increased interest in how the social enterprise model can be scaled, therefore making the most of its benefits (Vickers and Lyon 2016).

It can be beneficial model to adopt because from a consumer point of view it could be beneficial because as consumers are drawn to more eco-friendly and organisations with a purpose (Forbes 2017), social enterprises are a natural fit to meet this customer need. This is of course on top of the benefits to society that social enterprise can have.

There are benefits of purpose led organisations (Caulkin 2016). Consumers are becoming more interested in purpose-led organisations, therefore social enterprises could attract more customers in this respect. This is perhaps shows its roots in a more CSR route and a long-term reaction to the brands covered in works such as No Logo by Naomi Klein (1999). This in particular has interesting connections with corporate identity in regards to authenticity and ideas on 'actual' identity put forward by Balmer and the various conceptions on the ACID test.

Further benefits can come from managing the tensions that inherently exist within social enterprises. "Hybrid organizations develop management processes to respond creatively and innovatively to conflicting logics. In this regard, SEs provide examples of the potential benefits of managing the tensions associated with bridging institutional fields" (Doherty 2014).

1.6.3 How do you measure impact?

With a social purpose being central to social enterprises, the question of how do they measure the social impact could be raised. However, this is again a question that proves hard to find a concrete answer for, especially in regards to what impact is, and how exactly should it be measured. Impact is a concept that has proved hard to define, and is often confused with outcomes (Ebrahim and Rangan 2014). Ebrahim and Rangan (2014) separate between the two by saying:

"we distinguish between outcomes and impacts, with the former referring to lasting changes in the lives of individuals and the latter to lasting results achieved at a community or societal level" (p. 120).

The use of a logic model has also been prevalent in assessing the impact of social enterprises (Ebrahim and Rangan 2014). A logic model approach involves looking at inputs, activities, outputs, outcomes and impacts. Ebrahim and Rangan (2014) also list the various other ways of measuring impact that are used by practitioners: Logic models, expected return and cost effectiveness and experimental methods

Measuring social impact has become increasingly important to practitioners (Polonsky, Grau and McDonald 2016). One problem that has dogged social enterprise is how do you go about measuring social impact. One way of looking at this has been to look at Social Return on Investment (SROI) which is an extension on the ROI approach of ordinary organisations (Cordes 2016). Cost benefit analysis (CBA) is also another way of looking at this, and Cordes (2016) suggests the two approaches share some similarities. Other tools for measuring impact have included "blended value, the triple bottom line and the balanced scorecard for not for profits" (Ormiston and Seymour 2011 p.126)

However, a focus on measuring impact has led to some criticism for taking away time and resources from actually achieving the missions that organisations are trying to achieve (Ebrahim and Rangan 2014). However, performing these forms of analysis can be beneficial to influencing key decision makers, and thus are important in sustaining social enterprise's future (Cordes 2016).

The more innovative social enterprises measure their performance/impact and the larger organisations are more likely to measure their impact (Mass and Greico 2017).

Recent literature on social enterprise can be divided into three streams (Liu, Takeda and Ko 2014). Firstly definition, and components. Secondly the business model, and thirdly the impact it has on performance.

1.6.4 Negative aspects of social enterprise

Much research has focussed on the positive side of social enterprise and ignored the negatives that can occur (Doherty et al 2014; Calvo and Morales 2016) and it is an area without problems (O' Connor and Baker 2017). This area has therefore been one where research has been developing. It is an argument against the utopian belief that social enterprise is the answer to all problems. This is an important area to be aware of as it is not the answer to all problems.

Another aspect of social enterprise is that they do tend to have limitations set against them (Doherty et al 2014), especially when it comes to resources (Bridgstock et al 2010). However this could aid with them becoming more innovative. Small firms are more agile (Arend 2013), and a lot of social enterprises tend to be on the smaller size of organisation. This highlights them as an area that could be useful to look at the areas we want to.

1.6.5 Social Enterprise in the UK

This thesis will look at social enterprises from across the UK. There is a burgeoning social enterprise scene in the UK that is heavily supported (Teasdale 2011). It was part of the Big Society plans put forward by government. It received considerable support in the UK and was a particular concern of the government with the Big Society (Teasdale 2011), but there are also numerous professional bodies in place to help with social enterprise development. Most notably this includes Social Enterprise UK, and also area such as School for Social Entrepreneurs. Also many universities are now running social enterprise hubs.

1.6.6 Methodology predominantly used

The research has been predominantly qualitative in nature (Lee, Battilana and Wang 2014)(Doherty et al 2014). The multiple-case is also an increasingly used method (Lee et al 2014). Lee et al (2014) conducted an interesting view of research methods in social enterprise.

Research has predominantly been qualitative, and so quantitative research is an area to look at in the future (Doherty et al 2014).

1.6.7 Why linked with corporate identity?
Social enterprises are an interesting context to discuss corporate identity as there are tensions that exist within them in regards to identity, particularly stemming from the fact that they have a social mission, but also a business venture element (Smith et al 2013; Wry and York 2017) Identity is beginning to be explored further in social enterprises (Tracey and Philips 2013; Wry and York 2017). Tracey and Philips explored this from an organisational identity perspective, however, as discussed earlier this is related strongly to corporate identity. How the identity (again from an organisational perspective) changes over time has also been suggested as an area that is need of further research (Smith et al 2013). Social enterprises also are interesting because they are very values-based then the corporate identity could in fact be playing a large part in this. There are also aspects of social identity that could come into play, and the organisations being more involved than others in regards to a social identity. However, this aspect is an area that would need researching further.

1.6.8 Why linked with dynamic capabilities?

From a dynamic capabilities perspective, social enterprises are also considered innovative (Smith et al. 2013; Doherty et al. 2014; Liu et al. 2014), however their innovative nature could be seen in the initial response to a gap in the market (Luke and Chu 2013; Wry and York 2017). Dynamic and adaptive capabilities are also seen of particular importance to certain types of social enterprises (Vickers and Lyon 2016). A future research area has been acknowledged as how social enterprise identities change over time (Smith, Gonin and Besharov 2013) and there has been recent literature exploring the dynamic capabilities within social enterprises (Vallaster et al 2019). Although this was actually suggested from an organisational identity perspective, but could equally apply to a corporate identity perspective, especially as the two constructs (corporate identity and organisational identity) have such a close relationship. The external factors looking at this also hint at the effect of external environments on identity are important to look at. Their response to organisational challenges is an area in need of further research (Smith, Gonin and Besharov 2013). The sense of entrepreneurial flair has also been linked with dynamic capabilities in key papers:

"Enterprises with strong dynamic capabilities are intensely entrepreneurial. They not only adapt to business ecosystems, but also shape them through innovation and through collaboration with other enterprises, entities, and institutions." (Teece 2007)

Their often small nature can be seen to be useful for responding to environmental changes. Small firms are more agile (Arend 2013). This highlights them as an area that could be useful to look at the areas we want to. There has also been recent research beginning to bridge social enterprise and dynamic capabilities (Vezina et al 2018). The

role of dynamic capabilities in non-profit hybrids has also recently been explored by Vallaster et al (2019).

1.7 Research Methodology

The methodology adopted for this research is a qualitative, interpretivist multiple case study approach. The area of identity orientation and disorientation, lies largely in the almost sensemaking of those involved with the organisation and would largely be a state of interpretation. Therefore a qualitative, interpretivist approach was taken. The qualitative approach would achieve a richer sense of understanding about the relationship being explored. Also this approach has been suggested as one that future DC research is need of, and especially case studies (Barrales-Molina, Martinez-Lopez and Gazquez-Abad 2014).

An abductive approach was used to allow for a more back and forth approach between the research and the literature. In this respect the research was not a purely inductive endeavour.

Purposive sampling was employed as it was felt that the cases would offer an interesting environment to study both identity and innovation. Social enterprises were not taken just from one sector, but from different types. This was done to allow for more viewpoints to be achieved and thus add to the findings.

Semi-structured interviews, observation and document analysis were the data collection methods used. Purposive and snowball sampling methods were used. Snowball sampling from an expert within social enterprises were used to help with the sampling from inside the organisations, as they would recommend people to talk to and discuss as data collection was carried out.

A theory building approach was taken throughout the data collection and analysis as the objective of the research is not to test hypotheses, and we are exploring the relationship

Interview questions were assembled and checked by experts, academia and business organisations.

This was all carried out in order to achieve building a conceptual framework. Of frameworks, Teece has said:

"A framework, like a model, abstracts from reality. It endeavours to identify classes of relevant variables and their interrelationships. A framework is less rigorous than a model as it is sometimes agnostic about the particular form of the theoretical relationships that may exist." (Teece et al. 2007).

The data was then analysed using thematic analysis (Braun and Clarke 2006). This form of analysis is more in line with the interpretivst approach we had taken.

1.8 Findings, Novelty and Contribution

The contribution of the study is discussed briefly below. However for a more in depth exploration of the contribution, please see the relevant chapter.

1.8.1 Contribution to Theory

Firstly, this research contributes to theory by opening up the area of strategic disorientation for exploration. This is only introduced in this thesis as attention is then turned to corporate identity orientation. However it is hoped that introducing this area of strategic disorientation can be explored further by academics in both schools of management and marketing.

Secondly we develop the notion of corporate identity disorientation. Rather than focus merely on the components of the construct we explore its relationship with dynamic capabilities to see how it could be beneficial/detrimental to an organisation. We focus on the this, not simply to understand what it is, but choosing to focus on how it can be present in organisations. Therefore not simply focussing on an elaborate definition exercise, but focussing on how it is applied within organisations.

Thirdly, we contribute to the literature on dynamic capabilities by introducing it to the discussion on corporate identity and corporate identity disorientation. This ties the development and evolution to dynamic capabilities. These two areas have not been related that much in the literature, however as shown in the literature review they do share some crossover that is worthy of further exploration. Our contributions here focus on how dynamic capabilities help identities evolve with time. In addition to this we link

in the ideas of corporate identity orientation/disorientation to help provide some structure to exploring the relationship with corporate identity. This could also lead to in the future of what could be termed dynamic corporate identity capabilities. This is similar to the previous development of dynamic marketing capabilities, which shows how orientation research has been linked with dynamic capabilities.

We therefore have corralled these concepts into a conceptual framework resulting from the research. There are also other models located throughout the thesis. These visual representations are useful in helping to achieve our aims and make concepts more accessible and understandable, as well as showing how the project developed

1.8.2 Contribution to Practise

This research is useful to practitioners as it provides a useful application for corporate identity disorientation, and how it may not always be beneficial to be rigid about the corporate identity. This can be seen in embracing the every day disorientation that can occur with organisations and looking at how it can provide opportunities to the organisations. As such, building on these opportunities could help the organisation (and thus its identity) grow and evolve. Harnessing the benefits of disorientation may help organisations become more distinctive over time, which has been shown to be beneficial for organisations.

The further area to this that would be useful to managers s how they could benefit from inducing disorientation into their organisations. However this must be approached with

caution until further research is carried out. Whilst this research shows it does have its benefits, the exact balance of this needs to be explored further.

Some aspect of control could be applied her by showing how it is the balance between orientation and disorientation is vital to the organisation. And that these areas map nicely for looking at dynamic capabilities of the organisation.

1.9 Structure of Thesis

Chapter 1 Introduction

The current chapter seeks to give an overall view of the thesis. It highlights the background of the topic under discussion and details the aims and objectives of the research. It also provides a breakdown of what is covered in each chapter.

Chapter 2 Literature Review and Gap Identification

Chapter 2 looks at establishing the literature regarding the constructs. In turn the corporate identity, strategic orientation and dynamic capabilities literature are explored. The third chapter then looks at the gaps that are within these areas as well as the conceptual links that could exist between the topics.

Chapter 3 Methodology

This chapter details the methodology of this piece of research. First the research philosophy is discussed, followed by a breakdown of the methods used for data collection. Also under discussion is the sampling techniques used for the methods. The analytical methods chosen for the project, namely thematic analysis are also discussed.

Chapter 4 Results

In this section the results are discussed from the project, shown through excerpts of the data collected. The excerpts are also discussed in regards to their interpretation and the meaning in the context of the project.

Chapter 5 Discussion and conclusions

In this section the results are discussed in relation to the current literature, and as such where the placement of the findings sits in relation to current research. Further to this the contributions to theory and practice are discussed along with limitations and future research directions.

CHAPTER TWO: LITERATURE REVIEW

2. Literature Review

The motivation for carrying out a literature review is that "All research should take into account previous work in the same area" (Merriam 1988 p.61) and that it provides 'the foundation for contributing to the knowledge base" (Merriam 1988 p62.) There are two types of literature review, conceptual and systematic. The approach adopted here is conceptual. It is therefore a 'broadly connected' approach as suggested by Stake (2010). This is where the researcher looked to 'maximize the broad and complex conceptual standing of the research question….It is a search for contextual relationships' (Stake 2010 p.111). However there have also been categorisations such as systematic, semi systematic or integrated (Snyder 2019).

Many sources have been taken into account and the literature review is not limited to academic journals. The business press has also been explored, as well as the practitioner literature and respected websites/blogs on the subjects. This use of a variety of sources is recommended by Stake (2010) to gain a greater understanding.

However, there are far more uses of academic journals than the other sources due to the more rigorous publication standards. Therefore the other sources are primarily used to show more up-to-date examples, as motivation, or give a flavour of the research being conducted in the practitioner world. It is believed adopting this approach also helps keep the research's practical implications in mind.

This chapter begins by exploring corporate identity and the debates surrounding it. Discussed here is the confusion it has with the corporate brand and organisational identity, as well as some of the limitations and dangers that corporate identity faces. Following this is a discussion on strategic orientation and how this opens up the discussion for the notion of strategic disorientation, and thus corporate identity disorientation. This is then followed by a look at the dynamic capabilities literature and exploring how this may relate to corporate identity, and therefore corporate identity orientation/disorientation.

2.1 Corporate Identity

There is no universally accepted definition of corporate identity (Leitch and Motion 1999; Melewar 2003; Otubanjo 2012b; Suvatjis, Chernatony and Halikias 2012; Kitchen *et al.* 2013) , and this is fitting for a construct that is inherently complex, dynamic and consists of interchangeable variables (Suvatjis, Chernatony and Halikias 2012; Schmeltz 2014). However, corporate identity is often described as the 'what' of an organisation (Balmer and Greyser 2003; Kitchen et al 2013), its 'essence' (Olins 1978), or the 'characteristics that define and differentiate an organisation' (Balmer 2013, p.725).

Corporate identity has been increasing in importance (Powell 2011; Suvatjis, Chernatony and Halikias 2012), especially as developments in social media and mobile technology have been pushing it to the fore (Devereux et al. 2017). Corporate identities are also facing challenges and opportunities from these technological and social

developments in the form of co-creation/co-destruction (Bruce and Solomon 2013; Theunissen 2014).

It has also been facing an interesting resurgence within the practitioner field. With work by Simon Sinek (2009) proving influential and also a greater move towards values and purpose-led organisations (Caulkin 2016) the corporate identity is also taking on more importance. However, it is worth noting that this purpose-led approach has been receiving some backlash (Ritson 2019). The increased transparency as a result of social media has also meant that the corporate identity is more at chance of being unveiled than previously. Some high profile cases such as VW scandal (Laville 2019) show that what can be unveiled about the identity can be damaging. Similarly the recent problem with Google and its problematic ad placement can reveal elements of identity. Another example of this is Apple (Ritson 2016).

Corporate identity has also been shown to aid with creating a sense of distinctiveness around an organisation (Balmer 2012), and this has been shown to be very useful for organisations (Romaniuk et al 2007). This has also been a part of the relatively recent 'evidence-based' approach to marketing (Sharp 2010), which has been garnering significant industry attention lately.

Two approaches to corporate identity originally emerged. There were those that saw it as the visual design and symbolic features of an organisation (Baker and Balmer 1997; Van Riel and Balmer 1997; van den Bosch 2006) and those that viewed it as the organizational elements (Kennedy 1977) however over time it has begun to be seen as all expressions of the organisation (Van Riel & Balmer 1997; Andriopoulous & Gotsi 2001; Melewar et al 2005; Balmer 2008; He 2012) with less emphasis being placed on the visual approach as time goes by (Balmer 2008). Identity is considered so much

more than the observable (Moingeon and Ramanantsoa 1997). Therefore, to get a true view of corporate identity, it has been noted that not just one of the perspectives should be looked at, but both should be seen to complement each other (Moingeon and Ramanantsoa 1997; Balmer and Greyser 2002). Moingeon and Ramanantsoa (1997) also suggest that identity can be revealed through aspects such as what time an organisation's switchboard is open, the way phone calls are managed and even if the CEO decides to attend the end-of-year party. It has also recently begun to include other sensory elements (Bartholmé & Melewar 2011a ; Bartholmé & Melewar 2011b). These examples reinforce the view that everything communicates (Cornelissen and Harris 2001). Throughout its development, it has moved from external to internal to holistic in its focus (He and Balmer 2007) and become multidisciplinary (Balmer and Dinnie 1999). The idea that identity is stable is also losing traction, and thought is shifting more towards identities being dynamic (Otubanjo 2012b; Schmeltz 2014). Over time the idea of a 'corporate marketing' perspective has evolved.

The Strathclyde Statement (Balmer and Gray 2003) also highlights a useful perspective to take on corporate identity, offering not so much a definition, but an approach to corporate identity.

Below is a table that summarises the key literature of these approaches to corporate identity

Table 2.0 Management, marketing, and corporate marketing perspectives on identity (originally appearing in Devereux et al 2020)

Area	Key Papers	Perspective on Identity
Management	Hatch and Schultz 1997; Dutton and Dukerich 1991; Albert and Whetten 1985;	Internal in focus. This takes an internal perspective and is mostly conceptualised under the term

	Ashforth and Mael 1989; Foreman and Whetten 2002; Gioia, Schultz and Corely 2000	organisational identity (Simoes et al 2005)
Marketing/ Visual identity	Olins 1978; 1989; Abratt 1989; Markwick and Fill 1997; Melewar and Saunders 1998	External in focus, and emphasises the presentational aspect of identity. It has a customer orientation (Balmer 2011; Podnar et al 2011; Burghausen and Balmer 2014). This area also largely concerns corporate identity's visual beginnings
Corporate Marketing	Balmer; 1998; 2001;2006;2008; Illia and Balmer 2012; Podnar and Golob 2011; Burghausen and Balmer 2014	Adopts both an internal and external focus. This approach was introduced by Balmer (1998) to bring together the internal and external schools of thought.

2.1.1 Discipline Approaches to identity

The study of identity largely stems from the philosophy, psychology, sociology literature and involves the branches of 'identity' and 'personal identity'.

Looking at the definition of 'identity' in the Oxford English Dictionary there are two approaches given:

1. the fact of being who or what a person or thing is

2. a close similarity

This definition of identity has been initially chosen as it succinctly shows the two approaches to the identity concept. These two types of identity are known as qualitative identity (shares properties with another entity) and numerical identity (how one thing maintains an identity over time). However, numerical identity can involve qualitative identity. One element that is noticeable in these definitions is there appears to be a contradiction between 'uniqueness' and 'sameness'.

Numerical identity is often seen to be linked with the idea of personal identity in that it determines if something is the same as being encountered before (Xu and Carey 1996). This therefore has links to 'personal identity' in focussing on the idiosyncratic characteristics (Ashforth and Mael 1989), whereas 'identity' tends to look at the relational element of identity, and sameness. i.e. something being identical to something else. These two approaches can potentially, at a basic level, be distilled into personal identity (which makes someone unique) and social identity (which involves being the same as others) (Fulcher and Scott 2011).

When looking at the corporate identity, the literature appears to have drawn much inspiration from personal identity. This is due to much of its focus upon what makes an organisation unique and distinctive (Downey 1987; Balmer & Greyser 2002; Alessandri & Alessandri 2004; Simoes et al. 2005; Melewar et al. 2005; Simões & Mason 2012). However, if the approaches have taken a personal identity inspiration, this does suggest

that an organisation could also have a social identity. Cornelissen et al (2012) have suggested that the social identity is an area in need of researching, and Cornelissen has in the past looked at the concepts behind this (2001).

A more social identity driven approach could look at the groups an organisation is part of and how this affects the identity. This could then lead to more discussion influenced by symbolic interactionism and how this affects identity.

2.1.2 Symbolic interactionism

Linked to the social nature of identity is the notion of symbolic interactionism (Mead 1934). This suggests that the meaning of one's self can be derived from interacting with others (Mead 1934; Burnier 2005; Oberg 2011). Identity and difference are mutually necessary for each other, and only through interaction with others is personal distinctiveness made, implying we are "social from the start" (Fay 1996 p229). Therefore, organisations can develop identity, and uniqueness, through the interactions they face (Cunha and Cunha 2006; Öberg, Grundström and Jönsson 2011). Symbolic interactionism approaches to corporate identity have been previously explored, and suggested as an area for further theoretical development (Cornelissen and Harris 2001). This element of symbolic interactionism could potentially link prominently, (although not exclusively) with the idea of co-creation of corporate identities (Bruce and Solomon 2013; Theunissen 2014) especially as co-creation is an increasing part of marketing (Ramaswamy 2008; Hatch and Schultz 2010; Plé and Cáceres 2010; Bruce and Solomon 2013). This could especially be an area of interest as there can be a negative side to this, known as co-destruction (Plé and Cáceres 2010). On a similarly negative note symbolic interactionism can lead to employee misconduct (MacLean 2007). However, this symbolic interactionism approach does suggest that identities have

always been co-created to some degree. Therefore co-creation of identity is not a new phenomenon, just one that has been potentially heightened by technology.

This can also be applied to organisations through the notion of network identity which can help shape the identity of a company, but also includes not just a notion of symbolic interactionism but that of perceptions being formed as a result of the network the company is part of (Öberg, Grundström and Jönsson 2011). It therefore is an interesting development for future studies in identity. This is also represented by the notion of relationship identity and that corporate identities can 'mirror' those that it are involved with (Simões and Mason 2009). Oberg et al (2011) does however acknowledge that network identity is yet to be as fully established as other related fields.

2.1.3 Multiple identities

The notion of social identity links in with the idea of multiple identities. Research in this area could be divided into two approaches. Firstly, that of the multiple social identities adopted in social psychology (Lawler 2014) or the type explored by Balmer and Greyser (2002).

Starting with the multiple identities from a social perspective, to some an organisation is an employer, a competitor, a partner, a sponsor etc. There are numerous roles an identity can have (Schmeltz 2014). However, a danger of multiple identities is they can cause identity interference (Settles 2004), which is similar to the idea of dissonance put forward by Balmer and Greyser in their approach on the topic (2002).

However, opposing this idea of 'multiple' identities is presented by Lawler (2014) who suggests that social identities do no exist independently. If someone is a father, brother,

work colleague, a boyfriend, that these are not multiple identities, as they exist all in the same continuum, each part informing the other. Adopting the views suggested by Hatch and Yanow (2008) this is multiplicity within the same organisation, not multiple organisations. These elements will perhaps configure into part of their corporate history/heritage/past and thus identity. These multiple personal and social identities however, are actually experienced subjectively as whole and as a 'continuous and unbroken biography' (Hogg and Vaughan 2007 p408).

2.1.4 Inspirations from Philosophy

Viewing identity from the philosophical viewpoint could also help further corporate identity debate and introduce clarity. It must be noted that this is not an all-encompassing review of philosophical thought pertaining to identity, as room would not allow. What follows are some choice points of potential inspiration.

A starting point is to perhaps look at the notion of existence and its relation to identity as this can introduce the idea that if an organisation exists, it must have some sense of identity. Corporate identity is after all seen to have an existence (Rodrigues and Child 2008). This is an important distinction to make when trying to distinguish corporate identity from corporate brand as the former is necessary, the latter not (Balmer and Greyser 2003). This idea comes from the principle of identity 'A is A' by Aristotle (71a). The principle of identity suggests that if A exists it can be identified as itself. So 'A is A', or Organisation A is Organisation A (or Nike Inc is Nike Inc). For Nike Inc to exist it must share all the characteristics of itself, and thus can be identified as Nike Inc. Therefore suggesting if it exists, it has an essence and thus some form of identity. This could link to the term 'corporate entity' as it is often used within corporate identity

literature (Leitch & Davenport 2011). If an entity exists, it would have some sense of identity (He and Balmer 2007). Therefore corporate 'entity' implies corporate 'identity'. This could even apply to the context within which is exists, such as social identity theory and network identity as mentioned previously. This very existence can mark the beginning, and thus communication of identity. This also takes the 'everything communicates' notion (Cornelissen and Harris 2001) to its natural conclusion. This notion of existence is perhaps also touched upon through semiotic analysis, as the corporate identity can be referent, or at least there can be confusion around this area (Christensen and Askegaard 1999).

Balmer (2013) used the term 'innate characteristics' when speaking about identity which links to discussing identity on this rather existential level. Also, perspectives made about consciousness by Ashman and Winstanley (2007), the broad holistic approach by Ackerman (2000) and the idea that "all identity is about existence" (Brønn et al. 2006 p889) link in this idea of existence. This could begin to also be represented by the literature on corporate heritage identity (Balmer 2011; Burghausen and John M.T. Balmer 2014; Burghausen and Balmer 2015), corporate past (Burghausen and John M. T. Balmer 2014), history (Blombäck and Brunninge 2009) and narrative identity (Tsai 2008) by acknowledging an organisation's past existence.

2.1.5 Previous attempts and frameworks

Van Riel and Balmer (1997) explored research regarding corporate identity. This particular paper explored the literature adopting Balmer's views on identity. In regards to finding the actual identity it was deemed that ethnography, semi-structured interviews, surveys and heuristic analysis of historical documents, and a visual audit

were the acceptable methods. They also reference Balmer's affinity audit (1996) BAA which involves semi-structured interviews, document analysis and observation. As such it requires wide access to the organisation (Van Riel and Balmer 1997) There is a four-stage process to the BAA (taken from Balmer and Van Riel 1997)

- establish the corporate mission and strategy;

- reveal the dominant systems of values and beliefs within the organization;

- evaluate such systems of values and beliefs against the corporate mission and strategy and

- nurture those values and beliefs which support the corporate mission and strategy.

They highlight three methods, the laddering technique, Balmer's Affintiy Audit and the Rotterdamn Organizational Identification Test. Their article provides an extensive look at these methods.

However the usefulness of this form of activity is called into question in that once the identity has been revealed, it would have changed in the time. This links to ideas of disappearance (Baudrillard 2009) and also knowledge that is unattainable (dating back to Heraclitus' views on the fact that you can never step in the same river twice) Therefore, it would have to be acknowledged that being a diachronic issue would affect research on the topic. This could in part be addressed by some of the discussion had earlier regarding the Ship of Theseus.

An identity is considered by some to be never complete and is a continual process (Balmer 2008; 2012; Balmer and Soenen 1999; Topalian 2003; Herstein et al. 2007;

Herstein 2008; Otubanjo 2012; Schmeltz et al. 2012; Suvatjis et al. 2012; Balmer 2017) so therefore the research should adopt this accordingly.

2.1.6 Previous Research of Corporate Identity

2.1.6.1 Corporate Identity

The study of corporate identity offers up some complex debates regarding methodology, and is perhaps very well suited for discussion. This could perhaps be linked to the notion of identity itself and its strong philosophical background, and thus the many ontological and epistemological debates that surround it. In fact much of the methodology can be traced back to the importance to the notion of what means existence. And as was mentioned previously, identity has a rather integrated relationship with existence.

After reviewing the literature regarding methodology, it was evident that the most popular form of exploring corporate identity was through literature review/conceptual papers (see Figure 1). This perhaps makes sense due to the abstract nature of identity and its grounding in philosophy. However, as shown by the graphs above, it must also be mentioned that the largest form of papers in regards to corporate identity belongs to conceptual/lit review papers. This perhaps echoes some of the more metaphorical and philosophical debates that surround corporate identity, and indeed the notion of identity itself. It therefore lends itself more towards an area for discussion and debate, however this could lead it to becoming more abstract as time goes by. After all, every organisation has an identity and they will be largely idiosyncratic so this could be limited in its application of the research. Therefore it could be seen that actually the

discussion and research of identity itself is an area that is largely played out in the realms of logic and debate, and therefore more at home in conceptual discussions. It is in identity's application that allows more empirical research to take place. This is not to belittle the conceptual and lit review papers, as these are extremely important in developing the research on the topic, and the literature review is a valuable research method in itself (Snyder 2019).

Figure 2.0: Number of papers per methodology (n=88)
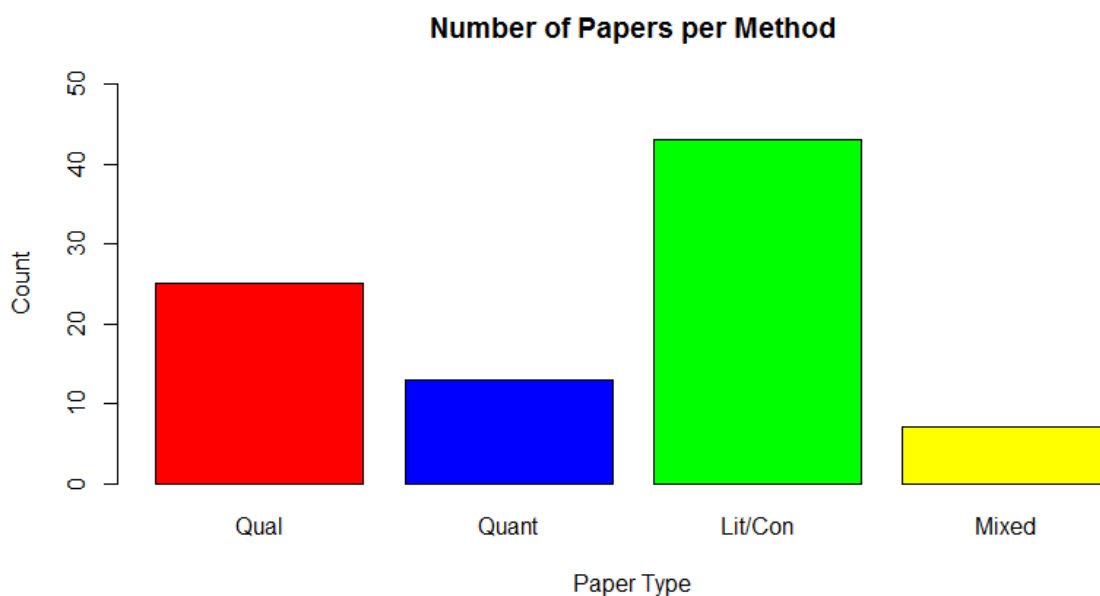
Source (The Author)

The research involving corporate identity has largely been conducted in a qualitative manner and with case studies as the predominant method.

Figure 2.1: Number of Empirical papers by Method (case study, interviews, survey and content analysis) n=34.

Empirical Papers by Method
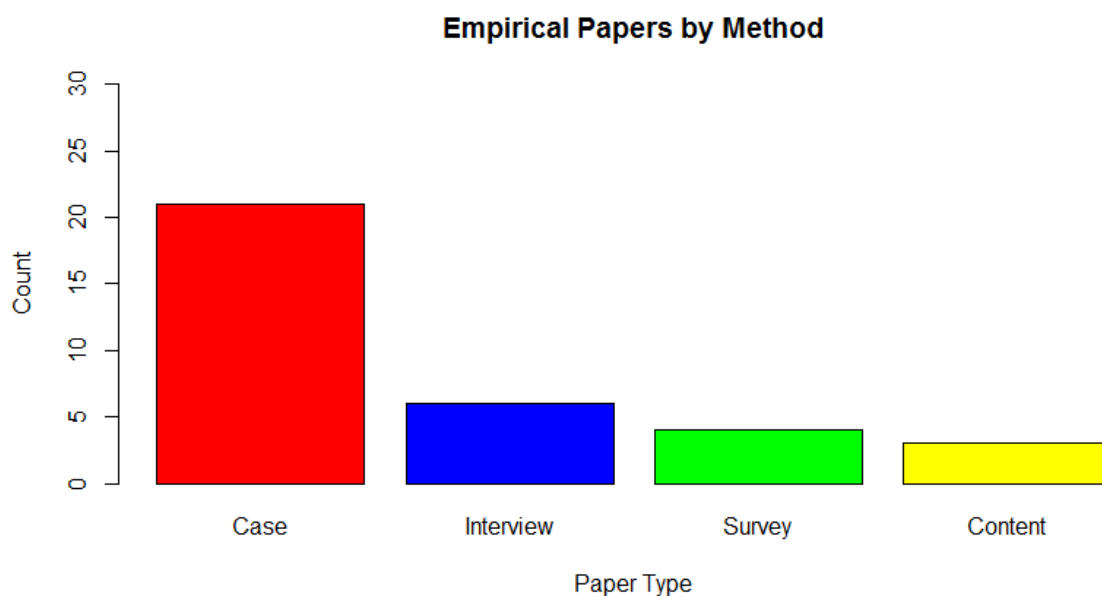
Source (The Author)

Whilst case studies do contain interviews, this distinction was made to separate case studies from purely interview-based qualitative studies. It is interesting to see that case study was a predominant empirical method. This is rather fitting with the level access needed to successfully study corporate identity, and could be influenced by the approaches described earlier by Balmer and the affinity audit.

Breaking this down further the graph below breaks down the research methods used over the years.

Figure 2.2 Comparing the research methods used across a time period

CORPORATE IDENTITY RESEARCH OVER THE YEARS (N=89)
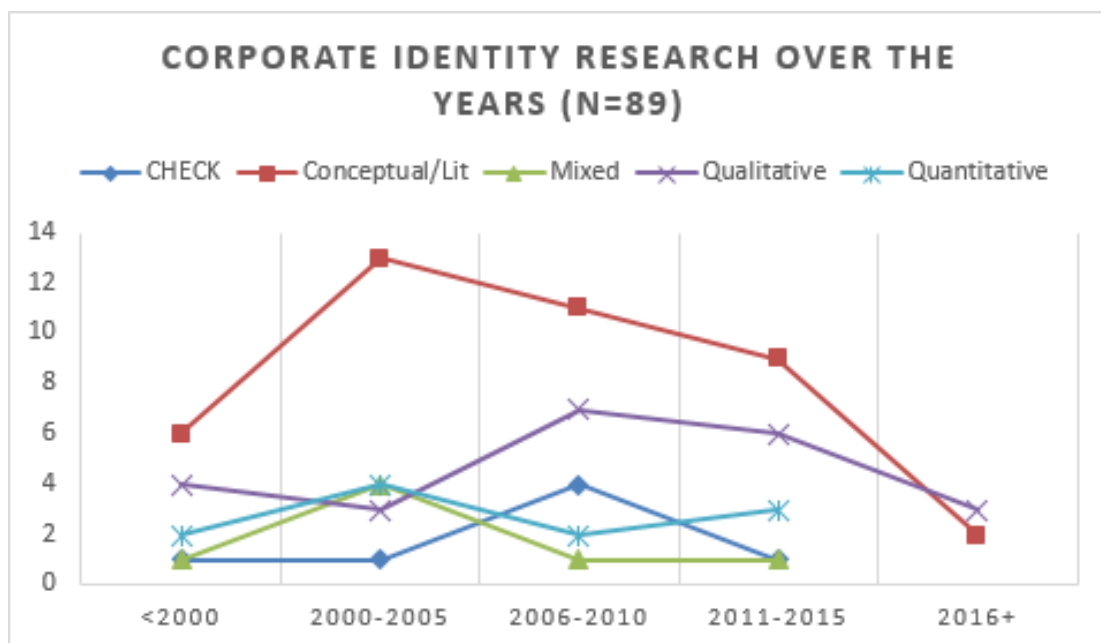
Source (The author)

It is also worth of the work by Balmer and Van Riel (1997) that deals with the measurement of corporate identity. Hatch and Yanow (2008) also explored the methodologies regarding organisational identity.

2.1.6.2 Confusion with peripheral concepts

Corporate identity's development has been hindered by its confusion with peripheral constructs (Cornelissen & Elving 2003; Vella & Melewar 2008) and the 'fog' that has surrounded it in the past (Balmer 2001). It is often mentioned interchangeably with corporate branding, organisational identity, corporate image and corporate reputation (de Chernatony 1999; Melewar, Karaosmanoglu and Paterson 2005; Ashman and Winstanley 2007; Kitchen *et al.* 2013). The following sections shall address some of these issues.

2.1.7 Corporate Branding

It is most notably corporate brand and corporate branding with which it shares the most confusion (Abratt and Kleyn 2012a; Cornelissen, Christensen and Kinuthia 2012; Fetscherin and Usunier 2012; Kitchen *et al.* 2013). For the purposes of clarity, corporate identity is seen to inform the corporate brand, (Balmer 2001; Appel-Meulenbroek *et al.* 2010; Abratt and Kleyn 2012a; Kitchen *et al.* 2013) and an organisation does not always need, or want to have a corporate brand (Balmer & Greyser 2003; Kitchen et al 2013).

The approach by Abratt and Kleyn (2012) displays the CI/CB relationship as strategic choice (organisation's mission, vision, strategic intent, values and corporate culture) and corporate expression (which also forms part of the corporate brand). However, this is limited in some respects as CI may not always be seen as 'choice' per se. The fact that there can be uncontrolled and informal elements, takes away from this idea of their always being choice (Otubanjo, Amujo and Cornelius 2010; Otubanjo 2012a)(Moingeon and Ramanantsoa 1997). However, this model of CI and CB acts as a useful representation of the relationship between the two.

Fig 4 Abratt and Kleyn (2012) representation of identity and its peripheral constructs

Corporate Identity: Organisations strategic choices and expression thereof	**Corporate reputation** A stakeholders overall evaluation of an organisation over time

Strategic Choices:
Mission
Vision
Strategic Intent
Values
Culture
Strategy Formulation
Strategy Implementations

Corporate Expression:
Visual Identity
Brand Promise
Brand Personality
Brand Communication

Brand Image
Brand Experience
Brand Relationships
Brand Communities

Reputation Dimensions
Performance
Products and Services
Citizenship
Service
Innovation
Workplace
Governance

Corporate Brand
Expressions and Images of an organisations identity

This relationship between corporate identity and corporate brand has been echoed elsewhere. The corporate brand needs to be aligned with Corporate (He and Balmer 2007). The difference can be reduced to the fact ultimately that the two concepts have two very different foundations, one is identity and the other is brand. They just share the same context, corporate.

2.1.8 The brand/branding confusion

To begin with, it is worth noting that there already exists confusion between the terms 'corporate brand' and 'corporate branding'. However these are also fraught with differences. At the very heart of this is the fact that one is a verb and the other a noun, in their most basic sense. For the purpose of this thesis we are taking the view that to have a brand, by logic, first implies some sense of branding. Therefore the branding creates the brand. The fact that a brand exists, implies some sense of branding has taken place. Therefore, it can suggest that one implies the other.

However, one potential question of this approach is that if corporate brand is a result of corporate branding, what does this make corporate identity? The exact equivalent could potentially be seen to be a result of 'corporate identifying'.

Table 2.1 Breaking down the definitions of identity and brand

Corporate Identifying	The process of identifying an identity
Corporate Identity	The resultant/identified identity
Corporate Branding	The process of branding
Corporate Brand	The resultant brand

Source (The Author)

This approach could be seen to be adopting a socially constructed approach as identity implies that there is a process of identifying.

It is perhaps more akin to corporate self-concept. And raises the question that could all elements of an identity be known about the organisation? Perhaps not. Therefore the identity will never be fully known by one member/researcher/consultant. One example again that could be used for this is the recent ad fraud incident involving Google's programmatic advertising placing organisation's adverts on terrorist sites, therefore earning the terrorist site money. If the brand were to be aware that they are funding terrorism, this is an issue of identity, and one that was unknown to them until it was pointed out.

2.1.9 A behavioural economics viewpoint

If we were to look at the realm of behavioural economics this may actually help us view the relationship (or potential relationship) between identity and brand as well. It also may highlight the use of these concepts to practitioners. The most important issue here is one of framing (Barden 2013). Using this approach for example, the corporate brand

could be seen to be framing the corporate identity. This could be a useful way of looking at this concept as being more practically relevant. It also highlights the importance of the corporate identity, that it needs to be there below the framing level of the organisation.

Fig 4 Corporate brand framing the corporate identity (inspired by Barden (2013))

Corporate Brand

Corporate
Identity
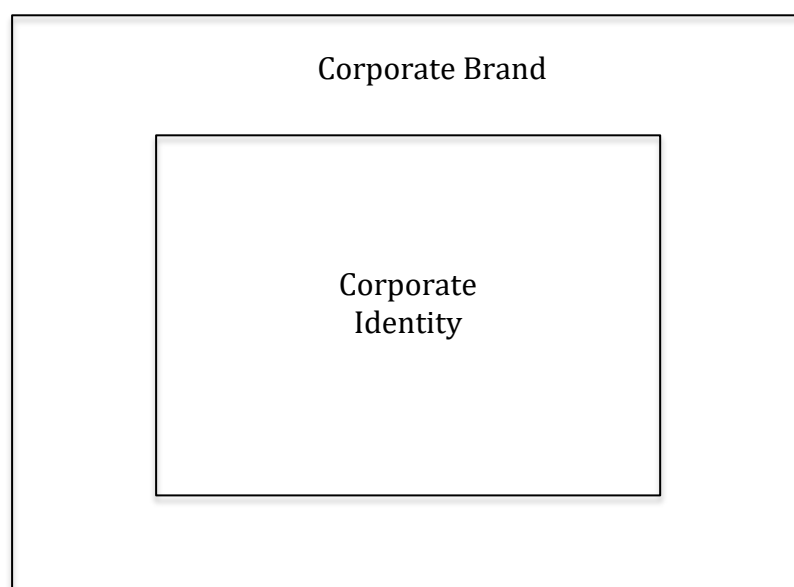
However, this could be an argument for the fact that corporate brand is more important than corporate identity. Whilst it does have importance, the corporate identity is important for two reasons.

1. It informs the corporate brand: (as seen by earlier discussion e.g. Abratt and Kleyn 2012)

2. If the corporate brand is seen through, or stakeholders scratch beneath the

   surface, there can be a discrepancy between the two. (identity gaps e.g. Balmer's

   ACID test)

Therefore the two should be aligned however, even though the corporate brand may be the more 'engaged with' aspect with stakeholders minds, the corporate identity is still important. This is perhaps also due to its relationship with management. And as discussed earlier, there will be a crossover between the two.

2.1.10 Organisational identity

Another area that is closely related is that of organisational identity. Organisational identity concerns itself with exploring the internal stakeholders of an organisation (Kitchen *et al.* 2013), however it is considered to have a close relationship with corporate identity (Cornelissen and Harris 2001; Kitchen *et al.* 2013).

Organisational identity is seen to concern the internal stakeholders of an organisation and organisational behaviour (Hatch and Schultz 1997; He and Balmer 2007; Balmer 2008; Kitchen et al 2013) it 'refers to the identity of the people within the organisation' (Abratt and Kleyn 2012 p1051). It is largely seen to answer the question of 'who' an organisation is (Balmer 2001) or seen what is seen by employees as what is central and enduring and distinctive about an organisation's character (Albert and Whetten 1985). This definition by Albert and Whetten has provided the foundation for much of the research around organisational identity (Gioia, Schultz and Corley 2000). However, the 'enduring' element of this definition has received criticism (Gioaia et al 2000; Balmer 2008)(He and Baruch 2009), and it has been suggested using the word 'evolving' rather

than enduring (Balmer 2008). This definition has also created some confusion as it has been claimed that Albert and Whetten do in fact talk about elements that are corporate identity, but under the organisational identity umbrella (Balmer 2008). However, this intrinsic confusion perhaps foreshadows the eventual convergence of the two subjects.

Another phrase associated with organisational identity is organisation's identity (He and Balmer 2007). He and Balmer (2007) suggest that organisational identity is concerned with the identity of the people within the organisation, and organisation's identity is concerned with the identity of organisations. However, they acknowledge that some authors do not differentiate between the two. This is a distinction worth keeping in mind. He and Balmer suggest that considerable similarity exists between corporate identity and organisation's identity (2007), so it could be in this concept that much of the overlap has grown. It could also enter the discussion as to how much of this is practically relevant to practitioners, and such abstract discussions may not be ultimately useful.

Organisational identity also has been explored as an orientation (Brickson 2000 2005 2007), however this shall be discussed in more depth later.

2.1.11 Organisational Identity vs Corporate Identity

In contrast to organisational identity, corporate identity has both an internal and external focus. It includes not only the human elements of the organisation, but also the non-human (buildings, landscapes, media etc.) (Melewar and Karaosmanoglu 2006), and the manner in which the identity is communicated to external stakeholders ((Abratt and Kleyn 2012b; Kitchen *et al.* 2013).

Organisational identity and corporate identity are therefore inextricably linked (Cornelissen and Harris 2001; Cornelissen, Haslam and Balmer 2007), and this has been made more apparent as corporate identity made the shift from the more visual perspective to include a greater area of components (Cornelissen et al 2007). Certain authors also believe that organisational identity is part of corporate identity (Balmer 2001; 2008), if not at the core of it (Kitchen *et al.* 2013). This aspect has also emerged as employees and their behaviour have played a large role in many frameworks designed for CI (Melewar 2003; Melewar and Karaosmanoglu 2006; Suvatjis, Chernatony and Halikias 2012). This has also been the case from the practitioner perspective. "Identity is the responsibility of the people who run the organisation and not only of the designers, public relations people or advertising agencies" (Olins 1989, p 33). Many decisions coming from an organisations will be determined by human actors, and these internal stakeholders form an integral part of the organisation and are as such have a large role to play in corporate identity.

The researcher adopts the view that organisational identity is a core part of corporate identity, this is in line with Kitchen et al. (2013).

2.1.12 Corporate Image and Reputation

It is worth mentioning briefly about corporate image and reputation. Whilst corporate image and reputation are related to corporate identity, they are less confused with the construct than corporate branding. However, it is worth noting how these do differ. Corporate Image is the perception stakeholders have of an organisation and the reputation is how this image builds over time (Chen 2005; Abratt and Kleyn 2012)). How these concepts fit together is shown later in a conceptual map that links how these various constructs are related.

2.1.13 Limitations of Approaches to Corporate Identity

One problem that corporate identity faces is that central to its development is the application of human psychological concepts to the organisation. This connection has received criticism and it has been suggested to avoid using human psychology terms to describe the organisation (Cornelissen & Harris 2001;Vella & Melewar 2008). It has also been suggested that is philosophically impractical to treat an abstraction like corporate identity as a moral agent (Ashman and Winstanley 2007). However, both personal, and corporate identities have been seen by some to go through similar stages in their formation (Tsai 2008) and thus the human element and corporate identity of organisations could have some form of connection worthy of attention (Suvatjis, Chernatony and Halikias 2012). The construct has also received criticism from its use of metaphor (Cornelissen and Harris 2001).

2.1.13.1 Dangers

Whilst it isn't apt to discuss whether or an organisation should have an identity or not, it is something that every organisation will have. There are perhaps strengths and weaknesses associated with the construct, this chapter shall now look at some of these issues that can arise.

2.1.13.2 Dangers associated with identity

There can be a number of dangers that emerge for the corporate identity construct. Many of these negatives rely on the impact corporate identity ultimately has on

corporate reputation and the domino effect it has on other constructs (Abratt & Kleyn 2012; Kitchen et al 2013). These dangers could also highlight an important reason for the adoption of a corporate identity orientation

2.1.13.3 The gap between identity and brand

One potential negative of the corporate identity is the danger of an identity could be presented inaccurately (Ashman and Winstanley 2007) and conceal its 'actual' identity (Balmer & Soenen 1999), if the ACID test approach was adopted that is. This is particularly dangerous due to aforementioned want for transparency from stakeholders (Grunwald & Hempelmann 2010) and so any discrepancies in the identity are being discovered sooner. It could be suggested that with social media increasing and word-of-mouse, gaps in the identity/brand relationship are being found quicker and communicated with ease.

Recent examples include VW, Apple and Google all behaving in ways that are different to the brand. The recent rise of programmatic advertising also has implications for identity. For example referring to the earlier example, asking an organisation if they fund terrorist websites, they may say no. Yet, as has been seen from the ad fraud business, this could often be the case not. Therefore there is a gap there, that even the people in the organisation do not know about. Therefore there may be a gap they are oblivious to. Which brings into the debate the notion of how much knowledge of their own identity can an organisation have, again, linking back to the Heraclitus quote from earlier.

This aspect could also include corporate crime, as this would fall under the corporate identity, and again may also be another key differentiator from the brand.

2.1.13.4 Transparency

Expanding upon this, social media and smart phone technology has helped cultivate a culture of transparency (Grunwald & Hempelmann 2010), meaning reputations and identities are consistently vulnerable in a more connected world. With stakeholders able to tarnish organisations with a single photo or tweet (Clark, Doraszelski and Draganska 2008; Aula 2010) protecting the identity is now a constant. It has made an already dynamic construct (Balmer and Soenen 1999; Gioia, Schultz and Corley 2000; Topalian 2003; Herstein, Mitki and Jaffe 2007), even more so, as the identity is increasingly influenced by external stakeholders (Bruce and Solomon 2013). However it is worth noting that stakeholders may not be as keen to engage with brands as much as previously thought (Hoffman 2017).

2.1.13.5 Identity vulnerable to new resources.

The influx of new resources have allowed organisations to increase their their footprint on the world. I.e. to communicate on Tumblr adds to the identity itself (Devereux et al 2017). This is through the notion of 'everything communicates' (Cornelissen & Harris 2001) , but also through the idea that the medium is the message (McLuhan 1965). It has also created more vulnerability for organisations. Social media can help spread these poor associations (Bruce & Solomon 2013). Stakeholders' increased need for transparency (Grunwald and Hempelmann 2010) has allowed many an opportunity to dispel myths about companies and show the good they are doing in the world, but also opened up their ills to be found out sooner.

These influx of new resources has also created more trends that are potentially to be followed and cause the organisation to react to its environment. An organisation that is unsure of its identity could potentially choose the wrong trends to follow, or at least

trends that are incompatible with its identity. However, this could be coming from the fact that an organisation is adapting to its new surroundings/environment.

2.1.13.6 Dynamic nature of identity

Another point of inspiration from the philosophical literature is the idea of change, which links neatly with the dynamic nature of identity. This aspect of the identity literature is also particularly of interest as dynamic capabilities could be at the heart of this. The dynamic nature of identity is portrayed effectively by the 'Ship of Theseus' paradox (Plutarch, Theseus 23,1). The central question behind this paradox is that if a ship replaces all its parts over time, is it still considered to be the same ship? This is a useful paradox to view in terms of an organisation, as it could be seen to replace many of its elements over time, this could be via staff, buildings and various tangible and intangible assets. So can it be seen to be the same organisation that it was before? This idea of change is also evident in the idea of 'A is A', by implying that once the 'A' has been identified or repeated, it has inherently changed (Deleuze 1968). This perhaps is where the notion of personal identity comes in, in terms of constructing a consistent identity over time, if this is even possible. This point also suggests that researching identity is inherently problematic.

However, the Aristotelian view of 'four causes' suggest that the 'what' of the ship would essentially stay the same, such as its purpose. Therefore it can maintain aspects of its identity, keeping coherency and consistency amidst the inherent dynamism. However, this approach begins to highlight that identity is a dynamic concept (Gagliardi 1986; Leitch and Motion 1999; Gioia, Schultz and Corley 2000), which is something that could cause problems for the organisation. This dynamic nature of identity also links in with the social issues mentioned earlier and begins to further highlight the

fluidity of identity. The increasing research in the areas of temporality (Leitch and Davenport 2011b) show that these dynamic and fluid approaches to identity are important areas to look at. This does bring to light the idea that an identity and therefore corporate identity could possibly never be truly understood, because by the process of identifying it becomes something completely different. The fact that identities can be considered formed and reconstructed over time (Cornelissen, Haslam and Balmer 2007) echoes the Heraclitean view in philosophy that it is impossible to step in the same river twice (Cratylus, 402a).

As previously stated, corporate identity is a dynamic construct (Balmer and Soenen 1999; Gioia, Schultz and Corley 2000; Topalian 2003; Herstein, Mitki and Jaffe 2007) therefore should be constantly monitored. Whilst this can be a strength, it can prove problematic because this dynamic nature requires management to be equally dynamic, and not to mention the need for resources to carry out continual monitoring. This dynamic nature could be potentially greater in such high turnover industries such as retail, where customer-facing employees can change frequently and the industry itself has a high reliance on staff (Pal and Byrom 2003). It therefore needs close monitoring on an internal and external level. Cornelissen et al (2012) suggest that even interpretation of the identity can be in flux, depending on language use and context. Thus showing that an organisation is perhaps perpetually open to interpretation. However, this dynamic nature, as discussed later can potentially work to the organisation's advantage if viewed through the lens of theoretical perspectives such as complexity theory (Smith and Graetz 2006) and dynamic capabilities (Teece 1997; 2007)

The dynamic nature of corporate identity provides interesting debate for organisations. A succinct example of the dynamic nature of identity (and the problems that come with it) is the Ship of Theseus thought experiment. It asks if a ship's parts are replaced over time, does it remain the same ship? This is particularly interesting when looking at the changing nature of organisations. The dynamic aspects of identity also are interesting from a personal identity perspective, especially in regards to celebrities. Note for example, the successful changing identities of artists such as Madonna, David Bowie and more recently Lady Gaga and Miley Cyrus. However, one interesting debate that could be explored here is to what degree these are changes of brand or identity?

2.1.14 Conclusion to corporate identity

In conclusion, there is a lack of exploring corporate identity orientation since it was introduced. There has also not been much written on corporate identity disorientation or crisis. However, there is work within the organisational identity literature that looks at this notion of crisis. However, this dynamic nature of identity is worth discussing further.

2.2 Strategic Orientation

A strategic orientation is defined as 'the guiding principles that influence a firm's marketing and strategy-making activities' (Noble et al. 2002, p.25), 'the focus of resources to achieve a desired outcome' (Grawe et al 2009, p.283) or the 'strategic directions implemented by a firm to create the proper behaviours for the continuous superior performance of the business' (Gatignon and Xuereb 1997, p.78). They

ultimately direct and influence the activities of a firm, generating behaviors intended to ensure the viability and performance of it (Hakala 2011). They can also reflect the beliefs and values of executives of the organisation (Hitt *et al.* 1997), which is a characteristic it shares with corporate identity. However, much like corporate identity there has been no universally accepted definition of strategic orientation (Hakala 2011).

Miles and Snow created one of the first typologies for strategic orientation (1978). They adopted the view that there are prospectors, reactors, defenders and analysers orientations respectively, cited in (O'Regan and Ghobadian 2005; Storey and Hughes 2013). Another approach has been that strategic orientations can be classified in three different types: exploratory, exploitative and ambidextrous (Gedajlovic, Cao and Zhang 2012). Recent literature predominantly looks at embedding a 'cornerstone', as phrased by Balmer (2013), at the organisation's heart (e.g. market orientation, product orientation) as opposed to the defender, reactor orientations put forward by Miles and Snow (1978).

There are numerous strategic orientations (Gatignon & Xuereb 1997; Hakala 2011) with some of the most predominant ones being market, cost, product and technological (Gatignon and Xuereb 1997), although there is no consensus as to which are the most important (Ruokonen and Saarenketo 2009). Of these, market orientation has risen as perhaps the most dominant orientation in marketing (Noble et al. 2002; Urde et al. 2013; Press et al. 2014). However, organisations do not have to exclusively adopt one single orientation, but can adopt multiple orientations (Gatignon and Xuereb 1997; Mu and Di Benedetto 2011), or adopt them as and when they need to (Olson, Slater and Hult 2005). One view is that they can be used sequentially, alternatively or complementary

(Hakala 2011). The adoption of more than one has in fact been shown to increase performance (Grinstein 2008), however there is often a dominant orientation to the organisation (Spanjol et al 2012).

A strategic orientation is considered a subdivision of the culture (Noble et al 2002). Therefore creating the right culture is paramount to the adoption of a strategic orientation (Grawe, Chen and Daugherty 2009). This has been especially shown with market orientation as many barriers can be set up to the adoption of an orientation (Harris and Piercy 1999; McClure 2010).

Recent research has developed hybrid variations, for example a mix of brand and market orientation (Urde 2013), as well as looking at alternatives to the dominant market orientation. However, market orientation itself is often seen as a hybrid orientation, consisting of cost, competitor and marketing orientations respectively (Hakala 2011). Hakala (2011) also suggests that many orientations do in fact overlap with one another. Strategic orientations tend to be multidisciplinary in nature, and this could contribute to the conflicting findings that tend to occur in research (Spanjol, Mühlmeier and Tomczak 2012). There has also been little qualitative research into their effects on companies (Ruokonen & Saarenketo 2009; Hakala 2011), which suggests this could be an avenue for future research.

2.2.1 Benefits of adopting a strategic orientation

The benefit of adopting a strategic orientation is that it can supply focus to the organisation (Grawe et al 2009). Also the idea that multiple orientations can be adopted (Gatignon and Xuereb 1997; Mu and Di Benedetto 2011) shows that a organisation can

use them as and when they need them (Hakala 2011), increasing their chances of adapting with dynamic situations. Strategic orientation also represents intangible resources that can be vital for small companies to compete with larger ones (Ruokonen and Saarenketo 2009). It is in this sense that they can instil a sense of differentiation (Spanjol, Mühlmeier and Tomczak 2012), again a characteristic that it shares with corporate identity. In recent research it is suggested that market orientation and technology orientation are the two that predominantly fuel advantage through differentiation (Chen, Chen and Zhou 2014).

In regards to differentiation, there is a danger that strategic orientations could stagnate an industry. There is a chance that if a whole industry adopts a similar strategic orientation it will be detrimental, due to differentiation issues (Deshpande et al 2012). This could potentially cause issues when an orientation becomes particularly dominant in an industry or sector e.g. market orientation. This is potentially where corporate identity orientation would be a useful orientation to adopt, as it will be intrinsically geared towards differentiation. However this could be alleviated slightly by the findings that suggest that distinctiveness is more important than differentiation (Romaniuk et al 2007).

2.2.2 Past Strategic Orientation Research

Whilst there are many papers on strategic orientations the overall predominant theme within them is a quantitative approach. Hakala (2011) explored previous strategic orientation research and found that is has predominantly followed a quantitative route. Looking at the strategic orientation literature in addition to Hakala's work, it was also found to adopt a more quantitative approach. The below chart was taken from a sample (n=21) that included strategic orientation in the title. The reason for the lower number is

due to much research adopting a 'cornerstone' approach to strategic orientation, rather than the overall approach, which shall be covered next.

Fig 5 Comparing the number of papers across methodological approach
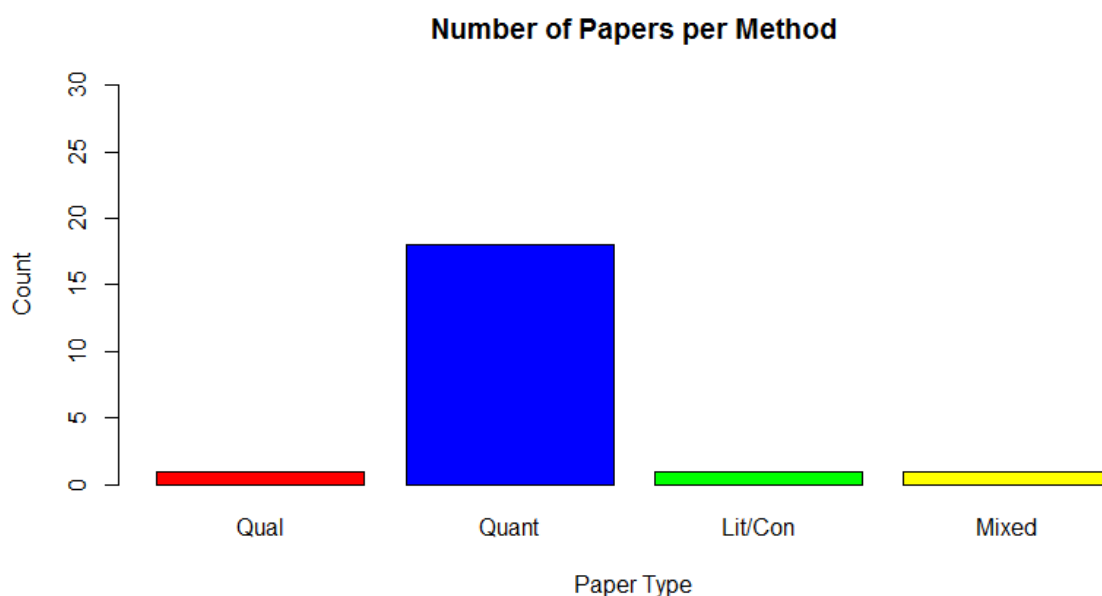
Source (The Author)

This could begin to cause problems of compatibility with a construct such as corporate identity. However, we are dealing with the idea of a strategic orientation as something that is socially constructed , with the idea of orientation and strategy being a socially constructed idea placed upon the reality. Therefore, it may not be the best approach to take

In a similar manner, strategic orientations largely fall into two schools. The Miles and Snow approach, and the other that seems to put a 'cornerstone' at the heart of the

organisation, e.g. market orientation. From looking at the papers, the papers that explore the Miles and Snow approach adopt a largely quantitative approach, whereas it is mostly in the cornerstone category that would imply a qualitative approach. As we are adopting this 'cornerstone' approach, a qualitative approach seems most fitting.

2.2.3 Corporate Identity Orientation

Balmer (2013) defined corporate identity orientation as "the corporate identity as an organisation's centripetal force based on an organisation's innate characteristics that define and differentiate an entity" (p.725). At present this is the only definition of the construct. Further exploration could be warranted of this orientation as some of corporate identity's peripheral constructs have been developed into orientations. The two that sit closest to corporate identity orientation are perhaps 'corporate brand orientation' (Balmer 2013) and 'organizational identity orientation' (Brickson 2000 2007). Balmer (2013) also introduced a range of corporate marketing orientations (inc. corporate identity orientation), however, these were only introduced, as the main purpose of that particular paper was to explore corporate brand orientation. Further back in the marketing literature Olins (1989) highlighted the importance of identity to the organisation, 'Everything an organization does must be an affirmation of its identity" (p.7). This could offer up a reason why corporate identity should feature prominently in an organisation's orientation structure.

There has recently been an influx in organisations appearing to adopt a corporate identity orientation. This is shown in the growing trend of organisation's becoming very purpose-led. Practitioner literature such as the work of Sinek (2009) has proved

influential in this respect. However this has faced a backlash as the purpose led movement has come under fire for lacking authenticity.

This orientation could be seen as similar to corporate identity management. However, corporate identity management is merely the management of the corporate identity, not holding identity as the organisation's 'centripetal force' Balmer (2013).

2.2.3.1 Potential benefits of corporate identity orientation

The ways this disorientation could benefit an organization are now discussed, followed by the ways in which corporate identity orientation could alleviate some of the negative elements associated with corporate identity. Putting its corporate identity center stage in this manner would also involve looking at both the personal and social identity elements that can be part of an organization.

These benefits could also have an effect on the corporate brand, image and reputation as corporate identity ultimately informs what happens further down this chain (Abratt and Kleyn 2012b; Kitchen *et al.* 2013) and due to their interlaced nature. In this respect corporate identity orientation could offer the opportunity to look at the core of the organisation. Dealing with problems and issues at this level could potentially trickle down to the other areas due to this related nature (Abratt & Kleyn 2012). Potentially stopping problems before they reach the brand level.

2.2.3.1.1 Differentiation

Perhaps one of the most associated benefits of a strong corporate identity is that of differentiation (Downey 1987; Alessandri & Alessandri 2004; Simoes et al 2005; Melewar et al 2005), as a corporate identity is difficult for the competition to imitate

(Simoes and Dibb 2008). When organisations are often offering very similar products, it is their identities that differentiate them (Simoes and Dibb 2008; Bartholme & Melewar 2011) and could be argued this is what stakeholders are buying into, not just the product, but who they buy it from (Melewar and Saunders 1998).

It is here, with an orientation that has differentiation at its core, could prove useful. Especially in this era where differentiation is becoming harder to achieve (Xie and Boggs 2006). However, when it comes to differentiation, some of the organisations 'sameness' could be useful in establishing relationships with stakeholders also. Another aspect to keep in mind that some aspects of the corporate identity are in fact imitable. See for example, elements of visual identity. Also see Snapchat and Instagram essentially mimicking each other and the very spreading of trends could in fact be some form of imitation. Slightly linked to this area is also the idea of distinctiveness which has been shown to possibly more important than differentiation (Romaniuk et al 2007; Sharp 2010). Distinctiveness would essentially judge how much does the organisation look like itself, which is inherently a very identity-based problem.

2.2.3.1.2 Foundation for meaningful relationships

This could therefore display the ability to create a foundation for meaningful stakeholder relationships (Melewar et al 2005; Ahearne et al 2005; He 2012) and create subsequent customer loyalty (He 2012). This could be achieved by displaying qualities that appeal to stakeholder values, and heightening the chance of identification from stakeholders (Dutton, Dukerich and Harquail 1994; Elsbach and Bhattacharya 2001; Bhattacharya and Sen 2003; Gonzalez and Chakraborty 2012) and helping form their social identity through groups. This could also ultimately create the notion of identity fusion (Swann *et al.* 2012). These elements of identification can also be explored

through an organisational identity (Brickson 2000 2007) and corporate brand (Balmer and Liao 2009) perspectives. Although corporate identity's relationship with these constructs could be prominent in that relationship.

Appealing to stakeholders in this manner can help form part of their identities, impacting upon their self concept (Dutton, Dukerich and Harquail 1994; Ahearne, Bhattacharya and Gruen 2005) and form part of their social identity. e.g. A stakeholder could be a Nike fan, an Arsenal fan etc.

This could be especially the case on social networks, where stakeholders can represent organisations without actually buying products, meaning stakeholders are almost consuming the identity, and brand, without purchasing. Value is potentially created through interacting with the identity without any form of purchase. In this environment, identities are potentially the new commodities and holding value. These strong relationships could also be forged internally, as internal customers gain a strong relationship with the organisation with identification.

In regards to this relationship, it does not only help nurture relationships but instigate them. This is through recruitment (Melewar et al. 2005; Melewar 2003) as it can attract the right kind of people for the organisation, potentially making the identity stronger. This can ultimately impact on service quality that can be offered due to the effect employees can have on external marketing strategies (Panigyrakis and Theodoridis 2009).

This could be evident consumer behaviour, as a company's identity could attract like-minded internal and external stakeholder, potentially making it easier to form a relationship with them. When customer demographics can help form the identity of an organisation (Bhattacharya and Sen 2003), this could help with not only the identity formation.

Adopting corporate identity orientation could highlight the unique elements, but also through social identity and symbolic interactionism, shares qualities that stakeholders can identify with. This could be argued to be non-unique elements.

As an antithesis to this, it could also create less meaningful relationships with those it doesn't need to. I.e. the organisation doesn't attract the customers it doesn't want, and doesn't attract the staff it doesn't want to. Therefore causing identification and dis-identification equally.

This also helps forge relationships with other companies through the symbolic interactionism and relationship identity approaches((Simões and Mason 2012). Simoes and Mason also suggest that the identity can be important at forming the relationship, which again could suggest that the orientation could be dealt with sequentially or when needed.

2.2.3.1.3 Committed workforce

An expansion upon this previous point is the fact that corporate identity can create a more coherent and committed workforce (Balmer and Wilson 1998; Melewar 2003; Melewar et al 2005, He 2012) who understand the organisation's message and thus can support it and take pride in it (Downey 1987). It could also help prevent negative fracturing through elements such as antagonist subcultures developing (Balmer and Wilson 1998).

2.2.3.1.4 Corporate brand/image/ reputation

As mentioned previously because of the holistic and permeating nature of corporate identity it can help create a more informed corporate brand (Balmer 2001 2005; Abratt and Kleyn et al 2012) and as such affect corporate image and reputation too, as the

constructs are all interconnected (Abratt and Kleyn 2012). A strong identity can therefore lay the foundations of building a strong organization.

2.2.3.1.5 Corporate Social Responsibility (CSR)

This orientation could highlight elements such as CSR, as CSR has an intricate with identity (Powell 2011). This could be for two reasons. With values/mission and vision being a part of corporate identity, CIO would put these at the heart of the organization. Secondly, by looking at some of the social identity elements, the organization could potentially have more consideration for its societal groups that it belongs to. This could perhaps be most evident in social enterprises and also potentially links with the ideas on corporate ethical identity (Powell 2011; Kleyn 2012).

It could be possible that this orientation could be observed in a social enterprise, and those that put mission and values at the heart of an organisation. With values a major part of corporate identity, those organisations that are very value led could benefit from this orientation.

This could also be useful for activist groups of various natures, as they do share similarities with corporate communication, and above all are still organisations (Jaques 2006). However, as activism is often driven by a strong belief and passion this could place this quite naturally within a corporate identity orientation.

2.2.3.1.6 Passion

Following on from this is the notion that identity is linked to passion (Murnieks, Mosakowski and Cardon 2014), With passion being a part of identity in this respect it could lead to a more passionate driving force, this is potentially linked with the previous points on CSR-related marketing and the fact that marketing can have societal impacts in this manner. With the heart-on-the sleeve approach of corporate identity orientation

this could be particularly beneficial in certain areas/industries. However, passion alone would not be a suitable factor for success for an organization.

2.2.3.1.7 More knowledge of identity

Having a firm knowledge of itself and what it is, could help an organization deal with many dynamic changes and challenges that could be presented. It could also help it steer through trends, picking the right ones it needs to. This is especially relevant in an era where new forms of social media appear up every few months and popularity ebbs and flows. In this respect knowledge management of the organization could help. This could be a combination of knowledge management, organizational learning and then turning the resource of corporate identity into a dynamic capability. The more knowledge that exists in the organization, the more it could be geared to allowing the identity to develop and flourish it its most natural way.

2.2.3.1.8 Improvisation/adaptable

It can help with strategic improvisation in minimally structured organisations (Cunha and Cunha 2006) and could be a way of achieving what is known in chaos and complexity theory as the 'edge of chaos'. This could subsequently allow organisations to become ambidextrous (Zhan and Chen 2010). And a better knowledge of the organisation's identity could in fact help improve how they adapt to their environment. It is this element that is particularly of interest when dynamic capabilities is discussed later.

2.2.3.2 Problems the orientation could face

The problems this orientation could potentially face are now discussed, and along with some of ways these problems could be answered.

2.2.3.2.1 The idea of corporate evil

One potential problem that could arise by putting the corporate identity at the heart of an orientation is the view that 'corporations' can be seen to display psychopathic qualities (Salzer-Mörling and Strannegård 2004) (Klein 2000) This is perhaps a negative association the words 'corporate' and 'corporation' have (Palazzo and Basu 2006). Unfortunately, this is a semantic trend that may take time to rectify.

What's more, if an organisation, does display these 'psychopathic' tendencies, then a corporate identity orientation will simply enhance these traits. This could result in communication being rejected by stakeholders. Recently an advert by Redrow London was retracted after audiences responded negatively to the values being presented in the advert (Wainright 2015). These could potentially be the values held by the company, they were however, not shared by its audience. Being too honest about the identity could therefore bring about dis-identification. However, whilst the orientation will almost certainly highlight psychopathic side of an organisation, it will also enhance admirable side. See for example the CSR related discussion earlier.

A corporate identity itself can have negative associations (Balmer 1998) and cause people to reject the corporate identities they are presented with (Dobson 2001). This rejecting of identities could also apply for members of staff, who can reject the corporate identities being offered to them (Ashman and Winstanley 2007). However, often it is not the corporation that is hated, more accurately the individuals acting on behalf of the organisation (Ashman and Winstanley 2007).

2.2.3.2.2 Selfish in nature

Another negative is that on face value, it appears a potentially selfish orientation to adopt. However, on closer inspection it will intrinsically be a hybrid orientation. This is

because strategy is a part of corporate identity (Melewar 2003) and thus this would also contain the strategic orientation and thus would intrinsically include another orientation within it (See fig 2), largely due to corporate identity's symbiotic relationship with strategy (Melewar 2003, He and Balmer 2013). With the recent research on orientations involving the idea of hybrid orientations (Urde 2013) and also the long standing view that multiple orientations can be adopted (Gatignon 1997), this shows where corporate identity could potentially fit in relation to the other strategic orientations. Therefore it will almost always consist of other sub orientations (like some market orientation definitions) or a hybrid orientation.

2.2.3.2.3 Too broad

It could be argued that this orientation is too broad. An orientation that seeks to put corporate existence and presentation as well as all other strategic orientations, seems like it is setting its ambitions high. However, corporate identity is a large, complex topic, and to be orientated around this construct is to acknowledge this. However, it may not be the sole orientation used and could be used intermittently (Olson, Slater and Hult 2005). It is saying this is part of a larger network of orientations, that could be used as and when a suggested by. However, when exploring the all-pervasive nature of identity, it becomes clear it is an element that should figure at some point in the strategic orientation discussion. If the 'what' of an organisation is not consistently asked, it could cause fractures. It is not simply the 'what' of an organisation. It is a combination of the who, what, when, where, why and how.

2.3 Strategic Disorientation

However, inspired by the 'unity of opposites' (Garrison 1985) and dualism (Fay 1996; Smith and Graitz 2006) implies that if a state of strategic orientation exists, then so could a strategic disorientation. Disorientation itself can be defined as 'the condition of having lost your bearings' or a state of 'confusion' (Collins English Dictionary) or 'a usually transient state of confusion especially as to time, place, or identity often as a result of disease or drugs' (Merriam-Webster). Strategic disorientation could occur therefore if not enough was known about the driving force behind the organisation.

To begin defining strategic disorientation we could turn to the definitions of orientation as a foundation. As such, strategic disorientation could be defined as "a lack of focus around the guiding principles that influence a firms marketing and strategy-making activities" (inspired by Noble et al 2002), "A lack of strategic direction implemented by a firm to create the proper behaviours for the continuous superior performance of the business" (inspired by Gatignon and Xereb 1997) (this definition was adopted by Hakala 2011 too) or "a lack of focus of resources' (adapted from Grawe et al 2009). These definitions would imply a lack of focus of said resources and principles or, as Balmer (2013) describes, an organisation's 'cornerstone'. Therefore when an organization lacks these certain elements, it could be seen to be in a state of 'strategic disorientation'.

The construct of disorientation has its roots in the psychology literature where it is said to be very similar, if not identical, to confusion (Eskey, Friedman and Friedman 1957) and is usually attributed to spatial disorientation (Waller and Hodgson 2006), time or identity. States of disorientation can potentially lead to wrong decisions being made as a result of the 'disorientation effect' (Waller and Hodgson 2006) whereby individuals

made poor decisions when under a state of disorientation. This disorientation effect could potentially transpose to organisations, and the decisions made whilst in a state of strategic disorientation. Gejdalvic (2012) has also suggested a state where organisations can lack a strategic orientation.

With crisis and change a major part of work life (Kovoor-Misra 2009), there could be many instances that could potentially cause disorientation. Adaptation has been suggested to deal with disorientation (Woodward et al 2000). Therefore bringing this into the context of organisations, the ability to adapt could alleviate disorientation, or at least play a role in the process. This could fit in with the evolution of the strategic orientation itself (Ruokonen and Saarenketo 2009), as it could slowly err into/fluctuate between a state of disorientation.

However, as such this could lead to further strategic disorientations, see below table.

Table 2.2 Types of strategic disorientation

A description of potential other strategic orientations, based on notable strategic orientations (e.g. market orientation)

Type of strategic disorientation	Area concerned
Market disorientation	Disorientated about whom the market is, or what their needs are
Competitor disorientation	Disorientated around who the competition are
Corporate identity disorientation	Disorientated about the organisation's defining and differentiating characteristics
Corporate brand disorientation	Disorientated about the what corporate brand promise is
Product/technological disorientation	Disorientated about what they should be developing
Organizational identity disorientation	Disorientated around who they are

Source (The Author)

With corporate identity being the area of interest, the notion of corporate identity disorientation will be explored further.

2.3.1 Corporate Identity Disorientation

Of all of the aforementioned strategic disorientations, corporate identity disorientation appears particularly pertinent to investigate as identity features in previous approaches of disorientation (Eskey, Friedman and Friedman 1957) and identity is easily disrupted (Corley and Gioia 2004). However, as it is a new construct it is still hard to universally define. One approach to define it would be to use the definition of corporate identity orientation as a foundation, and counteracting its centripetal force approach. This would create the following definition: "the corporate identity as the organisation's centrifugal force based on an organisation's innate characteristics that define and differentiate an entity". However, if we were to focus this further, and draw more inspiration from the disorientation literature we could define it as: "a state where an organisation is confused, or unsure of their corporate identity." Corporate identity disorientation would suggest there is a lack of focus around the corporate identity, to the point where it becomes confused, or disorientated. So this could be confused about its mission, values, vision and other elements that are present in the corporate identity (however this could be argued to be largely idiosyncratic per organisation).

The notion of identity confusion or crisis is predominantly from the psychiatric/psychology literature, first mentioned by Erikson (1963). Later

developments include that of identity diffusion which implies uncertainty about who one is and what one is to become (Huang 2006) and depersonalisation (Stuart and Laraia 2004, p 310-311).

There are a number of related areas to corporate identity disorientation that have been covered in the literature. Corporate identity disorientation could potentially share similarities with the notion of strategy/identity dissonance (He 2008), however this implies that organisations know who they are, it's just the strategy that is dissonant with the identity. Therefore implying that the identity has to be concrete enough for something to rebel against.

Other related areas are organizational identity crisis (Nystrom and Starbuck 1984), organisational identity ambiguity (Corley and Gioia 2004) and also brand identity confusion (Srivastava 2011). Corporate identity hasn't been researched in this realm yet, however, due to the overlapping nature of the concepts, the factors that contribute to said confusion or crises could be potentially similar.

Corporate identity disorientation could also be related to organizational drift which can occur when strategic intent is not clear (Cunha and Cunha 2006). Drifting organisations are described by Cunha & Cunha (2006) as "those that act opportunistically without a common goal to unite their actions" (p.846). Therefore, 'drift' could be a result of strategic disorientation. However organizational drift has also been described as drifting towards a different goal, so it is not always losing the goal, and could potentially mean a shift in focus as opposed to becoming confused. The negative effects of this type of state (disorientation) have been described by Olins, "When companies lose sight of their

individuality, their real purpose and strengths, they get deflected into making mistakes" (1978 p.7-9).

Identity crisis in Tracy and Philips work (2013) looking at a case study of a social enterprise. It was found to be influenced by stigmatization and empathy with stigmatizers from an external source. They also suggested that benefits could come from this process of being stigmatized and reevaluating what the identity means.

Some similar concepts have recently entered the literature as well, these come from the corporate identity incongruence (Flint et al 2018) and Corporate identity inconsistency (Gregersen and Johansen 2018).

2.3.2 Potential Benefits of Corporate Identity Disorientation

However, there could be a positive side to corporate identity disorientation. To go through a state of disorientation could reinforce identity, or open up new opportunities. This links with the idea that change and crises could be opportunistic (Kovoor-Misra 2009). Organisations could go through many stages of orientation and disorientation in their timeline, and it could be argued that the organisation needs to fluctuate like this (between orientation and disorientation), to avoid becoming stagnant. Peters (1987) suggests that "stability and inertia are the enemies of organisational prosperity." (cited in Smith 2005). It has also been suggested that the right combination of rigidity and chaos can be beneficial (Brown & Eisenhardt 1997). This could also bring elements of complexity theory into the discussion (Brown & Eisenhardt 1997; Blomme & Lintelo 2012; Smith & Graetz 2006) and the edge of chaos (McElroy 2006; Smith and Graetz

2006), and where strategic improvisation was judged as impacting on the goals of an organization (Cunha and Cunha 2006) and can cause organizational drift. However, it is worth noting complete and consistent disorientation could potentially be detrimental to the organisation.

2.3.2.1 Potential Causes

Looking at what could potentially cause a corporate identity orientation to enter a state of disorientation would involve the elements that could potentially impact on corporate identity and cause it to become disorientated, to become confused about what it is. Organisations currently exist in a world of unprecedented crises (Heller and Darling 2012), and they face challenges such as corporate mergers, acquisitions, bankruptcies (Balmer & Dinnie 1999; Heller and Darling 2012), and most recently an influx of new resources as a result of social media (Bruce and Solomon 2013). The organisation has perhaps never been more vulnerable, as a crisis is potentially always on the horizon (Heller & Darling 2012). This is all managed by corporate crisis management which 'provides a corporation with a systematic, orderly response to crisis situations' (Heller & Darling 2012). However it is not to be confused with mismanagement (Heller & Darling 2012). This also shows that mismanagement could also help create disorientation. Corporate crisis planning is the art therefore of removing the risk in the uncertainty of the crises that may emerge (Darling 2002). Corporate governance could also affect the identity crisis by putting constraints onto it (Painter-Morland 2013).

The social nature of identity could argue that every social interaction contributes in someway towards the changing of identity (Mead 1934). This again, is an interesting notion in times of high co-creation and could potentially help create disorientation.

Because corporate identity is dynamic (Herstein 2008 ,Gioia et al. 2000; Balmer & Soenen 1999; Topalian 2003; Herstein et al. 2007) it could be argued that the identity is never consistent it is always evolving. It is a diachronic problem. Therefore the amount of changes that occur to a corporate identity could cause problems (Leitch and Motion 1999), especially in these times of increased change (Heller & Darling 2012) and if the changes/crises aren't handled well. This dynamic nature suggests it could flow in and out of a state of disorientation.

2.3.2.2 Possible consequences

The potential consequence of corporate identity disorientation could therefore highlight some of the aforementioned negatives that could be aimed at the organisation. Firstly the organisation, by conveying a confused identity could unintentionally mislead stakeholders (Ashman and Winstanley 2007). Similar to this it could potentially contribute to the lack of cohesion in an identity (Pickton and Broderick 2005 p246). It could also potentially contribute to the notion of identity/ strategy dissonance (He 2008).

So really, these little changes over time could, much like chaos theory create much larger problems, either immediately or later down the line. However, some view that through complexity theory, any form of planning and strategy making is potentially hopeless (Smith 2005), however, that is not to say strategy cannot come from the top, as forecasting and scenario planning still have use (Smith 2005). If only to help create a more adaptive system.

2.3.3. Relationship Between Orientation and Disorientation

The figure below displays the potential relationship between orientation and disorientation. It is being viewed as a continuum rather than two distinctly separate constructs.

Fig 2.3. The potential relationship between orientation and disorientation

Orientation   Disorientation

Source (The Author)

Below is a conceptual diagram to illustrate the potential relationships between the orientation constructs

Fig 2.4 Conceptual model of corporate identity orientation and disorientation (taken from Devereux et al 2020)

Figure 2 Conceptual Model of corporate identity orientation and disorientation
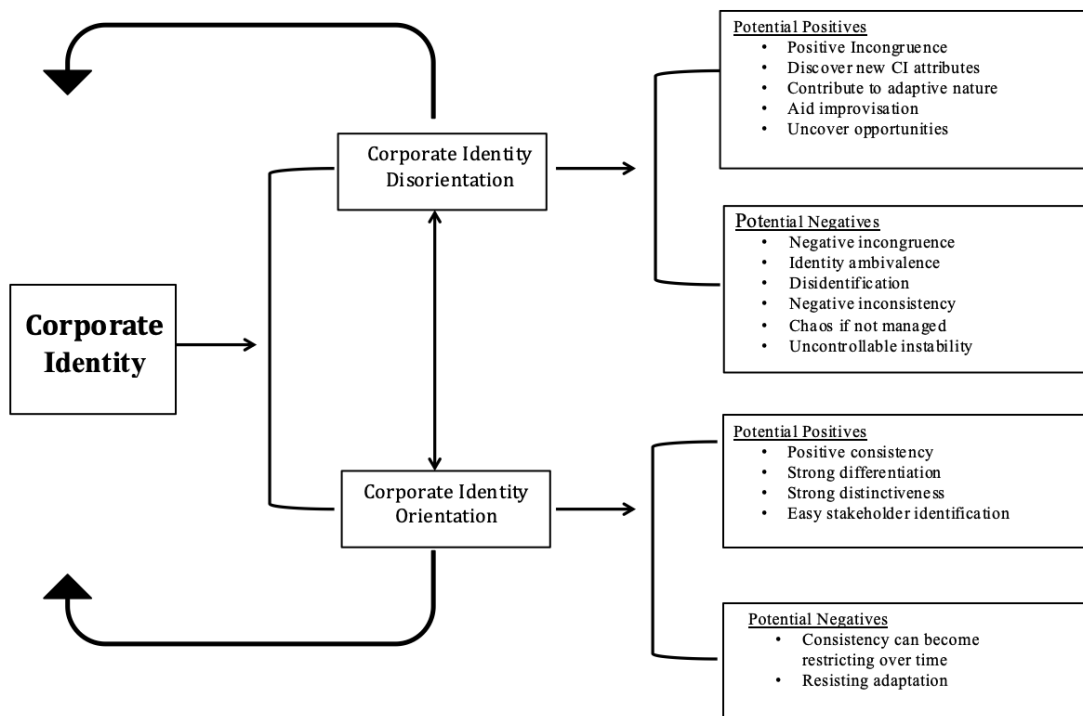
Further to this, the table below highlights the key literature from the marketing and management literature that focuses on similar areas to disorientation and hints at some of the elements covered in the previous diagram. We highlight methodology information along with how the present study differs.

Table 2.3 Positioning the present study within the literature (Devereux 2020)

Past Paper	Conceptual Focus	Other variables/conc epts	Methodol ogy	Sample size	How is the present study different?
Gregerse n and Johansen 2018	Visual identity-Consistency and inconsistency are shown on a spectrum and they also portray consistency as a dogma.	N/a	Qualitative , Face to face interviews with strategists	10 interviews	This study builds further on the spectrum approach, by looking further than visual identity. Their consistency as dogma approach aids our negative

					outcomes of orientation.
Flint et al 2018	Corporate identity incongruence - Introduces identity incongruence and suggests it could be useful	Corporate Identity Congruence	Qualitative, interviews, onsite observation, document analysis, over 7 years	153 interviews with managers from 124 organizations in seven countries, multiple onsite observations and hundreds of documents	This study builds upon Flint et al by suggesting that disorientation may be a precursor to incongruence. We also build upon their ideas on positive incongruence with positive disorientation
Balmer 2017	Identity ambivalence and disidentification/identitification- these are placed within a new corporate identity schema	Corporate marketing, strategy, legal theory, social identity branch theory, stakeholder theory	Conceptual	N/A	This study suggests these areas are potentially an outcome of corporate identity disorientation/orientation
Abdallah and Langley 2014	Strategic ambiguity- Strategic ambiguity as a double edged sword and suggests that over time it can be detrimental	Organizational action, Creative consumption, Divergent perspectives	Qualitative case study (2001-2005), document analysis, observation, interviews	32 semi structured interviews, 8 observation sessions, extensive collection of documents	This study approaches this from a corporate marketing perspective, and with a focus on corporate identity. We also apply the strategic orientation perspective.
Balmer 2013	Corporate Identity Orientation- Introduces the construct and other forms of corporate orientation	Corporate brand, corporate marketing, various other orientations	Conceptual	n/a	This study uses Balmer's paper as a foundation to explore further corporate identity orientation. We also introduce corporate identity disorientation.
Leitch and Davenport 2011	Corporate Identity as constraint- suggests that corporate identity, whilst being an enabler, can be a constraint.	Corporate marketing, temporality, logics of equivalence and difference	Qualitative single case study, interviews and document analysis	15 interviews 158 emails, 136 media items	We build on this by looking at how disorientation could alleviate these constraints and also contributing to their discussion on corporate identity being a constraint.
Cilliers 2010	Resistance and deconstruction of identity is needed to adapt. Also		Conceptual	n/a	We build upon this work by incorporating

	discusses the danger of identity being rigid and constraining.				Cilliers' work into the corporate identity literature.
He and Baruch 2009	Organisational Identity transformation – Within identity transformation they identified one stage as identity disorientation.	Organisational identity change, Institutional theory	Qualitative case study, observation, interviews, document analysis	6 weeks observation 24 interviews, extensive documents	We build upon this idea of identity disorientation but from the corporate identity perspective, and also suggest how it could be provide benefits.
Raisch and Birkinshaw 2008	Organizational ambidexterity- Briefly discusses identity from the organisational perspective, including the tension of continuity and change	Organizational learning, technological innovation, organizational adaptation, strategic management, organisational design	Literature Review	n/a	This study differs by developing these ideas in the corporate identity literature and applying a complexity viewpoint to the discussion.
Cunha and Cunha 2006	Organisational Drift – Drifting organisations are considered those that act without a common goal to unite actions	Complexity theory, Schumpeterian environments, improvisation, minimal structures, dynamic capabilities, organisational resilience	Conceptual	n/a/	This paper explores similar ideas within the corporate marketing/strategic orientation perspective, specifically corporate identity. We also look at potential positives.
Corley and Gioa 2004	Organisational Identity ambiguity – explores identity ambiguity within corporate spin offs	Organisational identity change	Qualitative single case study, interviews, document analysis, observation	80 interviews, 38 informants, observation throughout case study	We focus on this area from a corporate marketing perspective and link it with the strategic orientation literature.
Foreman and Whetten 2002	Organisational Identity congruence - between identity perceptions and expectations	n/a	Quantitative, survey	2000 sent, 800 completed, 670 usable.	We differ from this paper in regards to taking a more corporate marketing perspective but also by exploring the positive side of incongruence.
Gioia, Schultz and Corely 2000	Adaptive instability - To induce change by introducing instability (with guidance) into an organisation, resulting in a dynamic consistency. They conduct this paper	Organisational image	Conceptual	N/a	We apply similar ideas to the corporate identity literature and also use complexity as a lens in which to view this. We also

	from an organisational identity perspective.				embed these ideas into the strategic orientation literature.

2.4 Dynamic Capabilities perspective

Vera et al (2016) citing Helfat et al. (2007) define a capability as "a specific capability implies that the organization (or its parts) has the capacity to perform a particular activity in a reliable and at least minimally satisfactory manner" (p. 1877).

Dynamic capabilities has its roots in the resource based view (Aramand and Valliere 2012) and seeks to address some of the weaknesses within that area. A problem facing the resource-based view is that it is considered static, and dynamic capabilities helps address this (Wang et al 2007)(Eisenhardt and Martin 2001), aiding organizations to deal with the uncertain environments that they find themselves in (Barrales-Molina, Martinez-Lopez and Gazquez-Abad 2014).

2.4.1 Definitions

One seminal definition of dynamic capabilities is "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al 1997, p.516). However, this has received criticism due to the 'rapid' nature of the change suggested (Eisenhardt & Martin 2000; Zollo and Winter 2002), and also, that particular article focuses on technological change. Dynamic capabilities has also been defined as: "… organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, or

die…". (Eisenhardt and Martin 2000, p.1107). A further definition has been "a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, up-grade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage." (Wang and Ahmed 2007, p. 35). Cepeda and Vera (2006) offer a breakdown of the dynamic capabilities process below:

"(1) Capabilities are organizational processes and routines rooted in knowledge, (2) The input of dynamic capabilities is an initial configuration of resources and opera- tional routines, (3) Dynamic capabilities involve a transformation process of the firm's knowledge resources and routines, and (4) The output of dynamic capabilities is a new configuration of resources and operational routines." (Cepeda and Vera 2006, p. 427).

2.4.2 The seminal papers

Dynamic capabilities research is considered to be diverging (Wohlgemuth and Wenzel 2016). This divergence is largely seen to stem from the fact that it has followed two separate pathways, each influenced by a seminal paper (Peteraf, Di Stefano and Verona 2013)(Lin, Su and Higgins 2016)(Wohlgemuth and Wenzel 2016). Peteraf et al. (2013) suggest that one school has followed the Teece et al (1997) approach and Eisenhardt and Martin (2000) have informed the other. The schools of thought largely can be divided into high routinisation school of Teece et al. or the reduced routinisation of Eisenhardt and Martin (Wohlgemuth and Wenzel 2016).

The work of Teece has perhaps been the most widely adopted of the papers (Peteraf, Di Stefano and Verona 2013), as the conceptualizations brought forward by their work

have provided most of the basis for dynamic capabilities development. This school of thought has largely been adopted by those with an economics background (possibly explaining the introduction of Schumpeterian environments), as opposed to Eisenhardt and Martin whose adopters come from a more organisational theory/behaviour/process approach. Similarly, the Teece school of thought have been more interested in technology, firm performance and strategy and those linked to Eisenhardt have stronger interests in internal organizational issues, processes and information systems (Peteraf et al 2013)

The 1997 work of Teece has received criticism by Eisenhardt and Martin (2000) but also in that it specifically deals with markets of 'rapid technological change'. (Peteraf, Di Stefano and Verona 2013). Peteraf et al (2013) suggest the two approaches differ in their boundary conditions, sustainable advantage and competitive advantage.

The second paper is the work by Eisenhardt and Martin (2000). It is influenced by shades of complexity theory, perhaps inspired by Eisenhardt's work in the field of complexity. This may explain why some of the complexity arguments seep into the Dynamic Capabilities discussion.

Peteraf et al (2013) argue that actually the 'best practice argument' supplied by Eisenhardt and Martin (2000) is flawed, as best practices are rarely replicated accurately and the idiosyncratic nature of them should be addressed. This best practice approach is also identified by Teece (2007) by suggesting that best practices cannot allow you to outperform a competitor (Teece et al 2007). There has been research to suggest their may be some form of best practice within industries, and possibly because they are

facing similar environments (Jantunen, Ellonen and Johansson 2012). Jantunen et al (2012) see the debate between idiosyncratic and best practice has been too simplistic. They conclude that DC face two effecting forces, external industry development that results in commonalities and the organisaitons history, internal organizational mindset and strategic choices push towards idiosyncrasy.

However, the Eisenhardt and Martin paper does show that the idiosyncrasies are there. Peteraf et al 2013 does expand upon this in their paper, which shows the contrasts between these two approaches.

Table 2.4 showing two approaches can work together. Taken from Peteraf et al (2013)

Table 2.   Critical differences between Teece *et al.* (1997) and Eisenhardt and Martin (2000)

		TPS	EM
Dynamic capabilities and the question of:	Boundary conditions	The framework applies to environments of rapid technological change *The "approach is especially relevant in a Schumpeterian world" (TPS: 509)*	The framework encounters a boundary condition in such environments *The TPS logic "encounters a boundary condition in high-velocity markets" (EM: 1118)*
	Sustainable advantage	Dynamic capabilities can be a source of sustainable advantage under certain conditions *Sustainability depends on "how readily a [dynamic] capability can be cloned by competitors" (TPS: 518)*	Dynamic capabilities cannot be a source of sustainable advantage under any conditions *As simple rules, dynamic capabilities "are themselves unstable" (EM: 1118);* *As best practices, "dynamic capabilities are substitutable" (EM: 1110), thus violating a key VRIN condition*
	Competitive advantage	Dynamic capabilities can be a source of competitive advantage *"Dynamic capabilities … reflect an organization's ability to achieve new and innovative forms of competitive advantage" (TPS: 516)*	Dynamic capabilities can be a source of only limited competitive advantage *Dynamic capabilities are "more homogeneous … than is usually assumed" (EM: 1116)*

 Peteraf et al (2013) suggest an approach that allows the two approaches can exist together.

This differences between these two seminal papers have provided inspiration for papers beyond Peteraf (2013), most recently in the work of Wohlgurth and Wenzel 2016) who approach at trying to bring these two schools together. Wohlgurth and Wenzel suggest that the organisational level, be it strategic or operational will determine. They further suggest that there is partial support for routinisation at the strategic level, but not at the operational level which brings together the Teece et al (1997) and Eisenhardt and Martin (2000) respectively.

Although as mentioned previously, this debate about routinisation was explored and found that higher level decisions should be routinized and the lower level capabilities allowed room for more idiosyncratic behaviour (Wohlgemuth and Wenzel 2016). Also, in related area to this it was found that there are commonalities and idiosyncrasies in DC, particularly seizing capabilities, within an industry (Jantunen, Ellonen and Johansson 2012).

In response to the best practice argument. In this respect some definitions of DC are seen as too prescriptive and tautological (Cepeda and Vera 2007) and perhaps do not fit the world that they are supposedly dealing with. To avoid this tautolical approach Cepeda and Vera (2007) suggest using the division of operational capabilities (how we earn a living now) and dynamic capabilities which are "dedicated to the modification of operational capabilities and lead to, for example, to changes in the firms products or production processes." (p.427).

However Eisenhardt and Martin do suggest the commonalities are within reason. This argument does hint at the link between dynamic capabilities and complexity theory, and through the 'simple rules' approach.

They are considered to be path dependent (Teece et al 1997) again, reminiscent of complexity theory in the discussion earlier.

In a bibliometric analysis of the dynamic capabilities literature (Vogel and Guttel 2013), it was found that the major themes of the dynamic capabilities literature from 1994-2011 were

- Strategic learning and change
- Technological Innovation and adaptation
- Vertical Scope
- Micro foundations and acquisitions
- Ambidexterity
- Alliances

Out of these themes the current project sits most prominently within the first two of these themes, however, with the orientation focus this may also bring in the ideas on ambidexterity.

2.4.3 Operational Capabilities

Closely related to dynamic capabilities is the area of operational capabilities. These are seen as how the organisation 'earns a living now', whereas dynamic capabilities enables

an organisation to alter how it earns a living (Winter 2003). The reason for looking at dynamic capabilities instead of operational capabilities is that dynamic capabilities can have more long-term affects than operational capabilities (Vera et al. 2016), and thus are potentially more useful to look at in regards to identity. However, operational capabilities could be an area to look into in the future. It has also been shown that operational capabilities are path dependent as well (Jantunen et al 2011). This again shows how closely linked the types of capabilities are to each other.

2.4.4 Components of Dynamic Capabilities

Whilst some research sees dynamic capabilities as single-dimensional (i.e. integrative capability), a majority of research views it as a multi-dimensional construct (Lin and Higgins 2016). The components of dynamic capabilities usually centre on variations of the sensing, seizing and reconfiguring approach of Teece et al (2007). Other approaches have listed the components as adaptive capability, absorptive capability and innovative capability (Wang and Ahmed 2007), strategic sense-making capacity, timely decision making capacity and change implementation capacity (Li and Liu 2014) or reconfiguration, leveraging, learning, sensing and seizing, knowledge creation and knowledge integration (Makkonen et al. 2014). With some of these approaches, they appear to be either too simplistic, or too complicated. For example Makkonen et al's (2014) approach could be seen as overly complicated as it lists many aspects that could be potentially merged together.

A recent analysis of the dynamic capabilities literature by Lin and Higgins (2016), identified four, closely related (and not mutually exclusive) components. They were

sensing capability, absorptive capacity, relational capability and integrative capability. These components are largely similar to previous attempts, but with the addition of relational capability, which plays a fundamental role, and acts as a foundation for the other components mentioned (Lin and Higgins 2016).

Sensing capability is seen as "a cognitive or mental process through which organizations perceive environmental changes and how to implement them (e.g., opportunity identification capability, and adaption capability)." (Lin and Higgins 2016, p. 895). This sensing capability is common throughout many conceptualisations of dynamic capabilities and has been a large part of the contrast since the work of Teece et al. (1997; 2007). Some authors also suggest the internal environment is involved in the sensing process (Lin and Higgins 2016), and this internal approach to the topic has received less interest from researchers (Saul and Gebauer 2018a). This sensing capability also highlights the importance of the environment in the

Absorptive capacity is "the ability to acquire knowledge and transform the acquired knowledge into firm-embedded knowledge through assimilation, transformation and exploitation capability;" (Lin and Higgins 2016, p.895). It is at this stage that is said to be where most of the learning of an organisation takes place (Zollo and Winter 2003; Teece, Pisano and Shuen 2008; Jantunun, Ellonen and Johansen 2012; Laaksonen and Palotniemi 2016) and can help with the replication of routines (Friesl and Larty 2013). Concepts such as improvisation are believed to work with the absorptive capacity (Bergh & Lim 2008; Hadida et al. 2015), which would link in with the above point regarding learning. This stage is also often referred to as seizing capabilities when using the Teece (2007) framework.

Relational capability: "a firm's ability to build relationships and acquire resources from the relationships (e.g., social capital acquisition, social-relationship building, and interaction-promoting capability);" (Lin and Higgins 2016, p. 895). This also links with alliance capabilities (Vogel & Güttel 2013; Barrales-Molian et al. 2013). This aspect of dynamic capabilities has perhaps received less attention overall, and has begun to recently be introduced into the discussion. Research has also been addressing this issue a bit more in recent years (Alinaghian and Ramzdoost 2018) and acknowledging that it is an important part of dynamic capabilities . This idea of building the network was also mentioned in the literature on seizing capabilities (Ellonen 2011). This capability is also interesting for discussing a connection with identity through social identity and network identity perspectives.

Integrative capability: "the ability of relocating, recombining and reusing both existing resources and those obtained, for example, resource relocation and recon- figuration capability, and knowledge-integration capability." (Lin and Higgins 2016, p. 895). This aspect is reminiscent of the reconfiguring elements suggested by Teece's (1997; 2007) work. This stage is also seen as something of the outcome of the process, i.e. once the reconfiguring and combing has been completed. This is reminiscent again of the stages put forward by Vera and Capeda (2016). This is again a particularly interesting stage from an identity perspective, as this would involve the actual changed identity as a result of going through the process.

2.4.5 The role of environment and improvisation

Central to the dynamic capabilities perspective is the organisation's environment and how the organisation reacts and adapts to it. As such dynamic capabilities has also appeared in the adaptation literature (Andries and Debackere 2006; Cheng *et al.* 2016). Dynamic capabilities acknowledges that the world is constantly in flux (Teece 2007), and can help cope with rapidly changing environments (Teece et al. 1997; Wang & Ahmed 2007; Makkonen et al. 2016; Lin et al. 2016). The dynamic capabilities approach focuses on the organisation's ability to " renew its resources in line with changes in its environment" (Bowman and Ambrosini 2003 p.292).

Dynamic capabilities has been accused of under utilising general organisation theory (Vogel and Güttel 2013)**.** In regards to adapting to environments and reconfiguring as a result, the literature on improvisation and adaptation could enrich the dynamic capabilities literature.

Improvisation "involves dealing with the unforeseen without the benefit of preparation" (Hadida et al 2015, p. 440) or "improvisation deals with the unforeseen, it works without a prior stipulation, it works with the unexpected" (Weick, p.544) . and the literature streams take inspiration from jazz improvisation (Weick 1998) and theatre (Hadida, Tarvainen and Rose 2015). Applying this to the organisation Hadida et al. (2015) define organisational improvisation as "the conception of unhindered action as it unfolds, by an organization or its members, often (yet not exclusively) in response to an unexpected interruption or change of activity" (p. 440).

Improvisation is also seen as something that "affects adaptation, learning and renewal" (Weick 1998, p. 544) and applies an "an existing solution in a new way rather than

coming up with a new solution." (Hadida et al. 2015, p. 446). This shows that the approaches have echoes of the dynamic capability literature.

In regards to dynamic capabilities literature, improvisation appears as far back as one of the seminal papers (Eisenhardt and Martin 2000) and has appeared briefly in the literature since (Cepeda & Vera 2007; Zahra et al 2006; MacLean et al 2015; Vera et al 2016). Zahra et al. (2006) suggest that improvisation, along with trial and error, and imitation are primary methods for discovering or developing dynamic capabilities. They also say that the need for improvisation drops as organisations age. However, they acknowledge in the paper that the logic may not be fully developed in their propositions. Recent research by Vera et al. (2016) suggested that "The capability to improvise could help teams to achieve real-time ambidexterity because teams can explore and develop novel solutions to problems or opportunities by exploiting and recombining current routines." (p. 1900). This suggests that further to improvisation helping to build dynamic capabilities, it is a capability in itself. They framed their discussion against the hierarchy developed by Zollo and Winter (2002) and suggested at the dynamic capabilities level "Improvisational outcomes are retained and change the team's current processes, product, and services." (Vera et al. 2016, p.1879). Therefore, improvisation appears to be a capability in itself but also a means by which capabilities are learned.

The below diagram (Fig. 8) seeks to portray how improvisation is related to dynamic capabilities, and how this may fit within corporate identity.

Fig 8. A representation of how corporate identity, dynamic capabilities and improvisation fit together
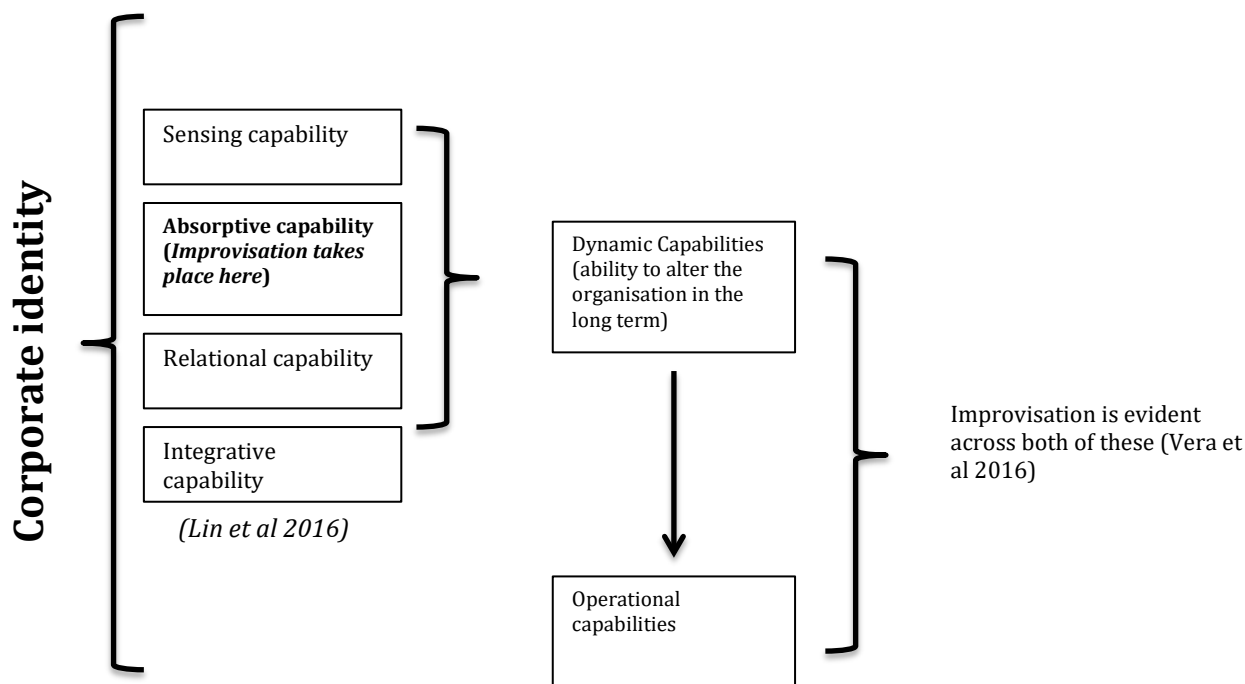
Source (The Author)

2.4.6 Dynamic capabilities and corporate identity

Dynamic capabilities offers an interesting perspective through which to view the dynamic nature of identity, and is an area within dynamic capabilities that is beginning to emerge (Maclean et al. 2015: Battistella et al. 2017). Jantunen et al.'s (2012) research also draws upon elements of identity when they discussed history, mindset and strategic choices. Identity has also been seen to have a relationship with adapting to environmental changes "identity was not only capable of rather rapid change but that identity was relatively fluid and malleable in adapting to environmental changes."

(Corely and Gioia 2004 citing Corley and Thomas 1996, p.176). There has also been a call for research within the dynamic capabilities literature to explore how organisations stay the same whilst remaining flexible (Wohlgarth and Wenzel 2016). Corporate identity could be a useful perspective in addressing this call.

Dynamic capabilities are considered to be hard to replicate (Teece 1997; Makadok 2001; Teece 2018) and are inimitable (Eisenhardt and Martin 2000), which are similar to descriptions of corporate identity. Teece (2018) also says that they are built on the idiosyncratic characteristics of managers and also the culture of the organization, again, echoing some core corporate identity ideas. The idea of dynamic capabilities being unique to the organization (and thus suggesting a strong identity link) are also embedded in the work of Teece (Laaksonen and Peltoniemi 2016) Again, these aspects are very similar to corporate identity and suggest there is some form of link there. However, it is worth noting this degree of inimitability is part of the debate between the two seminal approaches. From a corporate identity perspective, it could be that corporate branding elements (or the areas where CI overlaps with CB) are perhaps the more easily replicated aspect of an organization. For example, visual identity could be seen as something that is easy to imitate. This is easily seen from examples of organisations and brands copying similar visual identities.

The figure below (Fig.2.5) maps out how corporate identity could be affected by dynamic capabilities.

Fig 2.5. The relationship of corporate identity and dynamic capabilities, inspired by the process described by Cepeda and Vera (2006).
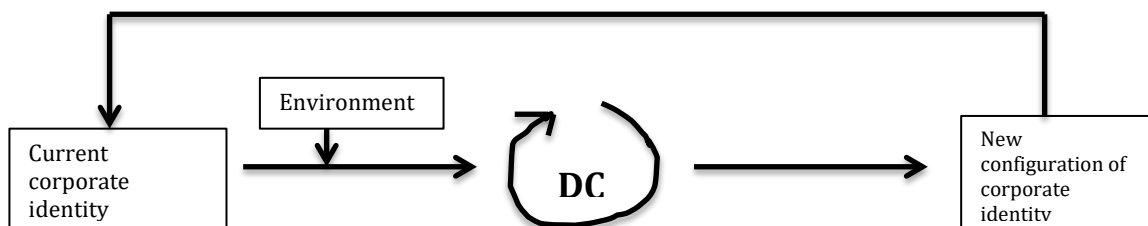
Source (The Author, inspired by Cepeda and Vera (2006))

2.4.7 Strategic Orientations and Dynamic Capabilities

Dynamic capabilities have also touched upon strategic orientations in the past. Market Orientation, when used in a proactive manner has been shown to act as a dynamic capability. This has also led to the development of Dynamic Marketing Capabilities (Bruni and Verona 2009; Barrales-Molina, Martinez-Lopez and Gazquez-Abad 2014). This is seen to be 'developing, releasing and integrating market knowledge' (Bruni and Verona 2009, p102). This opens up the area for looking at further capabilities related for strategic orientation. For example adopting this line of thought could result in Dynamic Corporate Identity Capabilities. So whilst there has not been an abundance of literature crossing over with strategic orientation there has been some groundwork lain there for future development. This may especially be the case when basing it around the 'cornerstone' approach.

2.4.8 Social enterprise and dynamic capabilities

It is also worth noting that dynamic capabilities has also been recently explored within social enterprises. Vallaster et al (2019) found that hybridity related tensions helped to create sustainable value for organisations. They looked at the micro-foundations behind the dynamic capabilities that then helped these organisations navigate the paradoxes that their particular set up implies. This was also explored through a focus on individual and collective approaches. This is of particular interest to the current research as this could potentially lead to a state of disorientation.

2.4.9 Previous Dynamic Capabilities Research

Dynamic capabilities research is considered by some to still be in its infancy (Teece 2012; Li and Liu 2016), and that is beginning to mature, despite being researched for twenty years. A majority of research tends to focus on the antecedents/consequences, nature and processes of dynamic capabilities (Li and Liu 2016). There has also been a predominant use of surveys and quantitative methods, and when case studies have been used, they have been mostly single cases (Jantunen, Ellonen and Johansson 2012), however the use of multiple cases is increasing (Vallaster 2019). There is a growing call for more empirical research (Vogel and Güttel 2013), especially qualitative and in-depth research (Teece 2012; Jantunen et al 2012; Barrales-Molina et al 2014). Teece (2012) further suggests that case studies are an effective way forward due to the complex nature of what is under study, a view shared by Barrales-Molina et al (2014). With this in mind, along with Jantunen et al.'s (2012) observation that multiple cases are lacking in the field, it is believed that a qualitative multiple case study is an apt method for future research of dynamic capabilities. The figure below shows the number of papers used per method in the dynamic capabilities literature. This is based on a sample on 82

papers. As can be seen, similar to corporate identity, the higher number of papers is in the conceptual form. However, unlike CI there is a higher number of quantitative approaches taken. This highlights that there is scope for more qualitative research, especially qualitative that may be longitudinal in nature, as this has also been called for in dynamic capabilities. The trend in dynamic capabilities is heading towards a more qualitative and multiple case-based approach, this could

Fig 2.6 Number of papers per Method for Dynamic Capabilities n=82
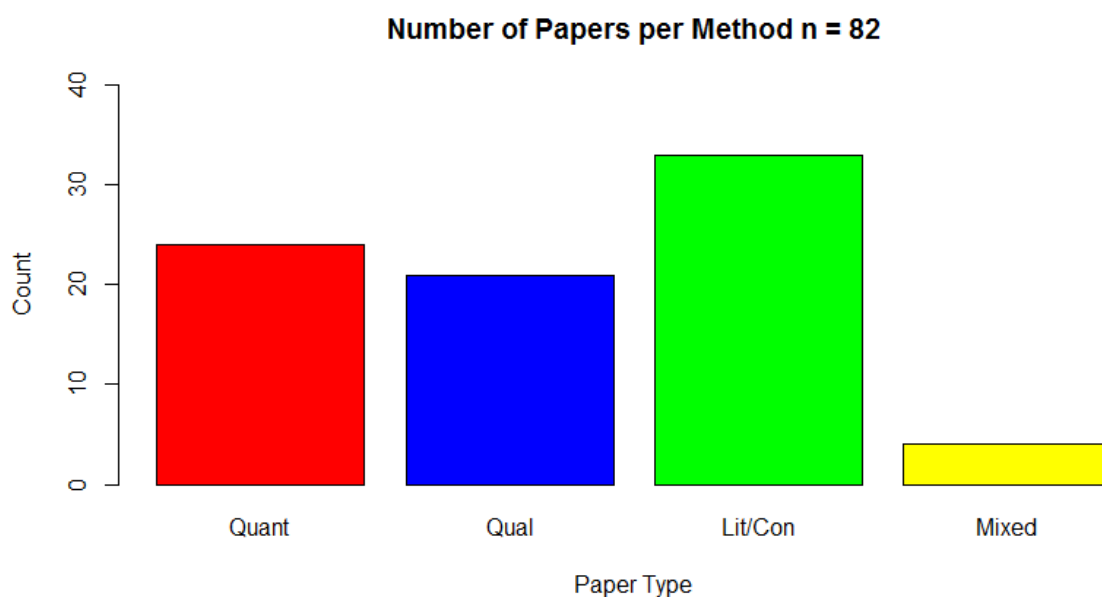
Source (The Author)

Exploring this further, it can be seen if there are any trends over the years in regards to dynamic capabilities research. As can be seen quantitative has also been the higher of the empirical approaches, but above all interest has been rising across the methods, with a rise in qualitative taking place. This has been due to researchers seeking to build up a

richer picture of dynamic capabilities as opposed to some of the more abstract

approaches in its early development. Particular amongst these is a focus on multiple

case studies (e.g. Vallester 2019

Fig 2.7, Comparing methodologies across the years for dynamic capabilities
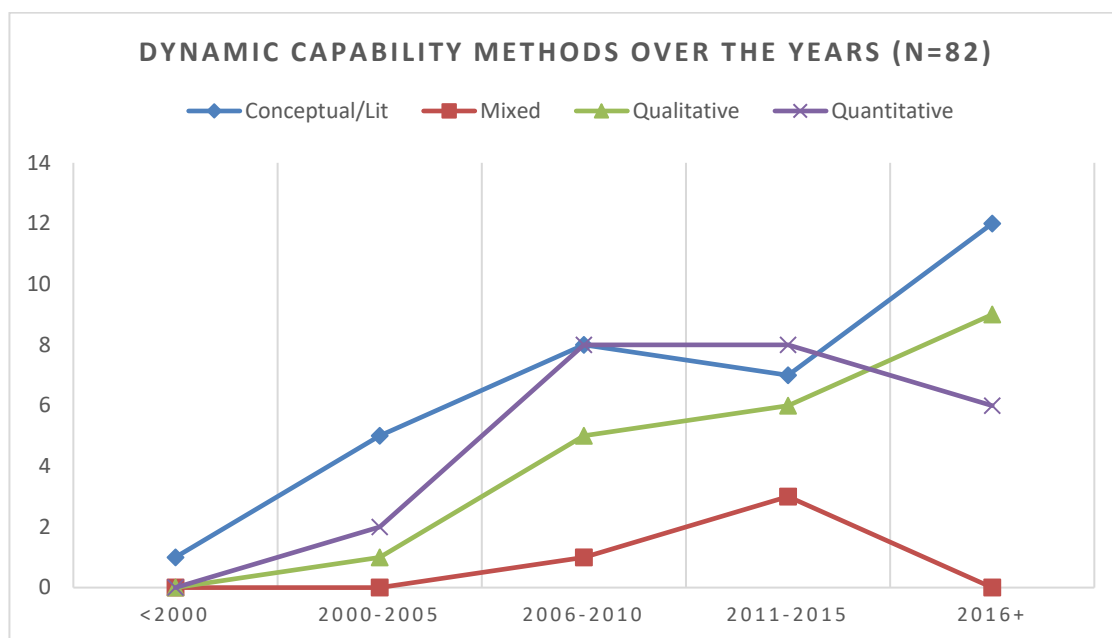
Source (The Author)

2.4.10 Research gaps identified.

- Little research about dynamic capabilities and corporate identity despite some

  conceptual similarities between the two areas.

- Little research involved in dynamic capabilities and corporate identity

  disorientation. This is understandable given corporate identity disorientation has

  been introduced recently, however as it is proposed that disorientation could be

useful in regards to adapting to environments, dynamic capabilities offers an interesting perspective.

- How organisations can stay the same whilst being flexible (also identified by Whoulsten and Wenzel 2016 as a gap that needs further exploration). This apparent paradox is something that is driving the current research as well, and as such hopes to meet this gap.

- The relationship between dynamic capabilities and corporate identity orientation. As this is a relative new area (2013 in the case of corporate identity orientation) this gap is yet to be filled and due to conceptual similarities between corporate identity and dynamic capabilities, this leaves a gap where orientation is concerned.

- More research needs to be done on dynamic capabilities and strategic orientations. This has been expanded for market orientation, in dynamic marketing capabilities, however this could be expanded further with the other strategic orientations that exist. As such there is a gap for corporate identity orientation that needs filling.

- More qualitative research is needed, specifically case studies. This is not merely due to this particular methodology that is the gap but the insights that this area can reveal. There has been a growing trend towards more qualitative research in order to generate more data that is less abstract than some of the quantitative approaches, therefore building up a richer picture. This thesis helps to address this building of a richer picture.

2.5 Conceptual Map of peripheral constructs

Below (Fig. 2.8) is a conceptual map of where the various constructs sit in relation to one another. Whilst this project focuses on Corporate Identity (CI) this map frames it corporate identity's peripheral constructs of corporate branding (CB), corporate image(CIMG) corporate reputation (CR) and organisational identity (OI). Dynamic capabilities (DC) sits within corporate identity. The constructs of corporate identity orientation and disorientation are represented by the circular arrows of corporate identity.

Fig 2.8 conceptual map of the related constructs
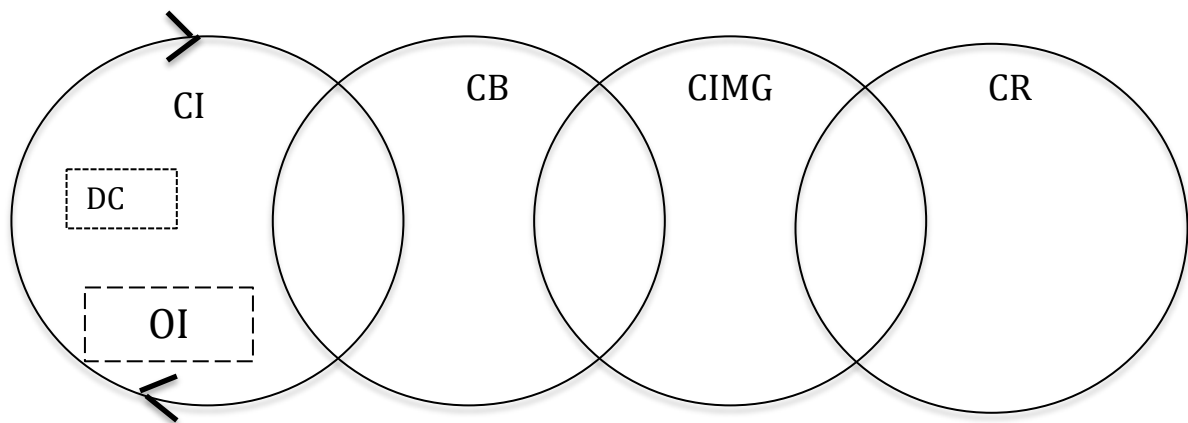
Source (The Author)

2.6 Conclusion

This literature review has sought to further the understanding of corporate identity orientation and introduce the notion of strategic disorientation, particularly corporate identity disorientation. This created the foundation upon which to suggest that a corporate identity orientation would provide a focus on the corporate existence and corporate presentation, offering a further definition to that of Balmer's (2013). Corporate identity orientation was then explored to see how it could fit in with other strategic orientations that an organisation may adopt. It was concluded that due to strategy being a major part of corporate identity, and this being a driving force of corporate identity orientation, corporate identity orientation would intrinsically hold within it another orientation. This would potentially always make it a hybrid orientation. Further to this, the notion of corporate identity disorientation was also explored as to understand the dangers that it may present to the corporate identity, and ultimately represent what corporate identity orientation may be helping to alleviate. The corporate identity disorientation construct was introduced as becoming disorientated around the concept of corporate identity, and facing an identity crisis. Literature showed that this could possibly arise due to not adapting to change effectively. This could also damage the organisation by highlighting the negative connotations that a weak identity could have. However, it could be seen to have positive results. Especially when looking at creating the organisation as a complex adaptive system.

In summary, corporate identity is heading into exciting and challenging times. Times that call for a reassessment of the construct and the importance it has for organisations.

This is where the corporate identity orientation can come into effect. However, with rapid developments in resources and change there is also the danger of corporate identity disorientation. The relationship between these constructs and the effect they can have on organisations is worthy of future research.

CHAPTER 3: METHODOLOGY

3.1 Introduction

The methodology adopted for this research is a qualitative, interpretivist multiple case research approach.

The methodology is considered "the strategy, plan of action, process or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes" (Crotty 2003 p 3). There is often much confusion over methodology and methods with the terminology often inconsistent (Crotty 2003 p.1; Hatch and Yanow 2008). How researchers view the world is not often explored in much depth, leading to much confusion and "inconsistent logic" which has affected research over the years (Hatch &Yanow 2008). In the literature, concepts are often used in an overlapping manner. For example epistemology is sometimes used to refer to both ontology and epistemology (Gomm 2004).

The debates between paradigms have been viewed as unproductive (Feilzer 2010) and contributing to arcane philosophical debates (Gomm 2004). The various approaches "cannot be proven or disproven in any foundational sense" Guba 1990, p 18), therefore there is no concrete way to decide upon the avenues to take. However, chosen methods can have their errors, due to human construction (Guba 1990). Similarly these research paradigms "…are human constructions, paradigms inevitably reflect the values of their human constructors" (Guba 1990, p23).

Over the years there has been an interest in more creative methodologies (Bryans and Mavin 2006) and approaches (Hatch and Yanow 2008) which suggests there is potential

within this area for creative development and the methods available to researchers are ever expanding. For example, the recent rise in popularity of behavioural economics/science has caused many researchers to review certain practices, this is particularly evident within the more practitioner-based research. More innovative methods are thus being called for.

In this chapter the ontology, epistemology, approach and methods and the research project will be explored.

3.2 Research Philosophy

The first part of this chapter will look at the research philosophy. This is an important area as it sets the foundation for the research process. This is especially relevant for interpretivist case approaches as this particular approach does not have the strict guidelines used by positivist research. Therefore in this instance it is philosophical continuity that acts as the guidelines (Piekkari et al 2010). What follows is a discussion of the various approaches, and a rationale for choosing the approach that has been taken. This looks at the ontology (subjectivist), epistemology (interpretivist) and the research approach (abductive).

3.2.1 Ontology

Ontology refers to the 'nature of reality' (Saunders 2012 p.130), 'the nature of social entities' (Bryman and Bell 2011,p.20), 'the study of being' (Crotty 2003 p.10), reality status (Hatch and Yanow 2008), or the study of everything (Berto and Plebini 2015). As

such, it is embedded in the way the research views the world and acts as a foundation for future activity (Bryman and Bell 2011). This can also be seen as the theoretical perspective taken and that is the "philosophical stance informing the methodology and thus providing a context for the process and grounding its logic and criteria" (Crotty 2003 p3). In this sense it can be seen to sit 'alongside epistemology informing the theoretical perspective' (Crotty 2003 p10). However Crotty suggests saving the term 'ontology' for when discussion pertains to the nature of being.

In regards to the subjects being discussed in this thesis, the notion of identity has a long history with ontological debates. This includes the law of identity 'A=A' from Aristotle and A is A (Heidegger 1964) and 'there is 'no entity without identity' (Quine cited in Berto and Plebini 2015). Therefore identity is tied up heavily, and has a rich history in discussions of this nature.

Ontological debates predominantly fall into two categories, **Objectivism and Subjectivism** (Bryman and Bell 2007; Saunders 2009), which debate whether entities have a reality external to social actors, or whether they are social constructions respectively (Bryman and Bell 2011). Ultimately there are numerous other ontological viewpoints that can be adopted, but these are the most common. However there has also been a rise in pragmatism, which doesn't particularly adopt one or the other, but finds what suits the problem at hand.

Objectivism believes the world exists in reality, externally to the social actors being discussed (Saunders 2012). In essence it says there is an objective reality. Viewing an organisation through the objective lens sees an organisation as a 'tangible object' and

consists of things such as, different jobs, hierarchies (Bryman and bell 2007, Saunders 2012) and mission statements (Brymen and Bell 2007). Some of these aspects fall under the discussion that falls under identity, and thus begins to echo views of 'objects'. If we were to adopt this view, corporate identities could be seen to have some form of objective existence. The argument for this approach would lie in the fact that identity can be seen to have some form of existence (see Law of Identity) and in some sense does exist in the world, separately of perceptive beings. However, it could be argued that not all of an identity exists in an objective manner. For example, its physical presence in the world could be argued to objectively exist, for example, buildings and architecture. However, elements such as values may not. Therefore, if one's research were to adopt an entirely objective view of identity, it would have to consist of aspects that were seen to objectively exist.

This also touches on the debate as to whether the researcher can be objectively external to the subject they are researching (Hatch and Yanow 2008). Hatch and Yanow (2008) further go on to say that an objective view of identity would seek to list the component parts of it, such as the organisations essential features. "In any field, empirical research informed by realist methodological presuppositions, as with figurative painting, tends to focus, representationally, on the component elements or features of a phenomenon." (Hatch and Yanow 2008).

Because of its inherent view of reality and objects this approach is often paired with quantitative approaches. However as Crotty (2003) suggests, objectivism can have shades of constructionism to it, and thus could involve qualitative methods if this viewpoint is adopted.

However, this thesis is not simply looking at the existence of objects, but the meaning they are imbued with, and the confusion around it. This could therefore point to a more subjectivist approach, than that of an objectivist one. This research is also looking at a social reality, which again enters more of a subjectivist view of the world.

However, it is worth noting at this point that there are case study researchers who operate in this single objectivist view of the world (Yin 2014).

Objectivist view of an organisation: The organisation exists as part of an objective and value free world.

3.2.1.1 Subjectivism

The ontology of this research is subjectivist. Subjectivism adopts the view that 'social phenomena are created through the perceptions and consequent actions of affected social actors" (Saunders 2012, p.131) and that social phenomena are in a constant state of revision. Subjectivism adopts the view that 'social phenomena are created through the perceptions and consequent actions of affected social actors" (Saunders 2012, p 131) and that social phenomena are in a constant state of revision. This is often linked with social constructionism (Saunders 2009). Holmes (1990) discards the distinction between the two, and also Crotty (1997) implies that constructionism is different from subjectivism. He goes onto suggest that it in fact brings together objectivism and subjectivism "Objectivity and subjectivity need to be brought together and constructionism does this" (Crotty 2007 p44) and that 'what we have to work with is the world and objects in the world" (Crotty 2003 p44).

This thesis is exploring a subjective, social reality rather than an objective one favoured by more objectivist approaches. The table below shows a comparison of two of these main approaches.

Table 3.0, a comparison of two main approaches taken from (Hatch and Yanow 2008)

	Realist-Naturalist	Constructivist-Interpretivist
Ontology	Objectivist (reality exists independent of or external to the researcher)	Intersubjectivist (*social* realities are constructed and learned through collective, experience-based, phenomenological-hermeneutic processes)
Epistemology	Positivist (the world is knowable through the application of human reason; knowledge is achieved through direct observation via sense data) Knowledge takes the form of universal principles that are generalizable	Experiential, interpretive (both knowers and knowns are situated; perception and sensemaking are intertwined) Knowledge is context-specific
Methodology	Representational, universalist; 'the scientific method'	Contextualized, reflexive, interpreted; embodied, expressive
Method of perceiving	Sense data (sight, touch, etc.)	Sensing (seeing, touching, etc.) + sense*making*
Implications for studying organizations/ organizing	Organizations are objects external to the researcher, who can perceive them through direct observation; it is possible to make valid and reliable observations that will meet the demands of scientific rigor according to the canons of 'the scientific method'	Organizing arises in interactions among internal and external stakeholders and their perceptions of these interactions, and from their efforts to make and communicate meaning or to thwart such communication; it is possible to make trustworthy observations and to render them in ways that meet the evaluative standards of interpretive science

3.2.2. Epistemology

The epistemology is considered to be 'what we can know about reality, and how' (Berto and Plebani 2015, p. 3), 'what is, or should be, regarded as acceptable knowledge in a discipline' (Bryman and Bell 2011, p.15) or a subject's 'know-ability' (Hatch and

Yanow 2008). The epistemology of this research is interpretivist, which is at the opposite end of the spectrum/continuum (compared to positivism) and is often called a constructionist approach (Hatch and Yanow 2008; Creswell 2013). It is also associated with subjectivist approaches (Leppäaho, Plakoyiannaki and Dimitratos 2016). Gummesson (2003) argues that all research is in fact interpretive, as even the results of questionnaires for example have to be interpreted. Welch et al. (2013) also argue that scientific enquiry is interpretive and reflexive. "Theories are produced, not discovered. Data, too, are not slices of reality, but rather the co-construction of meaning by the researcher and participant. Neutrality and lack of bias are not possible, no matter how well-trained researchers are or rigorous their methods." (Welch et al. 2013 p.251).

This approach is adopted in this thesis because it is believed that the best way to understand how organisations are making sense of their identities is very much an interepretivist activity.

A central debate in this area is whether or not the social world should be studied in the same manner as natural sciences (Bryman and Bell 2011). This can be simplified to the **positivist and interpretivis**t approaches. However other notable approaches have been pragmatism and realism, again highlighting the overlapping nature this has with ontology. These various approaches have also been suggested not to exist as a continuum and sometimes referred to as realism and relativism (Jarvensivu and Tornroos 2010). It is also worth noting here that it is not at this stage that a quantitative or qualitative choice is made, as there can be positivist qualitative research (Piekkari et al 2010; Farquhar 2012; Yin 2012).

Positivism, and the subsequent post-positivism, share elements of Cartesian anxiety in the search for what truly is, and in this sense share a lot with realist ontology (Guba 1990). The realist viewpoints however are considered by some to be naïve (Guba 1990). This adopts a more 'natural science' view of the world and works towards testing hypotheses and looking for causal measures; it focuses on objectively existing data (Saunders 2012). This approach would therefore fit closer to the realist end of the continuum. However, it is worth noting once again that it is not here that the decision needs to be made regarding quantitative or qualitative as there can be positivist qualitative research (Leppäaho, Plakoyiannaki and Dimitratos 2016).

Positivist approaches have become the dominant approach in much of science. It holds particular weight in social sciences as it appears to mimic the approaches in natural sciences.

This school of thought adopts a very 'cause and effect' approach to research and often looks to develop and test hypotheses. As such it does often get linked (almost exclusively) to quantitative methods. However, as mentioned earlier research from this viewpoint need not always be quantitative. For example some qualitative case studies, and seminal case study texts, are from the positivist perspective (Piekkari et al. 2010; Yin 2012; Eisenhardt 1989).

3.2.2.1 Against positivism:

However, positivism has its detractors, which has led to the rise of other schools of thought. When it comes to social science, the positivist approach is often seemed to be a limited. Healy and Perry (2000) summarise and also cite Robson (1993) "a positivism view is inappropriate when approaching a social science phenomenon like marketing networks which involve humans and their real life experiences, for treating respondents

as independent, non reflective objects "ignores their ability to reflect on problem situations, and act on these" in an interdependent way (Robson 1993 p.60)".

However this is not to rule out the place of this form of enquiry at all. The researcher agrees with Guba and Lincoln (2013) when they say that in regards to the physical sciences, this may indeed be the most appropriate way. However, when viewing social reality, a differing approach is perhaps advised.

Interpretivism is very much at the other end of the spectrum/continuum and is often called a constructionist approach (Hatch and Yanow 2008; Creswell 2013) and is associated with subjectivist viewpoints (Leppäaho, Plakoyiannaki and Dimitratos 2016). From this perspective knowledge is seen as socially constructed. It is here, where there is often the term social construction used, again highlighting how some phrases are used interchangeably. Gummesson (2003) argues that all research is interpretive, as even the results of questionnaires for example have to be interpreted. Welch also suggests that scientific enquiry is interpretive and reflexive (Welch *et al.* 2013). "Theories are produced, not discovered. Data, too, are not slices of reality, but rather the co-construction of meaning by the researcher and participant. Neutrality and lack of bias are not possible, no matter how well-trained researchers are or rigorous their methods." (Welch et al 2013 p.251). Interpretive research also "focuses on building an emergent theory from a perspective that gives voice to the interpretations of those living an experience" (Corley and Gioia 2004 p. 178).

Again, this approach has various names attached to it. It is variously called social constructionist (Cresswell 2013), or a phenomelogical approach (Taylor and Bogdan 1998). This approach seeks understanding of a phenomena rather than causes, as is the case with positivism. Central to this idea is 'understanding people from their own

frames of reference and experiencing reality as they experience it' (Taylor and Bogdan 1998, p7). In this way the researcher essentially forms 'social constructions of social constructions' (Taylor and Bogdon 1998, p19).

Stake (2010) has the following to say regarding the role of interpretation within research.

"Whether we are quantitative or qualitative researchers, we do need to search for causes, for influences, for preconditions, for correspondences…But the data, however analysed do not themselves resolve the problem. It is the interpretation of the data, of the observations and measurements that will stand, not as proof, but as persuasion of one meaning more than another. We think about causes because it helps discipline our research. But we should keep in mind Tolstoy's obsession with the idea of countless multiple causes." Stake 2010 p25.

This research is also exploratory, but not in the modernist sense discussed by Welch et al (2013).

3.2.2.2 Approach adopted

Therefore this research adopts the interpretivist approach. This is because it is believed that this is the best way to understand the phenomena under study. The degree of being orientated and making sense of the identity under discussion is very much an interepretivist activity, and also dynamic capabilities is being considered to be a interpretivist approach (Teece 2012) and is in need of more in depth research that this approach may glean, especially in the overly saturated research market of quantitative surveys.

From an identity perspective, the process of identification is essentially one rooted in intrpretivism and social construction, so therefore this is an apt approach for the study of identity-related issues. Again if we look at the approach of the identifier and the identified, it is relational to something else. We are dealing with entities, yes, but predominantly looking at the identity of those entities, and the degree to which sense is made of them. This research also relates to the fact that we are exploring when organisations feel confused about the identity, which may ultimately be how the identity is interpreted.

This approach is also being adopted due to the rich insights that can be gained from this approach (Saunders 2012, p137) and its use in generating theory (Farquhar 2014 p 23). Adopting this approach comes inspired from the notion of symbolic interactionism (Saunders 2012). This echoes themes from the literature review and the approach of identity being a fluid, ever-changing element. Therefore, this stance appears to mirror the philosophical view taken of the subject matter. This approach deals with the uniqueness of organisations, and is particularly useful for marketing (Saunders 2012). Therefore, when dealing with an area such as corporate identity, this approach could be deemed appropriate.

3.2.2 Abductive Approach

This research uses an abductive approach as it adopts a more back and forth process between the literature and data (Dubois and Gadde 2002; Saunders 2012). Dubois and Gadde (2002) refer to this process in relation to deduction and induction as 'systematic combining'. However, in their article they say their systematic combining is closer to

inductive, rather than deductive. Saunders (2012) has suggested that an abductive approach is often dominated by either deductive or inductive reasoning. This study, like discussed by Dubois and Gadde (2002) and Saunders (2012) was weighted more towards an inductive approach.

This process also aligns with aims of this research, as "an abductive approach is fruitful if the researcher's objective is to discover new things—other variables and other relationships." (Dubois & Gadde 2002, p.559). It is also an approach that is particularly applicable to case research (Dubois & Gadde 2002; Kindstrom et al 2013) (Asvoll 2014). As this study was looking to explore new things and relationships this as another reason for adopting this approach.

Also, as this study began by looking extensively at the literature, there was an element of deduction adopted. Starting otherwise, without looking at the literature, is not seen as practical or preferred (Perry 1998). It is also arguable as to how possible this is to achieve as there is always some form of confirmatory element (Piekkari, Plakoyiannaki and Welch 2010) and it is impossible to achieve such a 'clean theoretical slate (Eisenhardt 1989). However, that being said there is no need to review all of the literature beforehand as this can be constraining (Dubois & Gadde 2002). The more inductive side of the project took place once the data was explored and themes were identified to help build theory. However, there were still elements of deduction in the analysis as again, a blank theoretical sheet is not possible after reviewing the literature.

The abductive approach also allows the framework to evolve throughout the research, "In studies relying on abduction, the original framework is successively modified, partly as a result of unanticipated empirical findings, but also of theoretical insights gained

during the process" (Dubois and Gadde 2002, p 559). This happened as new insights were gained through the process and new literature was explored.

3.2.2.1 Alternative approaches

A deductive approach to research is where hypotheses are deduced and then tested (Saunders 2012, Collis & Hussey 2009, Bryman & Bell 2007). It tends to use large sample sizes and involves the operationalisation of the concepts involved, as this allows them to then be measured (Saunders, Lewis and Thornhill 2012). This approach therefore is often associated with a quantitative approach (Saunders, Lewis and Thornhill 2012) and positivism. Deduction is associated with theory predicting, whereas inductive is interpretive (Keleman and Rumens 2008). However, one problem with this deductive approach is that there is no back-and-forth process. There are admittedly many research projects where this approach is more than valid, however, for this project this approach alone has its limitations.

The other approach would be to adopt a purely inductive research. This starts with the data and uses it to generate theory. In its most extreme form it would be pure grounded theory, where it builds purely from the data with no prior dealings with literature. "If only limited theoretical knowledge exists concerning a particular phenomenon, an inductive research strategy that lets theory emerge from the data can be a valuable starting point." (Siggelkow 2007 p. 21). It is this method of enquiry that is associated a lot with case studies, however it does have problems. The notion of starting from complete scratch is not seen as practical or preferred (Perry 1998). "This is not to say that a researcher enters investigation with a blank mind. As mentioned earlier, every researcher holds assumptions, concepts or theory" Merriam p59.) This blank mind

approach has also received criticism (Siggelkow 2007). It is also arguable as to how possible this is to actually do as there is always some form of confirmatory element (Piekkari, Plakoyiannaki and Welch 2010) and it is impossible to achieve such a 'clean theoretical slate (Eisenhardt 1989). So in this respect again this project holds an abductive approach rather than a purely inductive one.

3.3 Qualitative

We are adopting qualitative methods as this is in line with the interpretivist approach but also allows for richer data to be gathered and to aid with exploring new theoretical constructs. "Case study designs can be used to test, refine or extend existing theory, or more likely, a qualitative case study can be used to discover new theoretical constructs." (Merriam 1988 p. 61).

3.4 Case Research

The case research method was chosen because of the in-depth insights it helps create and also its applicability in answering 'how' questions. Case research has not always been recognised as a scientific method (Dubois and Gadde 2002), lacking rigour (Gibbert, Ruigrok and Wicki 2008) and usefulness for generalizing (Yin 1994). However, case research is now used throughout many scientific disciplines (Yin 1994) and has helped create some ground-breaking insights (Gibbert, Ruigrok and Wicki 2008).

Due to the above criticisms, there have been numerous papers attempting to justify the approach (Perry 1998; Siggelkow 2007; Gibbert et al 2008; Eisenhardt & Graebner 2007), and exploring best practice amongst the research (Piekkari, Plakoyiannaki and Welch 2010). Much of the discussion of rigour stems from positivist approaches to the subject matter (Gibbert, Ruigrok and Wicki 2008; Piekkari, Plakoyiannaki and Welch 2010). In fact many articles adopt an implied positivist approach, which goes at odds with the exploratory approach mentioned by their authors. However, as Piekkari et al. (2010) point out, the methodological sections of said papers rarely expand in much depth on the philosophical assumptions.

Case research is useful for developing and building theory, "case studies provide unique means of developing theory by utilizing in-depth insights of empirical phenomena and their contexts." (Dubois and Gadde 2002.p.555). It can also give greater understanding of particular contexts (Gibbert et al. 2008; Poulis et al. 2012). "The interaction between a phenomenon and its context is best understood through in-depth case studies." (Dubois and Gadde 2002, p. 554). The focus on the particular (Gummesson 1999; Stake 2006), can aid readers of the research to control the generalizability. Due to this focus on contexts, case research can help create managerially relevant knowledge, as it is conducted in close relationship with managers (Gibbert et al 2008 citing Amabile et al 2001 and Leonard Barton 1990).

3.4.1 Seminal texts

There are two texts considered seminal within case study literature and these are Eisenhardt (1989) and Yin (1994). However, both are seen to adopt a positivist approach to case research (Piekkari et al 2010; Welch et al 2011; Farquhar 2012). or fail

to take into account multiple perspectives (Jarvensivu and Tornroos 2010). These positivist notions are even spoken about in each of Eisenhardt (1989, p546) and Yin (1994) respectively.

Case study research can be seen to be more non-linear than some of Eisenhardt's linear steps suggest (Poulis, Poulis and Plakoyiannaki 2012). However, the philosophical assumptions in much research is not overly detailed and does run the risk of the Yin and Eisenhardt approaches being adopted with little developed thought. Using the approaches in this manner could contribute to what Hatch and Yannow (2008) said about methodologies being improperly used. Other seminal texts mentioned frequently are Stake (1995) and Merriam (1988). The below diagram shows how some of these seminal texts compare (Piekkari et al. 2010).

Table 3.1. Detailing the comparisons between the seminal texts (Piekkari et al 2010)

Table 1 Comparing four methods of theorising from case studies

Dimension	Inductive theory building	Natural experiment	Interpretive sensemaking	Contextualised explanation
Philosophical orientation	Positivist (empiricist)	Positivist (falsificationist)	Interpretive/ constructionist	Critical realist
Nature of research process	Objective search for generalities	Objective search for causes	Subjective search for meaning	Subjective search for causes
Case study outcome	Explanation in the form of testable propositions	Explanation in the form of cause–effect linkages	Understanding of actors' subjective experiences	Explanation in the form of causal mechanisms
Strength of case study	Induction	Internal validity	Thick description	Causes-of-effects explanations
Attitude to generalisation	Generalisation to population	Generalisation to theory (analytic generalisation)	"Particularisation" not generalisation	Contingent and limited generalisations
Nature of causality	Regularity model: proposing associations between events (weak form of causality)	Specifying cause–effect relationships (strong form of causality)	Too simplistic and deterministic a concept	Specifying causal mechanisms and the contextual conditions under which they work (strong form of causality)
Role of context	Contextual description a first step only	Causal relationships are isolated from the context of the case	Contextual description necessary for understanding	Context integrated into explanation
Main advocate	Eisenhardt	Yin	Stake	Ragin/Bhaskar

With this in mind, this project draws more upon the work of interpretive/constructionist work of Stake than it does from the oft-referenced Eisenhardt and Yin. We are doing this as in the absence of any hard and fast rules for interpretivism it is recommended that the research be driven by philosophical coherency (Piekkari et al 2010).

3.5 Multiple Case Research

This research adopts a multiple case approach. Yin (1994) suggests the multiple case approach is better for theory building and Eisenhardt and Graebner (2007) say it creates more robust theory.

Multiple case research has become increasingly important in marketing and management (Lochrie 2016) and is seen to allow more rigour and for cross-case analysis than single cases. Lochrie (2016) cites Merriam (1998) and Stake (1995) in the following:

> *"...case research is more effective when multiple, rather than*
> *single, cases are explored (Merriam, 1998), and that they are*
> *an ideal approach in developing contributions to inadequately*
> *understood knowledge (Stake, 1995)." (p.1399).*

Lochrie (2016) goes on to say that they can unearth more understanding about the phenomenon under question. As the area of study is corporate identity disorientation and its relationship with dynamic capabilities, the researcher believes this to be an area

that is 'inadequately understood', and thus a multiple case approach is an effective one to take.

3.5.1 Limitations of Case Research

The multiple case approach could be accused of following a positivist approach, due to the increased number of cases. However, there is no reason that multiple cases can not be carried out in a moderate constructionism approach (Jarvensivu and Tornroos 2010). "Indeed, from a moderate constructionist viewpoint, the purpose of case studies, whether single or multiple, is not to reveal universal truths but to generate local and historically context-specific understanding" (p. 104.)

Another criticism is that there is no 'sure to please' approach in theory building research, stating that different readers have difference preferences (Eisenhardt and Gaebner 2007). Piekkari et al (2010) also hint at this problem in case research by stating that there is no accepted 'best practice'. In this sense, the more positivist approaches in case study research tend to have more guidelines and delineated approaches. However, what Piekkari et al. (2010) do suggest is that the best approach is that the study remains philosophically true to itself.

There is also issue of a lack of generalizability. However, the retort to this argument is when the usefulness of generalizability is raised, especially with its implicit intent on prediction and control (Lincoln and Guba 1979). This notion of generalisation is succinctly put forward by Stake (1978) when he quotes William Blake (1808) "To

generalize is to be an idiot. To particularize is the lone distraction of merit. General knowledges are those that idiots possess".

In the context of this study, adopting this method of multiple case research does help explore the 'quintain' as Stake (2006) suggests. Looking at the various cases also help with the transferability of the research findings. This is also helped by the fact that a greater number of interviews could be conducted across the case organisations. This is because often the social enterprises were small organisations with not many employees, as such the multiple case approach allowed more perspectives to be taken into account. Multiple case research does not simply dismiss the criticisms discussed and these will be addressed in the following section.

3.6 Research Quality

As mentioned previously, Interpretivist case research unfortunately doesn't have the clear-cut methods to follow of positivist research. However, Piekkari et al. (2010) highlight guidelines that can be used within case research, and they include: purposive sampling, triangulation, respondent validation and systematic procedures for data analysis through coding. Goduscheit (2014) adopted these principles in their multiple case study on innovation promoters.

Many approaches to rigour have been accused of being taken from positivism and are not wholly applicable to constructionist/interpretivist research (Jarvenisu & Tornroos 2010; Farquhar 2011). Jarvensive and Tornroos (2010) suggest that the validity concerns are still concerns for the qualitative researcher, they just need to be adapted.

One such method has been to view the quality of research through credibility, transferability, dependability, and confirmability (Guba and Lincoln 1992; Farquhar 2012).

Credibility: This can be achieved by presenting background information about the organizations, tactics for data collection such as types of questioning, background information on the interview process, test rival explanations through supervisors, and mentioning the credibility of researcher. Triangulation can also aid with this, and from an interpretivist viewpoint "helps to identify the different realities" (Stake 2006 p38), and "to minimise the flaws in observations and assertions made by the researcher" (Stake 2010). This should involve within-case triangulation, but also cross-case triangulation (Stake 2006). In qualitative research it is considered more a search for alternative voices, than confirmation of single meaning (Stake 1995 citing Flick 1992).

How was this achieved in this study?: These aspects of credibility were achieved in the following ways. Background of the organisations is hard to give in order to keep the anonymity of the organisations that took part. However, they are UK-based social enterprises from a variety of sectors, are a range of sizes and have been running for a variety of time lengths.

Background information on the interview process shall be covered in depth later when we discuss interviews. However, in short, an interview protocol was drawn up and was tested on participants and ran by experts before being used. This then formed the basis of the topic guide for the interviews. However, this in turn also evolved early on in the research process as some problems were ironed out or new subjects came up.

Testing rival explanations through supervisors was achieved by sharing the interviews and codes with supervisors and discussing our respective interpretations of what was found.

The credibility of the researcher can be discussed as follows. I am a PhD marketing student who has had experience of doing qualitative research over a number of projects. I also have experience from a qualitative research agency, and spent many years as a journalist so am used to interviewing people for that side of the project. I am also a member of the Market Research Society. I have won awards for my research including Outstanding Dissertation for my MSc work and a Best Paper award for a working paper at an academic conference.

Transferability: An alternative view of generalizability/external validity is the notion of transferability (Faquar 2012). Here the researcher shows that findings can be transferred to other contexts. This can be achieved by providing enough background details so that readers can make their own comparisons. Developing propositions at the end of the study can also help augment the transferability of findings (Gioia, Corley and Hamilton 2012). However there are purer versions of interpretivsim than others, with some believing there is no transferability and others that do (Gioia, Corley and Hamilton 2012).

How is transferability achieved? Admittedly due to anonymity this is potentially hard to describe in detail the backgrounds. However, these cases were taken from a variety of industries, sizes and ages. Therefore comparisons could be made about organisations from a variety of backgrounds, and also about other social enterprises. These cases were taken from the UK so it could be argued that the findings could maybe be transferable to

other UK social enterprises. We will also provide propositions towards the end of the thesis.

Dependability: (citing Shenton 2004) This aspect comes from describing the research design, explaining what was done in the field, reflect upon the effectiveness of the process of inquiry.

How is dependability achieved? This Methodology chapter offers an extensive look at the research design. Reflections upon this process shall be covered at the end of this chapter.

Confirmability: This needs to explain that alternative explanations have been considered. Triangulation, admission of researchers beliefs and assumptions, a recognition of study shortcomings, detailed description of research methods and analysis.

How has confirmability been achieved? Triangulation was achieved here via the triangulation of methods involving interviews, observation and document analysis. There was also triangulation of sources, where multiple participants were involved in an organisation. Earlier we have discussed the researcher's beliefs, and later on in this piece a recognition of the study shortcomings will be addressed. As before, a detailed description of the research methods and analysis are supplied in the current chapter.

These aspects have been criticised for merely mimicking positivist research (Guba and Lincoln 1994) and alternative criteria have been suggested under the authenticity

criteria, which include "criteria of fairness, ontological authenticity (enlarges personal constructions), educative authenticity (leads to improved under- standing of constructions of others), catalytic authenticity (stimulates to action), and tactical authenticity (empowers action)"

Other approaches involve that of authenticity, plausibility and criticality (Golden-Biddle and Locke 1993). Golden-Biddle and Locke (1993) describe the following way to achieve these approaches:

Authenticity: Firstly, this answers the question 'has the author been there in the field'? This can be achieved by giving examples of highly particular everyday events, giving details of the relationships with respondents (identify the length of stay, role and context of their fieldwork). The second part of authenticity involves asking if the researcher/s have been true to experience? This is achieved by giving detailed accounts of the data collection process. The final aspect of this is considered to be qualifying personal bias.

Plausibility: This asks the questions 'does it make sense to me?', and does it offer something distinctive?

Criticality: The question here is, 'does the text activate readers to re-examine assumptions underlying their work?'

Parsimony has also been seen as a good aspect of case research, as often case research can say 'very little about very much' (Eisenhardt 1989; Dubois and Gadde 2002). There is substantial cross over between these various approaches to rigour and quality, and the list provided earlier by Piekkari et al. (2010) summarises most of them. However it regards to member validation, Piekkari say this is a 'possibility' in the best practice list.

Member validation/member checking has also received some interesting debate about what it can and cannot achieve.

There are three ways in which to carry out member checking, or validation. There is the member checking of interview transcripts, a further member checking interview, and a member checking focus group (Birt *et al.* 2016)

Member checking interviews transcripts can only comment on the accuracy of the data transcription, but it does not enable claims of 'trustworthiness of subsequent analysis'. Using this approach is also seen a more positivist approach to this technique (Birt et al 2016).

Member check interviews we did not have time as the businesses had limited time to speak to us, so this method was limited. Member checking focus groups likewise were not conducted also for the similar reason. So this method was also limited. This has also been seen as a 'possibility' in best practice in practice (Piekkari et al 2010). However, certain concepts and ideas were spoken about with some participants throughout observation sessions just to confirm ideas.

3.7 Selecting Cases and Sampling

The next decision to be made is the number of cases involved in the process. From a case research theory perspective Stake (2006) says "the benefit of multi-case study will be limited if fewer than say, 4 cases are chosen, or more than 10." (p. 23). However, other authors have suggested between 2 and 8 (He 2012), 4-10 (Eisenhardt 1989), and 3-12 (Eisenhardt and Graebner 2007). However, He (2012) does suggest that the

number of cases depends on the level of depth of analysis for each one (2012). It has also been suggested that it relies purely on the research questions (Gummesson 2003). With the above guidelines in mind, this research has chosen to use 5 cases. This decision is also informed by multiple case researches that have used four cases in the dynamic capabilities literature, Ellonen et al. (2009), Jantunen et al (2012) Battistella et al. (2017), identity change Oberg et al. (2011) and SME entrepreneurship (Pantano e al 2019). This is as well as studies using five multiple cases within dyanamic capabilties literature (Alinaghian and Razmdoost 2018; Wang and Hsu 2018) and other areas (Pantano et al 2018;Passavanti et al 2020).

3.7.1 Criteria for Cases

This research adopts the view that every organisation has a corporate identity (Balmer and Gray 2003) so as such we are not limiting ourselves to particular sizes of organisation to meet criteria. For the sampling criteria of the cases we adopted the approach of purposeful/purposive sampling inspired by Lincoln and Guba (1995) but also adopting the approach of Stake 2006 (p.23) of asking:

- Is the case relevant to the quintain?
- Do the cases provide diversity across contexts?
- Do the cases provide good opportunities to learn about complexity and contexts?

Table 3.2 How the study meets Stake's sampling requirements

Stake's (2006) Requirements	Justification in study

Is the case relevant to the quintain?	Yes, each case was going through a period of trying out new and various things, or in general adopted a very innovative approach. This lended them towards discovering useful information for disorientation and dynamic capabilities
Do the cases provide diversity across contexts?	The cases were all drawn from different industries so provided diversity across the social enterprise sector, so diversity was ensured.
Do the cases provide good opportunities to learn about complexity and contexts?	As they seemed to be particularly good examples to look into the quintain there was good opportunities to learn about the complexity and contexts.

In this sense, we wanted to focus on information-rich cases (Perry 1998) that would enlighten the focus of the investigation (Lochrie 2016) and maximize what we can learn (Stake 1995).

The purposive sampling suggested by Lincoln and Guba (1985) as a set of particular characteristics was also used.

1. **Emergent sampling design** – the sample cannot be drawn in advance

2. **Serial selection of sample units** – each successive unit can be chosen to extend information already obtained, to obtain other information that contrasts with it, or to fill gaps in the information obtained so far

3. **Continuous adjustment, or 'focussing' of the sample**- as information and insights come out, there can be a refinement of the sample

4. **Selection to the point of redundancy-** selection of cases can stop once there is redundancy. It is based more on informational reasons.

3.7.2 Gaining access

Gaining access within qualitative research is extremely important, and has some stresses and strains upon it that may not be present in more quantitative methods. This is particularly so when interview elites. Gaining access is also troublesome when carrying out case study research. Not only gaining access, but then the level of access.

In this instance email was the first method of communication.

Following on from this notion of access, is accessing the participants themselves within the case organisations. For this project, gaining access to participants was largely simplistic however some interviews had to take place over Skype, or due to the elite nature of the respondent, or over coffee rather than at the workplace due to the lack of time respondents had. This is especially a problem for smaller organisations.

3.8. Data Collection Methods

The methods that were adopted were semi-structured interviews, observation and document analysis. These methods are in line with an interpretivist approach (Farquhar 2011) and are considered best practice amongst case research (Piekkari et al. 2010).

These method also fit with the work of Van Riel and Balmer (1997), when they discussed the methods best suited for exploring corporate identity.

3.8.1. Semi-structured Interviews

Semi-structured interviews are often seen as the basis and backbone for case research and is the most popular qualitative form of data collection (Bluhm et al. 2011; Gioia et al. 2012). They offer the opportunity to see participant's stories, and give access to the multiple realities (Stake 1995). The open and flexible nature of the semi-structured interview can aid in uncovering the complexities and unplanned nature of respondent answers (2016). A topic guide was created for the interviews, however this was used in a flexible manner and changed over time. The protocol was also initially tested on two business owners and three academics to make sure it was understandable and effective as a guide. Initial drafts of this are shown in the Appendix.

Semi-structured interviews are often seen as the basis and backbone for case studies and are the most popular qualitative form of data collection (Bluhm et al 2011; Gioia et al 2012). They offer the opportunity to see participant's stories, and give access to the multiple realities (Stake 1995). Interviews can be used to get to obtain different perspectives, rather than aiming at one ultimate truth (Jarvensivu and Tornroos 2010). In this sense, those authors use the term 'crystalise' rather than 'triangulate'. We take the approach of actively creating knowledge with the participants (Jarvensivu and Tornroos 2010). The qualitative interview is something of an art form (Stake 1995; Farquhar 2012) and as such highlights the role of the researcher in this method.

Lochrie (2016) cites Easterby Smith et al in saying they are noted for their flexibility, they are ideal for gathering large amount of qualitative data, often through encouraging

the interviewee to go beyond simple answers and even discuss areas of interest which were unplanned (Easterby-Smith, Thorpe, & Jackson 2012). P.1399. The open and flexible nature of the semi-structured interview can aid in uncovering the complexities and unplanned nature of respondent answers (2016). An example of a project changing in this manner can be found in the case study on social enterprises by Tracey and Philips (2013).

3.8.1.1.Interview protocol

With semi-structured interviews it is important to draw up an interview protocol (Gioia, Corley and Hamilton 2012). However, enough freedom is left within the protocol to allow respondents to 'shed light' on other matters (Goduscheit 2014), allowing for customization based off of hierarchy within organisations (Corley and Gioia 2004) and acknowledging that issues can change over time as different themes emerge throughout the research process (Maitlis 2005). The format of the questions need not be set in stone as it allows the researcher to "respond to the situation at hand, to the emerging view at hand and to new ideas on the topic." (Merriam 1988 p.74).

The researcher therefore allowed for more structure to emerge as the interviews went on (Corely and Gioia 2004). This helps translate the research objectives into specifics. The interview protocol was drawn up based upon a literature review, which again highlights the abductive nature of how this research was carried out and that this was not a purely inductive endeavour. However this did change in accordance with the above literature.

3.8.1.2 Sampling of participants

It is also important to recruit participants from different hierarchies of the organisation (Eisenhardt and Graebner 2007). For the participants within the organisations, we

adopted the snowball sampling technique (Corley and Gioia 2004). Informants were interviewed until theoretical saturation was reached (Glaser and Strauss (1967). This resulted in some organisations having few interviews as they are very small organisations, so saturation was reached relatively early after in some cases interviewing 100% of the full-time members of staff.

3.8.1.3 Interview techniques

Merriam (1988 citing Taylor and Bogdan 1984 p87-88) suggest five issues that should be addressed at the outset of every interview:

1. The investigators motives and intentions and the inquiry's purpose
2. The protection of respondents through the use of pseudonyms
3. Deciding who has final say over the content
4. Payment (if any)
5. Logistics with regard to time, place and number of interviews to be scheduled.

Yin also suggests you need to be fluid and follow up in a friendly manner (Yin 2009 p110) and make sure to ask open ended questions (He 2012). In this respect, the researcher adopted a more conversationalist tone, than sticking rigidly to the protocol.

The questions in the protocol can also tried out in pilot form (Stake 1995; 2010). This process was carried out four times before the main data collection. This was to rehearse the questions and phrasing, but also to see which elements worked. This was carried out with three practitioners and one academic. As a result, it was decided to merge some of the questions because they appeared to overlap too much and were causing difficulty for

the respondents. We also decided to use a different conceptualisation of dynamic capabilities, which had fewer components and thus acted as a better foundation to discuss from. It was easier to understand for the participants. Some superficial changing of the questions was also taken, to allow for a better flow on the topic. The interview protocol was also shown to the supervisors on the project, and also one further academic for their opinion on any amendments.

To discuss whether this was a project worth following from an industry perspective, the researcher spoke with practitioners to see if this would be of interest and any input they had. The researcher spoke to:

- two management consultants

- a branding consultant

- a CEO of a global media agency

- two social entrepreneurs

This was interesting to get their opinions on the approach and whether this would be an approach worth taking. Some of their feedback and phrasing informed some of the interview protocol as a result.

We tried to not use any jargon and also tried to put the least 'threatening' questions first (Morris 2015). This was admittedly a problem with earlier drafts of the interview protocol. This even changed after the first couple of interviews in data collection, again, an example of the flexible nature of this approach. Some of the more theoretical concepts were causing confusion amongst respondents, so we decided to simplify some of the concepts or use non-jargon words to pose the questions. This was especially the case with the dynamic capabilities construct.

The goal is to not ask closed questions but to ask questions that allow participants to describe linkages, episodes and explanations (Stake 1995).

The interviews were recorded and the data transcribed within 24 hours where possible. One interview was conducted with notes, and some interviews took longer than 24 hours to transcribe as in one instance 5 interviews were conducted in one day. The interviews took place between Jan 2017 and Feb 2018.

Please see appendix for the interview protocol.

3.8.1.4 Interview method summary:

Why? Chosen because they are an effective way of accessing the multiple stories of participants. They are also considered an important part of case research and best practice.

How? 16 semi-structured interviews were carried out across the case organisations. These were conducted across various levels of the organisation, and often involved speaking to 100% of the staff involved with a project. However, interviews were carried out for data saturation. The interviews were based off a topic guide/interview protocol that was developed from the literature and tested with business owners and academics. However, there was enough flexibility left in the guide to allow for the emergence of new ideas and topics.

3.8.2 Observation

Observation is considered a vital part of case research (Lincoln and Guba; 1985; Merriam 1989; Stake 2006). It allows greater understanding of the case (Stake 1995), offering "here and now experience in depth" (Lincoln and Guba 1985 p. 273) and in conjunction with interviews and document analysis builds up a 'holistic interpretation of the phenomenon being investigated" (Merriam 1989 p.10). There is no perfect time span to be spent observing and this should be driven by the research aims and objectives, however it may coincide with data saturation (Merriam 1989). To record the observation, extensive field notes were taken.

There are different classifications of observations: participant and non-participant (Lincoln and Guba 1985) and, covert or overt. However covert observation is only allowed in exceptional circumstances (Guba and Lincoln 2012). It is also doubted if a researcher can be a completely immersed observer, or even if this is a beneficial position to be in (Merriam 1989). At its most detrimental, observation is associated with the term 'going native' (Gioia, Corley and Hamilton 2012).

Observation can begin very unstructured and gain more structure as the research is carried out in response to emerging factors (Guba and Lincoln 1985; Merriam 1989). However, Merriam (1989) suggest that you have to start somewhere, and presents a list of elements that could provide a good foundation:

- The setting
- The participants
- Activities and interactions
- Frequency and duration
- Subtle factors

3.8.2.1 Recorded through field notes

Researchers should keep a detailed log of events, and lets the occasion tell the story (Stake 1995 p62). Field notes can take the following form:

- Verbal descriptions of the settings

- Direct quotations or at least the substance of what people said

- Observers comments (clearly identified as such)

In field notes, researchers can make notes on what, why and when, did they observe what they did (Farquhar 2012). Notes should also be made straight after the case observation (Farquhar 2012). This can be achieved by making notes either on lunch breaks, or immediately afterwards. This is to help with the accuracy of what was found, before some of the events are forgotten. However, "The first responsibility of the observer is to know what is happening, to see it, to hear it, to try to make sense of it. That is more important than getting the perfect note, or quote" (Stake 2010 p94). Field notes are also useful for the data collection/analysis overlap that takes place in case studies (Eisenhardt 1989).

As for when it takes place, it is useful to have a plan beforehand but often observation is interwoven with interviews and conversations (Merriam 1989), again highlighting the unstructured nature of how it can be used. Selection of observational situations should go through a similar process to interviews etc. (Guba and Lincoln 1985).

There is also the difficulty of affecting the situation that is being observed, however this is seen as not *whether* this happens but to take them into consideration when interpreting the data (Merriam 1989 citing Patton 1980 p.189).

In this respect, the observing of social media use would also fall under certain type of observation. And could take into respect some elements of multi-sited ethnography, whereby the researcher follows the participants across the media they use (Caliandro and Gandini 2017). There are ethical considerations to keep in mind for this, and ultimately this was brought into view by the GDPR coming into effect. As such, whilst social media was originally going to be used more extensively, this was halted due to the GDPR coming into effect. This decision was made as to not risk anything in regards to new legislation, as it wasn't clear at the time what companies were and were not doing (e.g. Facebook and Cambridge Analytica). As such this aspect of the project was reduced in focus. However, observing the social media accounts of the companies was still carried out in an ad hoc basis, but not by using any software such as NVivo Ncapture..

3.8.2.2. Analysis of field notes

The analysis of the field notes will be carried out in a similar thematic coding approach to interviews (Emerson et al. 2011). However, this shall be covered in more depth in the later section on analysis.

The use of field notes has received criticism as why should other researchers believe what is reported (Eberle and Maeder 2011). However, one method around this is to use audio/video data as well to check and recheck. In our case it was not possible to record the informal conversations that had taken place, and photos were not able to be taken. However in some instance photos were taken. However due to keeping the cases anonymous this was not used in depth.

3.8.2.3 Observation Summary

Why? This method was adopted as method of triangulation in aiding the interpretations of the data collected. It is considered a useful technique as observation may help the researcher spot things that may not come out in the interviews. As such this could help reveals aspects of phenomenon that we are looking for. We therefore think that this is a valued method of data collection. So in summary it was used to spot new emerging elements, and as a way of triangulating the data.

How? Within this project it is being used as participant observation but also there is observation of the organisation's activities on social media. This perhaps blurs the line between document analysis and observation due to it being almost a document being analysed. This observation of online activities was also carried out because it showed the organisation communicating with its environment, and in some cases, online activity was a large part of their business, so acted as observation of them carrying out their particular services or projects. This project also showed that observation was indeed a valid approach to take as sometimes participants would say one thing, and then do another. It was for this reason that this proved a very valuable approach throughout this project. What was interesting was there was much digital observation, involving participation in online courses, observing meetings on Skype, email conversations and social media/website observation. Offline observation included extensive visits to the various organisations where possible. This involved taking part in meetings, events, and general work at the case organisations. This was conducted over a period of February 2017- February 2018. This was ended in February 2018 to allow sufficient time to write the project up due to internal deadlines. However analysis of the social media data was

impacted by the introduction of GDPR in 2018. As such, this portion of the project was reduced in its role in the study to avoid any potential problems. The Cambridge Analytica scandal had caused a spotlight to be shone of researchers use of social media data, so this was reduced for this project.

3.8.3 Document Analysis

Document analysis is "a systematic procedure for reviewing or evaluating documents— both printed and electronic (computer-based and Internet-?transmitted) material" (Bowen 2009 p27). It is also considered to be needed in almost every type of study (Stake 1995) However, document analysis is not often used to its full potential (Lincoln and Guba 1985) or very little detail is given about how it was carried out (Bowen 2009). Documents are considered a stable and rich resource in research (Lincoln and Guba 1985) and are useful for every kind of case study (Saunders et al 2009; Yin 2013), but particularly in qualitative case research (Merriam 1988). However, they are not just exclusive to pure qualitative studies, as have been used in mixed methods and as a standalone method (Bowen 2009). Yin (2013) considers documents most import use is to 'corroborate and augment evidence from other sources" (p107). And this is mostly how they were used in this study.

In this project the documents analysed were websites, online courses, physical artefacts, news stories and social media activity. Document analysis has been used to explore the missions of organisations (Bowen 2009), so this could be a useful way of looking at corporate identity. It can also be useful as a substituted for activity that the researcher

couldn't observe themselves (Merriam1988; Stake 1995). How they are used are also very similar to observations and interviews (Merriam 1988; Stake 1995).

They can be socially constructed but they do have some semblance of physical presence (Bowen 2009).

Documents that can be considered for analysis include "advertisements; agendas, attendance registers, and minutes of meetings; manuals; background papers; books and brochures; diaries and journals; event programs (i.e., printed outlines); letters and memoranda; maps and charts; newspapers (clippings/articles); press releases; program proposals, application forms, and summaries; radio and television program scripts; organisational or institutional reports; survey data; and various public records. Scrapbooks and photo albums can also furnish documentary material for research purposes. These types of documents are found in libraries, newspaper archives, historical society offices, and organisational or institutional files." (Bowen 2009 p28). Films, voice recordings, TV programmes, video recordings, web pages and drawings are also considered to fall under what constitutes documents (Saunders et al 2009). Researchers are also making considerable use of data stored on social networking sites (Saunders et al 2009). These social networking sites could also fall under the idea of following participants across media, and that some of that just happens to be digital (Caliandro and Gandini 2017). So in this respect, this thesis draws upon some of the digital qualitative research methods that have been discussed.

3.8.3.1 Accessing documents

Gathering the documents 'follows the same line of thinking as observing or interviewing" (Stake 1995, p. 68). Accessing the documents largely depends on how much access you have through gatekeepers. As such, this is why extensive use of documentary evidence is usually attributed to case studies (Saunders et al 2009). The access of social media data is also relatively easy (however this does also come with ethical concerns, especially in the light of GDPR as discussed previously).

3.8.3.2 Analysing

The analytic procedure entails "The analytic procedure entails finding, selecting, appraising (making sense of), and synthesising data contained in documents." (Bowen 2009 p.27). Stake (1995) raises the point that unexpected clues could emerge through this process also and it can take longer than expected at times. So once again, there are no clear cut rules to aspects of document analysis in regards to time. "The plan seldom works, but having a plan can make the researcher more alert to setbacks and revelations." (Stake 1995, p.68). The following table summarises the advantages and disadvantages put forward by Bowen (2009) with some additions.

Table 3.3 Advantages and Disadvantages of Documents (Bowen 2009)

Advantages	Disadvantages
Efficient method	Insufficient detail
Availability	Low irretrievability
Cost effectiveness	Biased selectivity
Lack of obtrusiveness and reactivity	
Stability	

Exactness Coverage	

Analysing the documents can include a mixture of content (Bowen 2009) and thematic analysis (Fereday et al 2006; Bowen 2009). Bowen frames the content analysis element as a 'first pass document review', where meaningful and relevant passages are pulled out. The thematic analysis side then involves coding and categorisation. Predefined codes from other aspects of the research (e.g. interviews) are allowed (Bowen 2009).

Why? Document analysis was chosen because these documents offer an interesting insight into organisations, and are a very useful manner to reach triangulation. They are also considered part of best practice amongst case research (Piekkari et al 2010) and is very useful for qualitative case studies.

How? It was carried out by looking at all manner of physical and digital documents. It is in this respect that there could be some crossover with observation, especially when looking at digital environments. The various documents that were then subjected to thematic analysis, however reporting on this was especially hard as quotes from documents etc. could not be included for anonymity reasons. As mentioned previously the use of social media data was also limited for this reason. For example social media posts could be searched and the identity of the cases revealed. As such as data collection, and analysis continued this was reduced in light of GDPR.

Table 3.4: Summary of Research Methods

Summary of Research Methods	
Paradigm	Constructivst/interpretivist

Approach	Abductive (elements of deductive and inductive throughout)
Design	Pilot study, followed by five cases in social enterprise sector
Methods	Interviews, Observation, Documents
Analysis	Thematic Analysis: Several rounds of coding, an iterative process going back and forth between the data. Cross-case analysis using thematic analysis. Analysis was also abductive, using both deductive and inductive themes.

3.9. Data Collection across the cases

The table below (Table 8) summarises the data collection across the cases. Internal stakeholders were only used as our focus was on corporate identity and not the corporate brand per se. Whilst there is some crossover between these two for the purpose of this research, and its more internal focus, it was decided to focus on employees and not external stakeholders.

Table 3.5, Summary of Data Collection across cases

Company	Interviews (n=16)	Observation	Document Analysis
A	2 interviews • General Manager (45	Informal conversations with staff members from multiple hierarchies (volunteers and	Website, social media, newsletter, leaflets

	• Marketing officer (35min)	managers) Multiple site visits across different uses of the space (January July 2018). This helped with observing how they were trying out new things.	154
B	5 interviews • Founder (1hr 7min) • Co-founder (30min) • Employees x3 (20, 47, 38min each)	Observation of the staff working (1 day), observation on social media over the course of the year, Observation of exhibitions. Observation helped to see the various aspects the organisation was trying, but also to triangulate the methods of working they spoke about in interviews.	Website, news stories, social media,
C	2 interviews • Founder x2 (40min each)	Observation of working spaces (2 days in different locations), Participation in online courses (two months across the year), informal conversations.	Social media, website, documentaries, books

		Observation helped to see the agile manner in which they worked, as well as showing evidence of the various activities they were trying that got them out of their comfort zones.	
D	5 interviews • CEO (1hr) • Founder (20min) • Marketing Manager (30min) • Marketing employees x2 (30 min each)	Informal conversations, Meetings, corporate days, helping out in the factory and in the office (one day a week for 6 months, and various days after that to help on projects) All aspects of the organisation were seen across all hierarchies. This observation helped see the organisation in numerous stages and experiencing numerous events. It helped provide evidence for aspects of them getting out of their comfort zone.	Website, social media, leaflets, brochures, news pieces
E	2 interviews	Meetings, Skype calls,	News stories,

		observation of internal communication channels (various visits, on average 2 times a week for 7 months). This observation involved all members of the organisation and covered the organisation growing in size. As such it allowed to cover many instances where the organisation was experiencing disorientation.	social media, youtube videos (TED talks), coverage in national newspapers and magazines, videos produced for promotional purposes
	• Founder (50min) • Employee (45min)		

Table 3.6 Summary of Data Collection details

Summary of Data Collection details	
When?	Jan 2017-Jan 2018
Where?	Onsite interviews, multiple observation sessions, document analysis throughout the year involving coverage
How cases selected?	Purposive sampling methods for companies
How participants selected?	Snowball and purposive sampling
Who?	In each case, a range of hierarchies were interviewed and observed.

3.10 Data Analysis

Being clear about the analysis involved in a project helps evaluate the trustworthiness of the project, particularly in qualitative research (Nowell *et al.* 2017). However, it is worth noting that there is no point at which analysis begins 'Analysis is a matter of giving meaning to first impressions as well as final compilations' (Stake 1995, p. 71).

This project will be adopting a cross-case analysis approach, because what is of interest is the 'quintain', or the phenomenon, as mentioned by Stake (2006).

As Stake suggests, individual case summaries were produced to just aid in the research and keeping track of what was found in each case. However, these were then subject to cross-case analysis.

Analysing data in a multi case project is considered by some to be identical to single case study (Merriam 1988)

3.10.1 Cross Case analysis

Cross-case analysis was chosen because the focus is the 'quintain' as suggested by Stake (2006). After the cross case analysis has taken place "researchers will make assertions about the quintain" (Stake 2006 p40). It involve handling a lot of data across multiple sources (Merriam 1988) and using a computer can help with this process (Merriam 1988). Since this text was written, computer technology has improved dramatically and there are multiple software that can be used for analysing qualitative data. In this instance the software package NVivo is used. Merriam suggests that the best use of computers in this process is for storing coding and retrieving qualitative data. In this respect, this is exactly how NVivo was used.

"researchers doing cross-case analysis are emphasizing the common relationships across cases" (Stake 2006 p 39).

Cross case analysis can also be a useful thing when trying to keep cases anonymous " a third compromise would be to avoid composing any single case reports and to report only a cross-case analysis" (Yin 2013 p197). This is what this report carried out to further help with anonymity of the cases.

Firstly, as suggested by Stake we made summaries of each case as this aids with then carrying out the multi-case analysis. For this stage, the method of Stake was followed recreating the following worksheet (Fig 3.0) for each case. However, we have not provided the filled out versions in order to further protect anonymity.

Fig 3.0 Utility of each case taken from Stake (2006) (although this was not used adhered to in the grid system above, and was more kept in mind throughout the process)

Code Letters for the case:

Case Study Report Title:

Author:

Analyst Synopsis (possibly identifying

The case
The sites
The activity
Key information sources
Context information):

Situational Constraints:

Uniqueness among other cases:

Prominence of Theme 1 in This Case:

Prominence of Theme 2 in This Case
Prominence of Theme 3 in This Case
Prominence of Theme 4 in This Case
Prominence of Theme 5 in This Case
Prominence of Theme 6 in This Case
Prominence of Theme 7 in This Case

Expected Utility of This Case for Developing Theme 1:
Expected Utility of This Case for Developing Theme 2:
Expected Utility of This Case for Developing Theme 3:
Expected Utility of This Case for Developing Theme 4:
Expected Utility of This Case for Developing Theme 5:
Expected Utility of This Case for Developing Theme 6:
Expected Utility of This Case for Developing Theme 7:
Expected Utility of This Case for Developing Theme 8:

Conceptual Factors (for track III)

Findings
1.
2.
3.
4.

Possible Excerpts for the Multicase Report:

Commentary:

Figure 3.1, worksheet used as template for case analysis

Worksheet used for case summaries (taken from Stake 2006)

The above was filled out for each case study so that it was easier to

Utility of cases	A	B	C	D	E
Original Multicase Themes					
Theme 1					
Theme 2					

Theme 3					
Theme 4					
Theme 5					
Theme 6					
Added Multicase Themes					
Theme 7					
Theme 8					

3.10.2. Thematic Analysis

Whilst we are adopting a cross-case analysis approach, the actual analysis conducted will be thematic analysis, and in particular a more theory-driven approach.. Thematic analysis is considered a foundational approach in qualitative research (Braun & Clarke 2006; Nowell et al 2017), and is applicable across different paradigms (Braun & Clarke 2006; Nowell et al. 2017)). However there are very few discussions about how to conduct a rigorous thematic analysis, and there is no universal agreement on its application (Nowell et al 2017). The various forms of data will be subjected to this analysis. The analysis of the field notes will be carried out in a similar thematic coding approach to interviews (Emerson et al 2011). "Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within data. It minimally organises and describes your data set in (rich) detail." (Braun & Clarke 2006 p. 6). Braun and Clarke (2006 p. 87) suggest taking the following steps for thematic analysis:

Table 3.7 Braun and Clarke's (2006) steps for thematic analysis

Phase	Description of Process
1. Becoming familiar with the data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Search for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes	On-going analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report	The final opportunity for analysis. Selection of vivid and compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the

	analysis.

3.10.2.1 Becoming Familiar with the data

This process can involve the transcribing of the data, and it is through this that the data is getting used to. This involves reading and re-reading the extracts and noting down initial thoughts and ideas. This was carried out by making annotations on the texts as well as ideas in memos and notebooks.

Transcription is a great chance is to really get to know the data (Braun and Clarke 2006; Farquhar 2011), and this usually begins with some form of transcription. Farquhar (2011) cites Saunders et al (2007) in the there are four options available for those about to transcribe:

- Pay a typist

- Use a transcription machine

- Use voice recognition software

- Or select parts of the data to transcribe

Farquhar (2011) however highlights that this last statement does go at odds with qualitative traditions and the meanings developing over time.

For this study, the researcher transcribed the data themselves. However, not just sections were transcribed, but all of the interviews. This was done to allow for the meanings that develop over time as suggested by Farquhar (2012). Doing the transcription in this respect also allowed the researcher to get extremely close to the data and begin building up a more knowledgeable relationship with it.

In the early stages of the research some transcription software was looked into as a possible way of doing this as well, however it made too many mistakes and was rejected as a possible idea due to the meanings that could potentially be lost as a result.

Paying someone else to transcribe was also an option, however, whilst this would have been a much faster method of doing this, the researcher felt that it would miss out on a valuable time spent with the data and 'getting to know it', a valuable part of thematic analysis (Braun and Clarke 2006).

3.10.2.2. Generating initial codes

Initially it is suggested that as many codes as possible are created. This process involves multiple readings of the documents and revisiting the data (Nowell et al 2017). This is particularly needed as some codes may come about later in the process, and they may have been missed earlier on in the process. At this stage Braun and Clarke 2006 recommend that you:

a) code for as many codes as you can, with time permitting

b) code extracts of data inclusively – i.e. keep a little of the surrounding data if relevant, a common criticism of coding is that the context is lost

c) remember that you can code individual extracts of data in as many different 'themes' as they fit into – so an extract may be uncoded, coded once, or coded many times as relevant.

It is also important at this stage to not ignore the aspects of the data that don't fit within the dominant story.

As this research was abductive, we didn't use a codebook to predetermine codes that were looked for, as this is more useful for deductive researchers (Nowell et al 2017). However, our prior knowledge of the literature meant we did have areas we wanted to focus on, i.e. disorientation and dynamic capabilities and so there were some initial

codes that were inspired by our research question. This has been shown to be an acceptable method (Crabtree and Miller 1999; Nowell et al 2017). Braun and Clarke (2006) also suggest that you should be guided by the concerns of the research question. There is a danger in either starting with too many initial codes or too few (King 2004). "A fundamental tension in template analysis (indeed in most qualitative research) is between the need to be open to the data and the need to impose some shape and structure on the analytical process" (King 2004 p296). In order to help with this process the interview topic guide acts as a good place to start (King 2004). Main questions can act as higher order codes, whereas the sub questions can act as the lower order codes (King 2004). King et al (2002) created initial template by defining codes in the light of the stated aims of the project. "it is normal in template analysis to define a priori a number of themes that reflect areas identified as particularly salient to the aims of the research project, often they reflect major topic areas in the interview guide" (King et al 2002 p333).

3.10.2.3 Search for themes

Braun and Clarke (2006) suggest that analysis should be taken to be inductive or deductive. However, our approach took an abductive approach to fit in with our analysis. This meant that we did have a deductive element, in that we had prior theory and ideas that we were looking for. E.g. the dynamic capabilities. However this is partly in line with Braun and Clarke's advice on letting the research question guide the process.

Nowell et al 2017 use a mix of deductive and inductive approaches to analysis. Their deductive approach used responded questions and predetermined themes to highlight area they were looking at.

"…we initially utilized the conceptual framework to develop broad, higher order codes to help organize the data. These deductive codes often formed main themes, some of which matched an interview question, and were represented as parent nodes in NVivo. We used both NVivo and printed copies of the coded data within each theme to subsequently develop subthemes, if required. Subthemes were formed inductively without trying to fit it into a preexisting coding framework, often represented as child nodes in NVivo" (Nowell et al 2017 p8)

 Whereas sub themes were developed inductively. Dynamic capabilities was a good example of this. In that the data extracts were initially siphoned into seizing, sensing and reconfiguring and relational codes to help organize the data. This gave the researcher a better idea as to how these processes mapped out in the stories told by respondents. As these came directly from theory and questions, this represented a deductive approach to analysis.

Throughout this process, many diagrams were made to start linking themes and codes together, and exploring the relationship that they may have. This was carried out in the manner of Nowell et al (2017) when they said "The purpose of this exercise was not to create a model; rather, this exercise was used to visualize the themes and creatively think about how the parts fit together." p.9.

We adopted the approach here. Also, where codes fell outside our area of enquiry, we adopted the approach more like Nowell et al 2017. For example, our explorations of the nature of social enterprise and its industry were not immediately relevant to the research question, they were coded anyway. For example in the analysis the code 'social enterprise comments' was used for this.

3.10.2.4 Establishing trustworthiness in thematic analysis

However it is worth noting that this process may not take place in as linear manner as suggested above, and involves moving back forth between the phases (Novell et al 2017). This on-going nature is also a feature of qualitative research in general. "In qualitative research, analysis is seldom a formal set of calculations at a certain phase between data gathering and interpretation. Analysis and synthesis continue from the beginning of interest in the topic and continue still into the hours at the keyboard writing up the final report." (Stake 2010 p 137)

Nowell et al (2017, p.4), provide a useful breakdown, inspired by Lincoln and Guba, of the above process and how trustworthiness can be established at each stage. They suggested the following:

Table 3.8 Establishing Trustworthiness in thematic analysis (Nowell et al 2017)

Phases of Thematic Analysis	Means of Establishing Trustworthiness
Phase 1: Familiarising with the data	• Prolong engagement with data Triangulate different data collection modes

	• Document theoretical and reflective thoughts • Document thoughts about potential codes/themes • Store raw data in well-organized archives Keep records of all data field notes, transcripts,
Phase 2 : Generating initial codes	• Peer debriefing • Researcher triangulation • Reflexive journaling • Use of a coding framework • Audit trail of code generation Documentation of all team meeting and peer debriefings
Phase 3: Searching for themes	• Researcher triangulation • Diagramming to make sense of theme connections • Keep detailed notes about development and hierarchies of concepts and themes
Phase 4: Reviewing themes	• Researcher triangulation • Themes and subthemes vetted by team members • Test for referential adequacy by returning to raw data
Phase 5: Defining and naming themes	• Researcher triangulation

	• Peer debriefing • Team consensus on themes Documentation of team meetings regarding themes • Documentation of theme naming
Phase 6: Producing the report	• Member checking • Peer debriefing • Describing process of coding and analysis in sufficient details • Thick descriptions of context • Description of the audit trail • Report on reasons for theoretical, methodological, and analytical choices throughout the entire study

The researcher has chosen to code the data manually, however NVivo was used to store and manage the large amounts of data. The reason for not using some of the features within NVivo is that it conducts queries based upon word frequencies and is useful for content analysis, as such the features themselves did not really suit the thematic analysis approach adopted. However, the NCapture feature, was used to import social media data, when this was used. The mind maps and frameworks were also drawn manually.

3.10.3 Using NVivo

NVivo, and other such software, has many uses for qualitative researchers as it helps show more transparency around the research process and helps create the 'audit trail' (Nowell et al 2017).

It is important to note that the process of identifying the codes and interpreting the results is still carried out by the human researcher. In this sense, NVivo is a useful way of storing the data and mapping the connections (Nowell et al 2017). This is particularly the case when using it for thematic analysis. The software does also perform searches such a word frequencies, however this begins to lean a little more on quantitative approach to qualitative data.

Also, for the purposes of keeping track of the cases, individual case summaries were carried out as suggested by Stake (2010). However this was formed mostly for comprehending what had happened during the cases and provided a useful summary for the researcher to begin digesting the data collected through the cases.

The codes were generated inductively and deductively, with the initial coding taking place in NVivo.

The mapping tool on Nvivo was also used, however, this was used only for a few of the maps. The feature on Mac is not as intuitive as that on Windows. Therefore diagrams were also drawn in word, Excel and by hand. Hand drawn diagrams allowed as easier way to sketch out thoughts and connections rather than use the predetermined rules in Nvivo (at time of writing). However new functions became available during the data analysis period due to updates to Nvivo 12, so the updated map drawing features were applied then. This explains why there are different styles appearing in the data analysis.

Excel was also used to help order thoughts and write notes against codes. See below for an example of this process. This example shows a section of the initial codes and then the initial themes.

Fig 3.2 Screenshot of Excel being used to order themes and codes

Initial Codes	notes		Initial Themes	notes	
Adapting			Sensing	do these fit into the below?	
Adapting to staff coming in	check for exaption		Seizing	do these fit into the below?	
Ant adaption	is this a standard practice creative unusual results		Reconfiguring	do these fit into the below?	
Anti-charity	do some parts not need it?		Actively trying something new	being proactive about experimenting	
Anti-distraction	relational to other sectors?		Why out of comfortz zone	motivation/causes	
Attracting new staff			the role of staff	look at the role staff play	
Best Practices	these are not valid		Posiitve Disorientaiton	link with GROWTH how it benefits. Is a psoitive approach what links it with DC. Does DC ignore poor disorientation	
Comment on other social enterprises	relational to other sectors?		The unexpected	enviornment forces unexpected things upon them. Outcomes are unexpected	
Core values remaining the same	orientation		Responding to the enviornment	having sensed the enviornment, they respond accordingly. This is driven by proactive sensing and reactive sensing	
Customer confusion	disorientation seeping through to customers?		Process of getting out of comfort zone	Details how they went about this. Can this be linked with RESPONDING TO ENVIORNMENT?	
				This links with PROCESS OF As	

3.11 Ethical Considerations

Qualitative research brings with it a unique set of ethical considerations. Most pertinently amongst these are informed consent and confidentiality.

3.11.1 Informed Consent

Informed consent in case study research is seen to exist on two levels, that of the gatekeeper of the organisation and of those whom provide the data (Farquhar 2011). For

this process, consent forms were given to all participants and ethical clearance was sought from the university. Please find attached approval on ethical considerations in the Appendix.

3.11.2 Confidentiality and Anonymity

This is particularly of interest in case study research. And these issues can be seen to go at odds with publishing the research findings. Farquhar (2011 p.57) suggests the following for dealing with these issues:

- The name and details of participants should only be revealed with consent of the participant

- Participants are referred to by a pseudonym (including name of organisation and location)

- Data and details of informants should either be separated from the data and or kept secure

- Emails including attachments, and care should be taken with emails

In the reporting stage, the respondents are just referred to as a participant number. These numbers are also not sequentially near each other in order to aid protecting the identity of the organisations. This was achievable as it was cross-case analysis that was carried out.

3.11.3 Digital Research and Ethics

As this study uses digital research methods as well (looking at the online behaviour of organisations.) It is important to cover the accessing of digital data. This is particularly the case with social media.

This highlights issues especially upon reporting as including any social media quotes can be easily traced back to the parent organisation. Also with the introduction of General Data Protection Regulation (GDPR) during the data collection, this was ultimately removed in regards to reporting. But was incorporated more into the observation of the organisations. But there was no use of downloaded data from any social media crawlers.

3.12. Theory Building

As this thesis seeks to build theory, it is sensible to briefly discuss this idea of theory building and that of theoretical contribution. Marketing and management has a particular issue when it comes to contributions, as there are different audience, practitioners and academics. There has been a gap between these two audiences that often causes tension (Corley and Goia 2011).

Whetten (1989) cites Dublin (1978) in saying that there are four elements of a theoretical contribution. These consist of WHAT, HOW and WHY.

For conceptual papers Whetten suggests there are the following elements for AMR

1. What's new?
2. So what?
3. Why so?
4. Well done?
5. Done well?

6. Why now?

7. Who cares?

Corely and Goia (2011, p 26) suggest that a theoretical contribution has two dimensions

- Originality (classified as incremental or revelatory)

- Utility (scientific and/or pragmatic usefulness)

However what is of worthy note here is that these theory building approaches are predominantly based on conceptual papers, however they do provide a useful set of questions to answer for any research project.

Following on from all of this, Piekkari et al 2010 supply a summary of best practice in case study research. This neatly summarises much of what has been discussed above. However, below is the checklist they provide along with how this project has met those items.

Table 3.9 How this study meets the best practice put forward by Piekkari et al (2010)

Piekkari et al 2010 checklist for best practice research	
Best Practice	*What was carried out in current study*
Primarily theory building case studies. The authors provide a linkage between their research effort and theory	This project is based around theory building around the concept of corporate identity orientation/disorientation. Drawing on dynamic capabilities theory.
The selection of case study phenomena is based on the rationale of purposeful sampling.	Purposeful sampling was used to select cases
These case studies include different sources of data, namely in-depth interviews, observation, archival records.	Interviews, observation and archival records were used for data collection
The selection of interview respondents ensures that data is collected from actors with different perspectives with	Respondents from different layers of the cases were interviewed. And those that had been there varying amounts of time.

respect to investigated phenomena (e.g. employees, management, internal and external actors of a firm etc.)	
The authors explain the process of data analysis; more sophisticated methods to data analysis are employed: pattern matching and constant comparison of findings with theory	This is fully explained in the data analysis section, and methodology
The coding process is often conducted using specialised software such as Nudist, NVivo or Decision Support Analysis software	This was carried out with Nvivo
Findings are presented using: within and/or cross case study analysis, case history analysis, thematic analysis, comparison between theory and data.	Thematic analysis is used across cases.
The authors apply triangulation techniques (data, between method and investigator triangulation) and possibly seek respondent validation on case study findings and reports	Triangulation is achieved for data collection sources and methods. Investigator triangulation was used during the coding process.

3.13. Expert validation, Pilot study and checking of protocol.

Whilst a couple of these points were discussed earlier, here are the phases that took place regarding the expert validation, pilot study and protocol checking. Firstly to check if the ideas being constructed were valid and worth pursuing the researcher sought the opinion of experts within the marketing field and academics. For this process, a wide variety of areas were covered. It was important to get a mixture of marketing and management approaches and from various sizes of business. Academic views were also sought (supervisor views not included) in order to judge the more theoretical value that could be achieved through the research.

- Two social enterprise owners
- CEO of large global media company
- CEO and director of operations of branding agency
- Management consultant
- HR consultant and TedX speaker
- Professor

- Senior Lecturer

This process proved extremely useful to the research process, and contributed to some important changes to the project. Certain ways of phrasing the whole topic of disorientation were made a but simpler here. Also certain phrases that were uttered at this stage were used later on. It was also useful to receive validation that this was an important area to look at, as all of the people spoke to confirmed this was an increasingly relevant area to be looking into, and one across varying areas and businesses of different sizes.

The interview protocol was then amended as a result of this process, especially in terms of phrasing of certain questions. For this next stage of sharpening the protocol, it involved speaking to two academics about the protocol. A few tweaks were made to help gain more information from participants and also make the section on dynamic capabilities more accessible and linked to corporate identity. These changes were made ahead of going to test it on some enterprise owners

Before the main project began, a couple of pilot cases were carried out. These are considered mini versions of the main project. In this instance, two enterprise owners were interviewed, observed and document analysis carried out. This was carried out to make sure elements of the process worked. This proved useful again,

- As testing the interview protocol led to a couple of further tweaks.
- It also led to presenting dynamic capabilities in a more concise manner, and made the researcher reassess some of the fundamental elements of dynamic capabilities. The

initial approach to this had proved quite abstract for owners to understand, so the

researcher sought to simplify these questions, instead of confusing participants.

- Led to cutting a few questions down

- Be sensitive to what 'identity' means. As such, I put in a prompt or definition to use

  should participants need it.

Some of the issues were to do with the flow of the conversation that was taking place,

and there were certainly bottlenecks where the participants would get a little bit stuck.

Table 3.10 Summary of Research Quality

Summary of Research Quality (as per Guba and Lincoln 1992; Farquhar 2012; Nowell et al 2017).	
Credibility	- Background information given where possible - Background information on interview process given - Testing rival explanations with supervisors - Background on research given
Transferability	Cases taken from a variety of industries ages and sizes. However detailed backgrounds are not possible due to anonymity.
Dependability	The research design is given in detail

	• Explanations of fieldwork given • Reflection upon inquiry effectiveness carried out
Confirmability	• Triangulation of methods (interviews, observation and document analysis) • Triangulation of sources (multiple participants from each case used, including multiple heirachies) • Shortcomings of study given • Background of research beliefs discussed
Trustworthiness of Thematic Analysis	• The stages put forward by Nowell et al (2017) were adhered to.

3.14 Conclusion

This chapter has introduced the discussion of the methodology. It has laid out the research philosophy and data collection methods used throughout the project. It has also contributed a discussion of the data collection methods were shown as well as the overall approach. We provided a discussion of the case research method and the best practices involved.

The reliability, validity etc. of the research project was also discussed, and how these terms are applicable within the interpretive perspective (as much of this terminology is taken from the positivist viewpoint). This in itself helps supply some of the evidence of reliability.

Finally we discussed the methods and provided justification for them, along with discussion of some of the ethical considerations that had to be taken throughout the process.

The following chapter will look at the data analysis part of this project and look at the results that were found from the data collection. Below is a summary of the key points raised in this chapter along with the process of the research design and procedure.

As discussed, the data was collected using semi structured interviews, observation and document analysis. The data was gathered over a period of one year. Due to the level of access granted in each organisations, some were allowed more access and time than others. The data was not collected wholly in such sequential steps as with qualitative research, sometimes stages run parallel throughout the process (Cresswell 2007).

Fig 3.3 Data design, collection and analysis process

```
┌─────────────────────────────────────────────┐
│ Stage One                                     │
│                                               │
│ Research Design                               │
│ Case Selection from secondary sources and then│
│ from discussion with organisation owner       │
└─────────────────────────────────────────────┘

┌─────────────────────────────────────────────┐
│ Stage Two                                     │
│                                               │
│ Pilot cases                                   │
│ Experts and interviews (Used to find problems │
│ in the interview protocol)                    │
└─────────────────────────────────────────────┘
```

Data Collection Semi structured interviews	Observation	Document Analysis

```
┌─────────────────────────────────────────────┐
│ Stage Four                                     │
│ Getting to know data/ Creation of initial codes│
└─────────────────────────────────────────────┘

┌─────────────────────────────────────────────┐
│ Stage Five                                     │
│ Secondary codes/developing themes              │
└─────────────────────────────────────────────┘

┌─────────────────────────────────────────────┐
│ Interpretation of findings and model           │
└─────────────────────────────────────────────┘
```

And below is a summary of key parts of the methodology.

Table 3.1: Summary of Research Methods

Summary of Research Methods	
Paradigm	Constructivst/interpretivist
Approach	Abductive (elements of deductive and inductive throughout)
Design	Pilot study, followed by five cases in

	social enterprise sector
Methods	Interviews, Observation, Documents
Analysis	Thematic Analysis: Several rounds of coding, an iterative process going back and forth between the data. Cross-case analysis using thematic analysis. Analysis was also abductive, using both deductive and inductive themes.

CHAPTER 4: RESULTS

4.1 Introduction

The previous chapters detailed the objectives of the research, a summary of the literature on these various topics and a discussion of the methodology. The aim of this chapter is to provide the findings from the multiple case study. The findings are represented as a cross-case analysis, so the themes and codes that were found are discussed. The findings are taken from the semi-structured interviews, observation and document analysis. The findings here were based on thematic, cross case analysis. This process was largely inspired by Stake's cross case analysis (2006) and the thematic analysis as described by Braun and Clarke (2009) and Nowell (2017). The results are discussed in this chapter and then in the following chapter how these compare to the literature shall be covered.

In order to preserve the anonymity of the cases, respondents have been anonymised and are referred to simply as their Participant numbers from across all of the cases. The participant numbers have also been randomised so that those from the same organisation do not appear in sequence with their fellow respondents.

4.2 Basic Information about the cases.

The cases were social enterprises taken from across the UK. Using the categorisations covered earlier (Vickers and Lyon 2014) all five of these fall under the category of 'social firm', and the industries they are from are education, entertainment, consultancy and retail. Two of the organisations are SMEs and the remaining three are micro-

organisations. However, to give more information based on them is a problem when it comes to keeping the anonymity of the case organisations.

A

During the case research period this case was trying out some new tactics for development, that it had never tried before, so it was a perfect choice for the case research.

B

This case was chosen as they were openly admitting to wanting to try new things and get out of their comfort zone. Also during the period of research they significantly changed aspects of their visual identity.

C

They were an interesting choice for the research as just prior to data collection they had tried stepping into a new industry and considerably changing the business.

D

This case was going through a significant period of change during the data collection process that allowed a very useful look at disorientation.

E

This case was a small start-up so provided useful arena to discover how disorientation may be present in early stages

4.3 Re-addressing the key objectives

The key objective of this research was to explore the relationship between corporate identity disorientation and dynamic capabilities. From reviewing the literature the following gaps were discovered:

- Little research on strategic disorientation
- No research on corporate identity disorientation
- Little development of corporate identity orientation
- Little research on dynamic capabilities and its relationship with identity
- Little research into social enterprise in the marketing literature

Following on from these gaps, the following objectives were set:

- Carry out literature review of corporate identity
- Carry out a literature review of strategic orientation
- Carry out a literature review of dynamic capabilities
- Conduct multiple case studies amongst social enterprise
- Conduct thematic analysis of the data
- Produce a conceptual model that addresses the research aims and questions

Further to this, the following research questions were produced

Which led to the following research questions:

Research questions

1. How are corporate identity disorientation and orientation related?
2. How are corporate identity disorientation and dynamic capabilities related?

Sub questions

1. What is corporate identity disorientation?
2. How can it be beneficial to organisations?
3. How can it be detrimental?
4. How is it related to sensing capabilities?
5. How is it related to seizing capabilities?
6. How is it related to reconfiguring capabilities?
7. How is corporate identity related to dynamic capabilities?

4.4. Result from Thematic Analysis

4.4.1 Phase 1 Getting to know the data

As discussed previously the first stage of the analysis involved going through the data and noting down initial thoughts about the data. This was carried out for each interview and data extract however notes were also made during the coding process as well.

Below is an example screenshot of the notes made during reading the documents:

Fig 4.0 example screenshots of annotations

4.4.2 Phase 2 Creating the initial codes

The next phase is to begin creating the initial codes. In total there were n = 101 initial codes made. These were made in NVivo and after several readings of the data.

As an abductive approach had been adopted with the research, this also translates to the data analysis. This means that there was a mixture of elements of deduction and induction in the development of codes.

Some of these codes were initially thought of prior to the coding process which is considered the best place to start in thematic analysis (Nowell 2017 citing King 2004). King (2004) says that this form of analysis can be used by both positivist and constructionist researchers. This approach is also useful for cross case analysis (King 2004), such as the current study. This is also in line with the work of Stake (2004) where he says the research questions should inform the themes, and as such, the project should be focussed around the exploring the phenomenon at hand. Farquhar (2012) also suggests that the data should be managed with this research questions in mind. This also follows the advice of Braun and Clarke (2006) where they say that even the inductive approaches are not formed in vacuum and are thus devoid of theory going into the analytical process. However, as we developed research questions prior, this study fits more within the approach Braun and Clarke call the theoretical thematic analysis. One aspect that was avoided though was simply using the questions put to participants as the themes, as this does not lead to a good thematic analysis (Braun and Clarke 2006).

In particular, these areas of theoretical concern were those around sensing, seizing, reconfiguring and relational capabilities, along with the areas of positive and negative disorientation/orientation. In order to help with this process, the interview topic guide acts as a good place to start (King 2004). Main questions can act as higher order codes, whereas the sub questions can act as the lower order codes (King 2004). King et al (2002) created initial template by defining codes in the light of the stated aims of the project. "it is normal in template analysis to define a priori a number of themes that

reflect areas identified as particularly salient to the aims of the research project" (King et al 2002 p333). As such these areas were used to help inform our coding. This topic guide was also inspired by the literature review conducted, again showing how the research integrated theory from the beginning and as such did. "A preliminary code manual is often based on an initial conceptual model and/or a literature review" (Crabtree and Miller 1999 p168).

 In this sense we adopted a more theoretically driven approach than a purely inductive one, a distinction put forward by Braun and Clarke (2006), who also suggest that there is no 'right way' to involve the literature in the process. The reliance on theory, also highlights how this research was an abductive process, which covered elements of deduction and induction. These codes were present from the deductive part of the research process involving the literature review. The rest were all inductively generated from the data. This is similar to how Nowell (et al 2017) suggested this approach. As can be seen, the amount of codes generated inductively was larger than those from the deductive perspective. This highlights again that whilst some themes/codes were thought of prior to the analysis, these were small in number than the rest.

In regards to the strictness of the template/prior codes, it can change as the analysis goes on, and can be created before data collection or after (Crabtree and Miller 1999). This view of the template changing is echoed by King (2004) :"In qualitative template analysis, the initial template is applied in order to analyse the text through the process of coding, but is itself revised in the light of on-going analysis" (p259) "Template analysis usually starts with at least a few pre-defined codes which help guide analysis" (King 2004 p259).

There is a danger in either starting with too many initial codes or too few (King 2004). "A fundamental tension in template analysis (indeed in most qualitative research) is between the need to be open to the data and the need to impose some shape and structure on the analytical process" (King 2004 p296)

We also allowed for parallel coding, where text is where "the same segment is classified with two (or more) different codes at the same level" (King 2004) as this could help link between concepts discussed in the interviews. This could be particularly useful as the research looks to exploring relationships between areas.

Below are the codes that came through from several readings. These were following the advice that is better to have many codes ('nodes' in NVivo) and not miss anything.

Table 4.0 Initial set of codes

Codes	Codes (cont)
Adapting	Language has changed
Adapting to staff coming in	Learning process
Ant adaption	Length of uncertainty
Anti-charity	Measures to control identity
Anti-distraction	Mission consistency
Attracting new staff	Negative of trying new things
Best Practices	Negatives of uncertainty
Comment on other social enterprises	Orientation
Core values remaining the same	Personal desire
Customer confusion	Personal disorientation
Dangers of following environment	Poor communications
Day-to-day confusion	Positive after uncertainty
Denial of identity change	Prioritising
Early stage disorientation	Process of going out of comfort zone
Environment and identity	Reacted to something
Failure	Reconfiguring
Feedback loop	Relational capabilities
Fluid staff	Rules for identity
Fluid structures	Seizing
Gaining confidence	Sensing
Get out of comfort zone	Sensing (active)

Growth and disorientation	Size of organisation useful
Helping social enteprrise	Small team
Hiding the identity	Small team benefits
Identity (own comments)	Social enterprise commercial tension
Identity after seizing opportunity	Social enterprise helped
Identity and culute	Social enterprise is a small world
Identity and DC	Social enterprise is problematic term
Identity change over time	Social media mentions
Identity consistency	Staff causing identity drift
Identiy distraction	Staff multi-tasking
Identity due to staff	Start Up comments
Identity expression	Taking risks/ Being brave
Identity from founder	Too much uncertainty
Identity from location	Trial and Error
Identity in response to audience	Trust
Identity in response to opportunity	Try new things
Identity in response to others	Try new things (in response to environment)
Identity inconsistency	Uncertain things
Identity is complex	Unexpected outcomes
Identity is evolving	Unpredictable meetings
Identity is fluid	Using an ad agency
Identity is from community	Volunteers changing things
Identity is important	What brings uncertainty to an end
Identity is relational	Why Identity changed
Identity is restricting	Why out of comfort zone
Identity is tension	Why they started
Identity is uncertain	
Identity is unruly	
Identity varies in importance	
Improvise	
Inspiration for getting out of comfort zone	
Involved with community	
Keeping an eye on external environment	

It is worth noting at this stage that the nodes of sensing, seizing and reconfiguring were in place as a result of the literature and so formed part of the coding template as suggested by King. This also is evidence of our more theory driven approach. These nodes themselves were then given sub themes as a result of looking at the important theoretical constructs.

Table 4.1 Dynamic Capability specific codes

DC area (a priori code)	Sub theme

Sensing	External (sub theme of social media) Internal Passive Active Selection
Seizing	Best practice Exaptation New resource Organic Speed of seizing
Reconfiguring	Adapting Exapting Failure to reconfigure Formal process Learning Long term identity

It is worth noting here that the idea of adaptation and exaptation as a means of looking at the data was introduced here. These ideas are taken from evolutionary literature. Adaptation involves the acquiring of a new resource to fit the environment whereas exaptation refers to using a current resource for a new purpose. These seemed useful distinctions to draw from and understand the data. These ideas also came up from the participant views, where one drew from evolutionary theory to describe the identity change.

Identity had also been a theme in itself, but during the process these particularly identity related nodes were coded separately as it's a large topic area. However they do fall under the Identity theme in general.

As can be seen from the above codes there are immediately some that may easily be merged, or would fall under different themes. These codes were also shared with supervisors to make sure that they agreed with what had been coded. The interviews had also been shared with the supervisors to help advise on the coding process and provide checking and independent coding as well. This is an important part of the validation process.

As this process was taking place, mind maps were constructed as ideas came to mind. There are useful to construct in the analytical process (Crabtree and Miller 1999; Nowell 2017), and also creating an audit trail. The following maps came out as a result of this stage. The mind maps were created using NVivo, however the style of maps does change at one point due to an update on the Mac version of Nvivo. Maps were also made by hand as well at times, due to the constricting nature of the initial features available in Nvivo.

Fig 4.1: A map for sensing
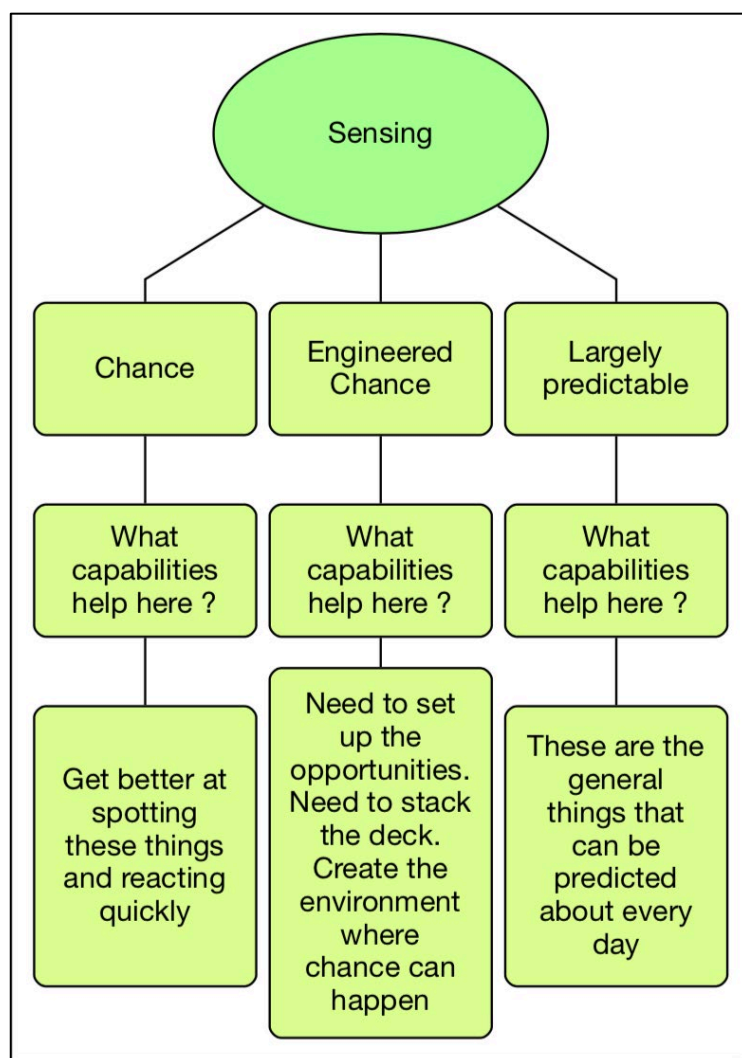
This map was largely exploring the notions of how active an organisation can be involving sensing capabilities. One notion that came up was that of active/passive dynamic capabilities. This is especially contemplating the notion of chance in how opportunities are created, and how much is engineered chance. In this instance, sensing was a prior code and the other elements were inductively generated from the data. This idea of active/passive was used to provide further levels to the coding as a result of these thoughts. It also provided some thought about what could create higher levels of disorientation.

Fig 4.2: A seizing map
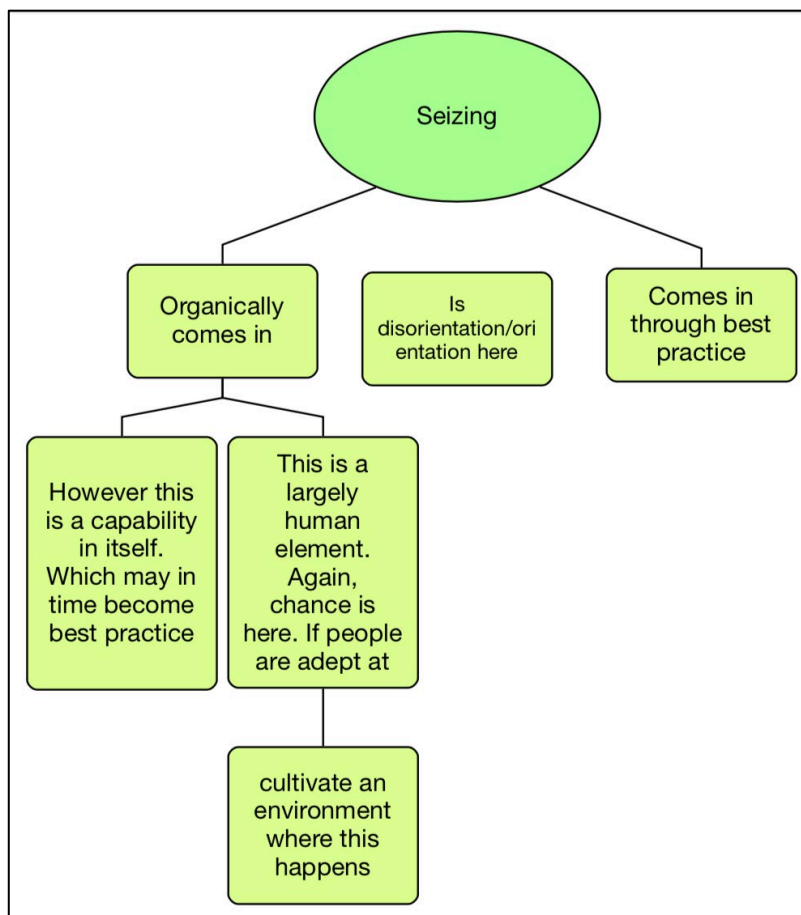
This map was exploring a similar idea for the seizing capability and exploring the idea that the organisations can cultivate an environment where seizing effectively occurs. This diagram also began suggesting where disorientation may begin to occur in the process once an element is seized, thus beginning to show the relationship that could be shared between the two. However this idea was not fully fleshed out at this stage, but again begins to contribute to the question. This map also begins to highlight the importance of people and the links to the culture of the organisation. Both areas that are linked strongly with identity, therefore this map begins to start making the links between dynamic capabilities (in this case seizing) and corporate identity (in this case culture and organisational identity).

Fig 4.3: A relational capabilities map
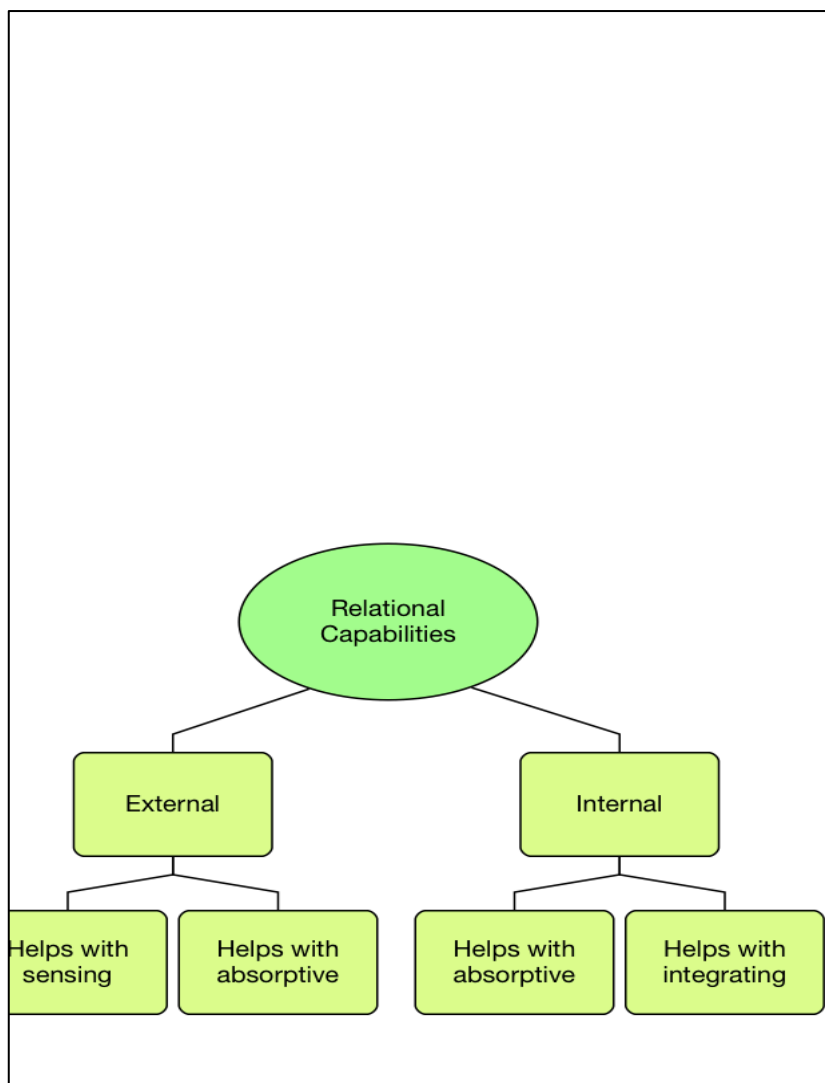
This map was created to explore the themes that were emerging around relational capabilities. What was emerging at this stage was that these relationships were both internal and external. Internal capabilities were helping to cultivate an environment where DC processes were more easily achieved, and seizing and reconfiguring were aided by this.. Likewise, exploring more external relationships helping with sensing and seizing. This began to highlight relational capabilities as an area that helped with other DC due to cultivate the right environments for the other parts of the process to take place. One aspect that could build on this is do external and internal relational capabilities have differing effects on levels of disorientation?

Fig 4.4: A further relational capability map introducing disorientation
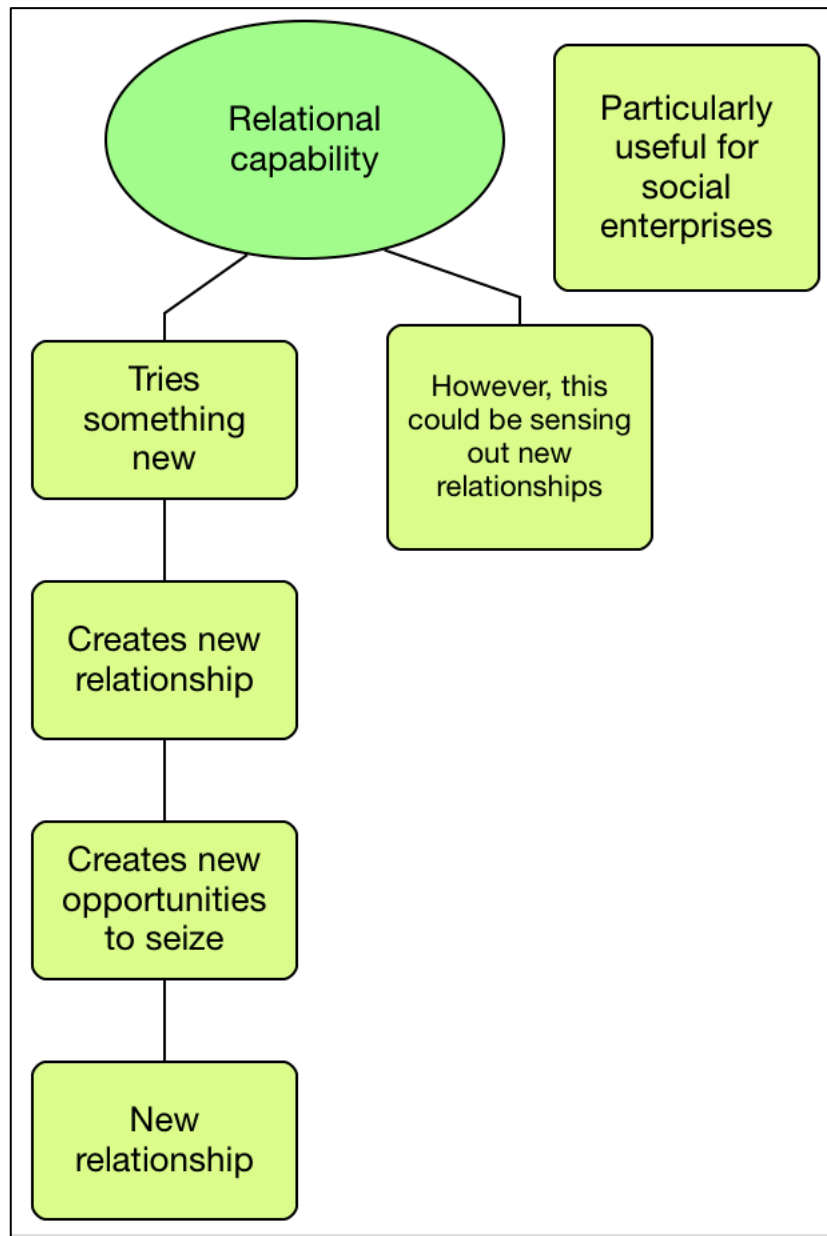
The above map was another exploration of relational capabilities and the role they would have with creating further opportunities to seize, especially following trying something new. And also linking that the sensing element may come from sensing out new relationships. In this sense the forming of a new relationship can involve following the DC progress. The highlighted point here is also highlighting how important

relationships are to social enterprises. As 'trying something new' was often seen to bring with it a sense of disorientation, this also begins to highlight where this may be heightened in the process. i.e. trying new things (and thus heightening disorientation) could lead to new relationships and opportunities.

Fig 4.5: Internal and external corporate identity disorientation
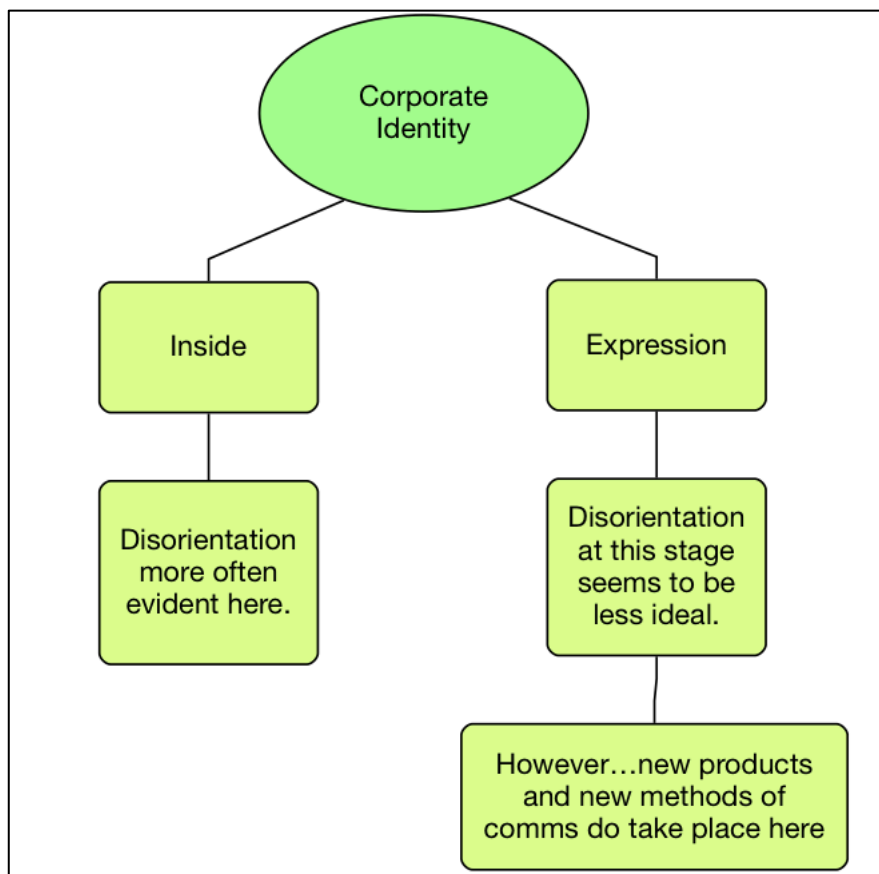
In this map, the idea was being explored about where disorientation can occur within corporate identity, and whether this is more prevalent in the internal aspects of corporate identity than the external ones. This was very evident from the interviews and observation sessions. However it is worth noting, some new methods of

communications are often risks so disorientation could in fact still take place in the expression of an organisation, for example a new social media tool being adopted, or a new communication style altogether. However, the thought process beginning to take shape here is the idea that disorientation may be more of an internal aspect. Being disorientated in the expression of the organisation may in fact lead to more negative outcomes. For example, being disorientated around logo and visual communication may hinder awareness being built amongst consumers. However this is not to completely rule out the possibility of wanting disorientation to affect consumers.

Fig 4.6: Controllable aspects of corporate identity
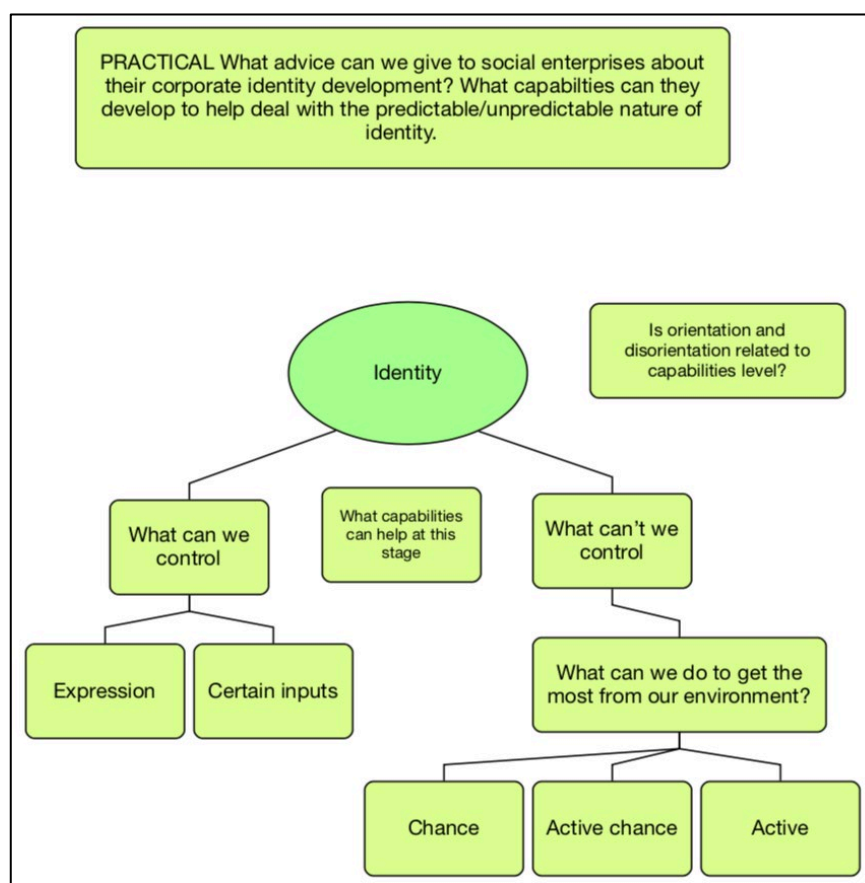
The identity thoughts were expanded further at this stage, and looking into the aspects that organisations can/can't control. This idea of control was being explored to help

possibly generate practical implications for the research. Specifically beginning to flesh out what capabilities they can develop to deal with the predictable/unpredictable nature of identity. This idea of unpredictability was coming through from the environment that organisations find themselves in being unpredictable. Similarly some of the opportunities that were seized upon could not have been predicted, nor could their success. Disorientation in this respect was perhaps linked to unpredictability as unpredictability may contribute to disorientation. This was interesting as it shows that how does chance work in an organisation? This raises interesting questions for the capability of the organisations. How do organisations put themselves in a position to better capitalise on chance? What was also emerging here was the importance of the expression of the organisation and that this could be controlled largely. As could certain inputs the organisation decided on. This could even link to certain people (and link to importance of culture again).

Fig 4.7: Map showing how disorientation can occur
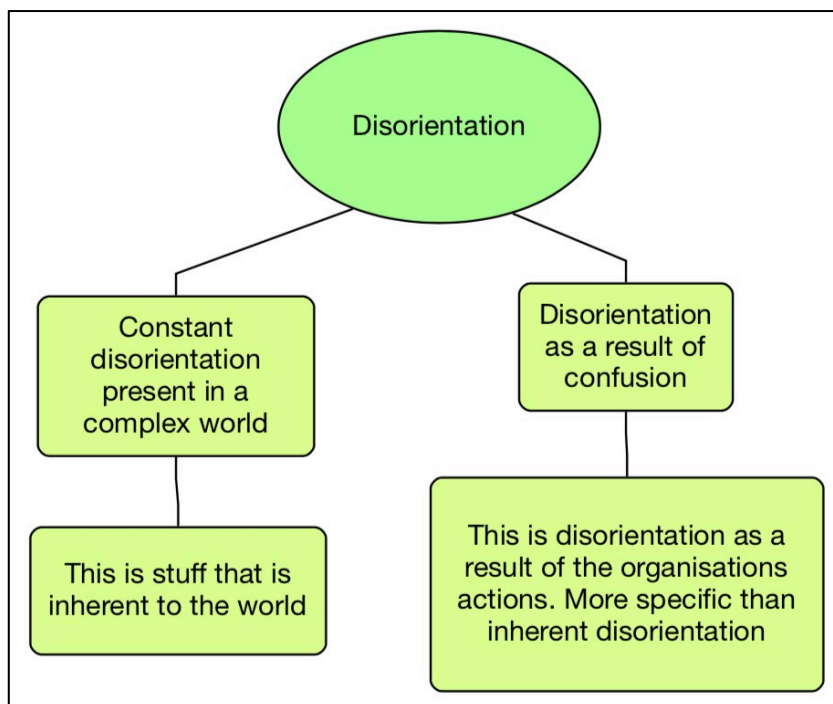
This map tried to make sense of the different types of disorientation in the world, and what they were caused by. Firstly there was the inherent disorientation that may be a result of the world that organisations find themselves in. This would be indicative of the unpredictable environments and trends that surround them. This could be the day-to-day unpredictability that they face, and disorientation that could come as a result. For example, technological developments or trends that may cause them to become disorientated. This is in line with later thoughts on the idea that disorientation is heightened in certain situations and is present a lot more than thought prior to the data collection.

Another aspect is the disorientation as a result of the organisations actions i.e. they are in some respect inducing disorientation. This could link in with earlier ideas of passive and active disorientation. Linking this to dynamic capabilities can also match with the passive and active sensing and seizing that was explored. Therefore highlighting how ideas of this relationship were being formed.

Fig 4.8: Identity expression map
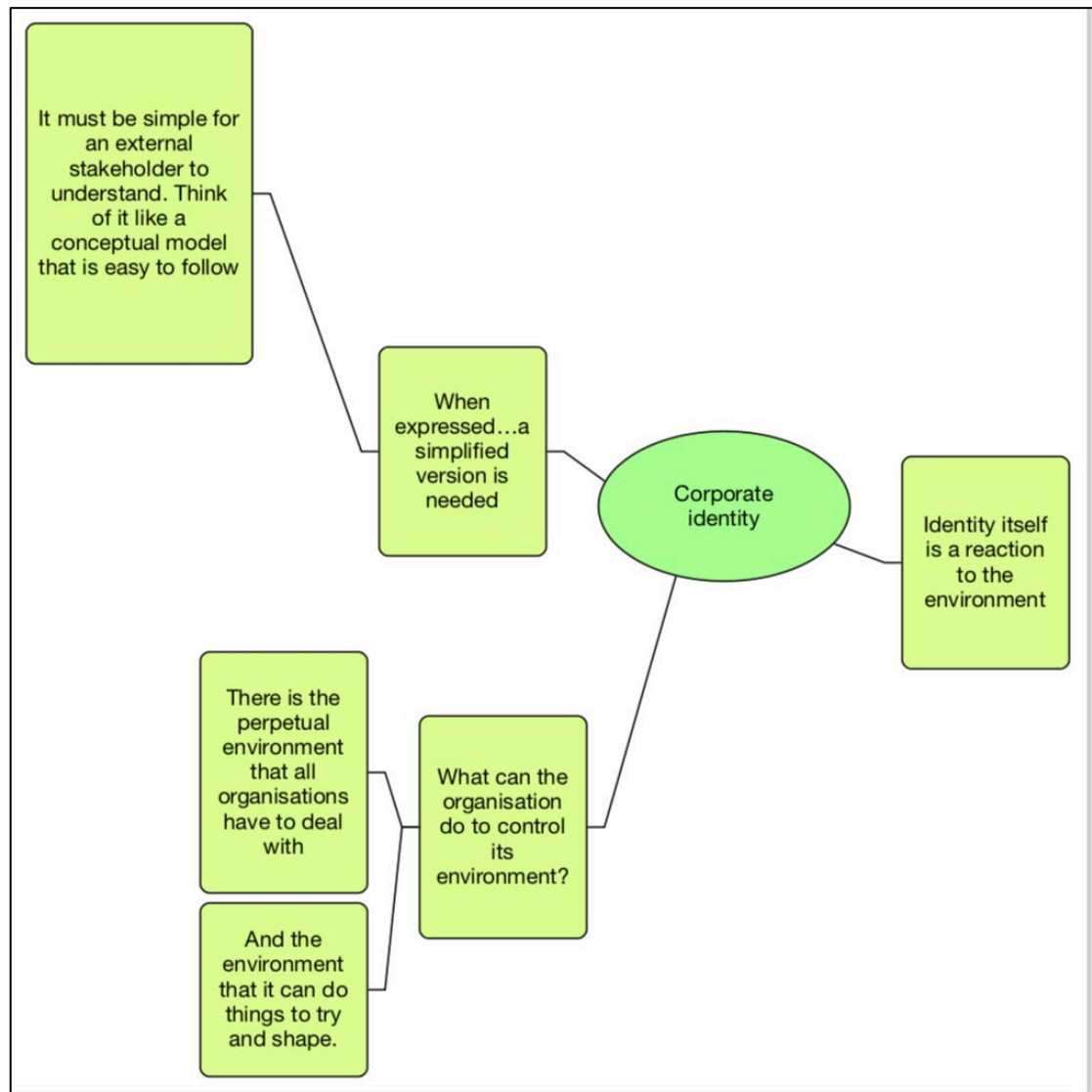
This is a map of thoughts coming from identity, and how this is when expressed. The idea also comes in at this point that should the identity be a simpler version when expressed? This links to the earlier thoughts/maps on the expression of the identity. This was informed by numerous statements by participants in interviews and observation sessions. The reason for this simplification is to try and avoid disorientation from an external stakeholder perspective.

Identity's relationship to the environment was also explored further here. This covered how the organisation can shape its environment. And how much of its environment is shaped/can be shaped. The idea of a simplified version of the identity being shown to consumers also begins to hint again at disorientation may not be a useful expression technique.

Fig 4.9: Dynamic capabilities maps using Lin and Higgins (2016) terms
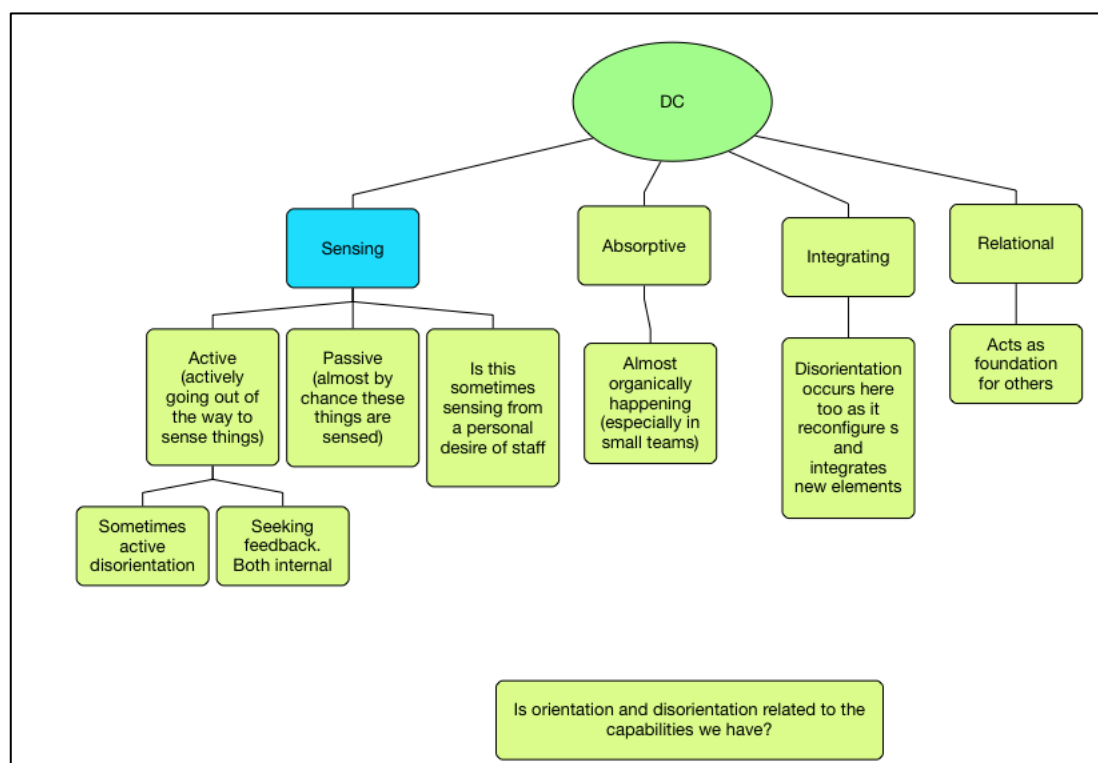
With this map, the dynamic capability thoughts were laid out and the various strands were developed, especially where disorientation may begin occurring. This was particularly focussing on the sensing capability and again exploring the active and passive nature of this further as well as the sensing carried out by personal desire of staff, again highlighting that strong theme of people and culture (key parts of corporate

identity).. The notion of small teams also entered the thought process here, in that some of the dynamic capabilities may be very close to one another and almost part of the same step, as the cases consisted of very small teams, which meant a quicker turnaround from sensing something to seizing it and integrating/reconfiguring it. Again, relational was included here to highlight it acts as a foundation for the others. This was also some thinking based around the Lin and Higgins (2016) terms rather than the Teece (2007) framework. However over time the Lin and Higgins (2016) phrases were used overall rather then abandoned in favour of using the Teece (2007) approach as this is what was used with the respondents. However the relational capabilities concept was kept as this was something very important to the respondents.

Fig 4.10: Further exploration of Relational Capabilities
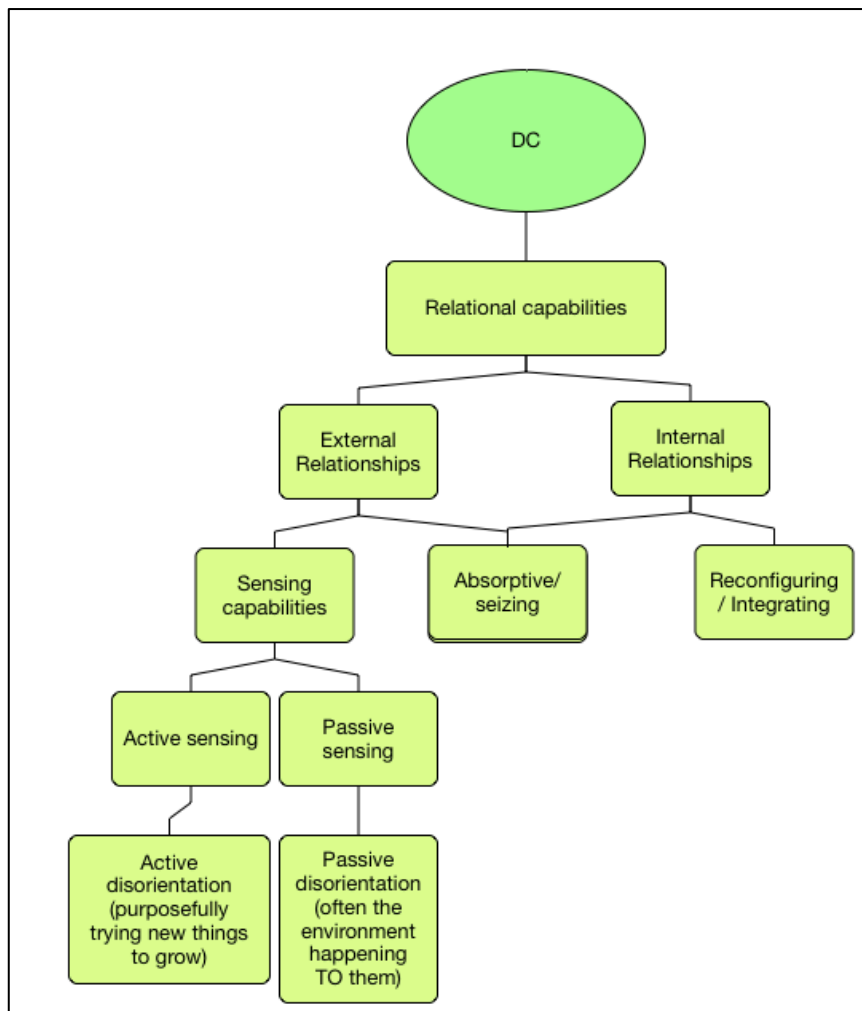
This was another map that explored the relationship capabilities and how it is related to other capabilities through the building of different types of relationships. This also tried to map the idea of passive and active disorientation against passive and active sensing, again begin to explore the relationship between corporate identity disorientation and dynamic capabilities.. However it is of worthy note here that internal relationships could also help with sensing capabilities, as sensing can also be internal. So this mind map is perhaps more applicable to the idea of external sensing.

4.4.3 Phase 3 and 4: Searching for themes/Reviewing themes

The next stage of Data Analysis is to sort these codes into themes. A theme is seen as "something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set" (Braun and Clarke 2006). A theme is also not seen to rely on 'quantifiable measures', but how important it is to answering the research questions (Braun and Clarke 2006). This is where the researcher analyses the different codes and tries to find overarching themes (Braun and Clarke 2006). However, once again, some of these themes were guided by the deductive process (in line with Nowell et al 2017), taking into account prior literature and the research questions (Braun and Clarke 2006: Stake 2010). On some level this is unavoidable as to approach the data as a blank sheet is largely impossible (Braun and Clarke 2006). However, in this sense, our initial codes did suggest some themes that would be centered around the research question and topics that were of particular interest. Themes can therefore be predetermined to some degree (Nowell et al 2017).

The following themes were laid out. Themes are in **bold**, and the relevant codes are displayed beneath

Table 4.2 displaying the themes and sub themes.

Sensing Organically comes in continuous sensing of the environment Is actively sensed Seizing External (sub theme of social media) Internal Passive Active Selection	**How long disorientation lasts** Length of uncertainty **Disorientation at the personal level** Personal desire Personal disorientation **Importance of relationships** Relational capabilities
Seizing Best practice Exaptation New resource	**Growth** Gaining confidence Growth and disorientation Learning process

Organic
Speed of seizing

Reconfiguring
Adapting
Exapting
Failure to reconfigure
Formal process
Learning
Long term identity

Actively trying something new
Trial and Error
Trust
Try new things
Inspiration for getting out of comfort zone
Adapting to staff coming in
Failure
Feedback loop
Get out of comfort zone
Improvise (although could be in both active and non active)
Taking risks/ Being brave
Sensing

Why out of comforts zone
Why out of comfort zone

Internal staff

Positive of disorientation
Positive after uncertainty

The unexpected
Unexpected outcomes
Unpredictable meetings

Responding to the environment
Dangers of following environment
Environment and identity
Identity in response to audience
Involved with community
Keeping an eye on external environment
Reacted to something
Try new things (in response to environment)
Sensing

Process of getting out of comfort zone
Process of going out of comfort zone

Ending uncertainty/disorientation
What brings uncertainty to an end

Core values remain the same

Measures to control identity
Mission consistency
Best Practices
Core values remaining the same
Identity consistency
Orientation
Rules for identity

Consumers can't be confused
Customer confusion

Confusion is a daily thing
Day-to-day confusion
Uncertain things

External projection of identity
Language has changed
Identity expression

Causes of disorientation

Poor communications
Poor communications

Anti-disorientation
Denial of identity change
Negative of trying new things
Negatives of uncertainty
Too much uncertainty

Social enterprise talk
Social enterprise commercial tension
Social enterprise helped
Social enterprise is a small world
Social enteprrise is problematic term
Anti-charity
Comment on other social enterprises
Helping social enteprrise

Identity is linked to environment

Identity

Identity (own comments)
Identity after seizing opportunity
Identity and culture
Identity and DC
Identity change over time
Identity consistency
Identiy distraction
Identity due to staff

Organisational structure Fluid structures Size of organisation useful Small team Small team benefits Staff causing identity drift Staff multi-tasking Start Up comments Volunteers changing things Why they started Identity due to staff Relational capabilities	Identity expression Identity from founder Identity from location Identity in response to opportunity Identity in response to others Identity inconsistency Identity is complex Identity is evolving Identity is fluid Identity is from community Identity is important Identity is relational Identity is restricting Identity is tension Identity is uncertain Identity is unruly Identity varies in importance Why Identity changed

As mentioned previously Identity was originally used as one theme to group a lot of codes together, however this was then amended to the following table, to make sure that the identity codes were distributed amongst relevant themes. However some identity codes were not immediately obvious as to where their place should be, so they remained under Identity miscellaneous. Following the advice from the literature, we did not want to abandon codes in case they were useful at a later point in the process. The redistribution of these themes is shown below.

Table 4.3: Amended code list to redistribute identity

Sensing Organically comes in continuous sensing of the environment Is actively sensed Seizing	
	How long disorientation lasts Length of uncertainty Identity change over time
Seizing Sensing Sensing (active) Identity after seizing opportunity	**Disorientation at the personal level** Personal desire Personal disorientation
	Importance of relationships Relational capabilities Identity in response to others Identity is from community
Reconfiguring Reconfiguring Identity and DC	
	Identity change Identity distraction

Actively trying something new
Trial and Error
Trust
Try new things
Inspiration for getting out of comfort zone
Adapting to staff coming in
Failure
Feedback loop
Get out of comfort zone
Improvise (although could be in both active and non active)
Taking risks/ Being brave
Sensing

Why out of comforts zone
Why out of comfort zone

Internal staff
Identity and culture

Positive of disorientation
Positive after uncertainty
Identity is restricting

The unexpected
Unexpected outcomes
Unpredictable meetings

Responding to the environment
Dangers of following environment
Environment and identity
Identity in response to audience
Involved with community
Keeping an eye on external environment
Reacted to something
Try new things (in response to environment)
Sensing

Process of getting out of comfort zone
Process of going out of comfort zone

Ending uncertainty/disorientation
What brings uncertainty to an end

Organisational structure
Fluid structures
Size of organisation useful
Small team
Small team benefits
Staff causing identity drift
Staff multi-tasking
Start Up comments
Volunteers changing things

Identity inconsistency
Identity is complex
Identity is evolving
Identity is fluid
Identity is tension
Identity is uncertain
Identity is unruly

Growth
Gaining confidence
Growth and disorientation
Learning process

Core values remain the same

Measures to control identity
Mission consistency
Best Practices
Core values remaining the same
Identity consistency
Orientation
Rules for identity

Consumers can't be confused
Customer confusion
Identity expression

Confusion is a daily thing
Day-to-day confusion
Uncertain things

External projection of identity
Language has changed
Identity expression

Causes of disorientation

Poor communications
Poor communications

Negative disorientation
Denial of identity change
Negative of trying new things
Negatives of uncertainty
Too much uncertainty

Social enterprise talk
Social enterprise commercial tension
Social enterprise helped
Social enterprise is a small world
Social enteprrise is problematic term
Anti-charity

Why they started Identity due to staff Relational capabilities Identity from founder	Comment on other social enterprises Helping social enterprise **Identity is linked to environment** Identity from location **Identity** Identity (own comments) Why Identity changed

The other key element here that did arise was the notion of the importance of relationships, which of course has echoes of the relational capability that is included in some conceptualisations of dynamic capabilities. As this was a very prominent theme amongst the cases, this was included in the themes. However as it is not a common inclusion in the dynamic capabilities literature, this is why it was left out at the topic guide stage. The exploratory nature of the data analysis however, allowed this theme to emerge.

Once this shifting of codes around occurred, they were then arranged into the first draft of themes that are presented below:

Table 4.4: Initial draft of themes

Theme	Codes
Sensing	• Organically comes in continuous sensing of the environment • Is actively sensed • sensing
Seizing	• seizing • seizing (active) • Identity after seizing opportunity
Reconfiguring	• Reconfiguring • Identity and DC
Actively trying something new	• Trial and Error

	- Trust - Try new things - Inspiration for getting out of comfort zone - Adapting to staff coming in - Failure - Feedback loop - Get out of comfort zone - Improvise (although could be in both active and non active) - Taking risks/ Being brave - Sensing
Why out of comfort zone	Why out of comfort zone
Internal staff	Identity and culture
Positive of disorientation	- Positive after uncertainty - Identity is restricting
The unexpected	- Unexpected outcomes - Unpredictable meetings
Responding to the environment	- Dangers of following environment - Environment and identity - Identity in response to audience - Involved with community - Keeping an eye on external environment - Reacted to something - Try new things (in response to environment) - Sensing
Process of getting out of comfort zone	Process of getting out of comfort zone
Ending uncertainty/disorientation	What brings uncertainty to an end
Organisational structure	- Fluid structures - Size of organisation useful - Small team - Small team benefits - Staff causing identity drift - Staff multi-tasking - Start Up comments - Volunteers changing things - Why they started - Identity due to staff - Relational capabilities - Identity from founder
How long disorientation lasts	- Length of uncertainty - Identity change over time
Disorientation at the personal level	Personal desire

	• Personal disorientation
Importance of relationships	• Relational capabilities • Identity in response to others • Identity is from community
Identity change	• Identiy distraction • Identity inconsistency • Identity is complex • Identity is evolving • Identiyt is fluid • Identity is tension • Identity is uncertain • Identity is unruly
Growth	• Gaining confidence • Growth and disorientation • Learning process
Core values remain the same	• Measures to control identity • Mission consistency • Best Practices • Core values remaining the same • Identity consistency • Orientation • Rules for identity
Consumers can't be confused	• Customer confusion • Identity expression
Confusion is a daily thing	• Day-to-day confusion • Uncertain things
External projection of identity	• Language has changed • Identity expression
Causes of disorientation	• Poor communications • Poor communications
Negative disorientation	• Denial of identity change • Negative of trying new things • Negatives of uncertainty • Too much uncertainty
Social enterprise talk	• Social enterprise commercial tension • Social enterprise helped • Social enterprise is a small world • Social enterprise is problematic term • Anti-charity • Comment on other social enterprises • Helping social enterprise
Identity is linked to environment	• Identity from location

Identity misc.	• Identity (own comments) • Why Identity changed

4.4.3.1 Identity and Dynamic capabilities codes

However, after this initial round of coding. At least the components seen for Identity and Dynamic Capabilities were put into two large themes of identity. However, to be better understood, these needed to be broken down. The identity theme was broken down as follows:

Table 4.5 Identity theme broken down

Formed By	Identity after seizing opportunity Identity and culture Identity due to staff Identity from founder Identity from location Identity in response to opportunity Identity in response to others Identity is from community Why Identity changed
Nature of Identity	Identity change over time Identity consistency Identity inconsistency Identity is complex Identity is evolving Identity is fluid Identity is important Identity is relational Identity is restricting Identity is tension Identity is uncertain Identity is unruly Identity varies in importance
Uses of identity	Identity and culture Identity and DC
Outcome	Identity expression

Dynamic capabilities were also placed under certain themes.

Table 4.6. Dynamic capabilities themes

Theme	Relevant Codes
Sensing	- Sensing - Sensing (active) - Identity after seizing opportunity
Seizing	- Organically comes in continuous sensing of the environment - Is actively sensed - Seizing
Reconfiguring	- Reconfiguring - Identity and DC
Relational Capabilities	- Relational capabilities - Identity in response to others - Identity is from community

Further revision of the dynamic capabilities themes led to the below layout as further looking at the data allowed more sense making to occur, and the overall picture of looking at these themes began to emerge in relation to the overall research questions.

Table 4.7: Amended Sub themes with the main dynamic capabilities areas

DC area (a priori code)	Sub theme
Sensing	External (sub theme of social media) Internal Passive Active Selection
Seizing	Best practice Exaptation New resource Organic Speed of seizing
Reconfiguring	Adapting Exaptation Failure to reconfigure Formal process Learning Long term identity

It is worth noting here that we introduced the idea of adaptation and exaptation as a means of making sense the data. These ideas are taken from evolutionary literature.

Adaptation involves the acquiring of a new resource to fit the environment whereas exaptation refers to using a current resource for a new purpose. These seemed useful distinctions to draw from and understand the data. This was done in order to see if there could be a difference on disorientation levels when organisations made use of a current resource or introduced a new one.

4.4.4. Phase 5 Naming themes
These overall themes were then created as followed

Table 4.8: Overall themes and sub themes

Overall Theme	Sub themes
Action of Identity	- Actively trying something new- - The unexpected - Process of getting out of comfort zone- - Ending uncertainty/disorientation - How long disorientation lasts - Sensing - Seizing - reconfiguring
Motivation to get out of comfort zone	- Why out of comfort zone- - The unexpected - Causes of disorientation - Anti-disorientation
The role of people	- Internal staff- - Organisational structure - Disorientation at the personal level - Importance of relationships
Environmental	- Responding to the environment- - Organisational structure - Confusion is a daily thing - Relational capabilities - Identity is linked to environment - Unexpected meetings
Social enterprise	Social enterprise talk
Outcome Consumers	Consumers can't be confused
Outcome of identity process	- Growth - Core values remain the same - External projection of identity
Disorientation	- Positive - Negative (Anti disorientation)

This table was then refined further to create the below set of themes and sub themes. The disorientation theme at the bottom was merged into outcomes in regards to them being positive or negative.

Table 4.9: Revised Overall themes and sub themes

Overall Theme	Sub themes
Action of Identity	• Actively trying something new- • The unexpected • Process of getting out of comfort zone- • Ending uncertainty/disorientation • How long disorientation lasts • Sensing • Seizing • Reconfiguring • Anti-disorientation
Motivation to get out of comfort zone	• Why out of comfort zone- • Unexpected meetings • Causes of disorientation • Anti-disorientation
The role of people	• Internal staff- • Organisational structure • Disorientation at the personal level • Importance of relationships
Importance of External Environment	• Responding to the environment- • Organisational structure • Confusion is a daily thing • Relational capabilities • Identity is linked to environment • Unexpected meetings • Danger of following trends
Social enterprise	• Social enterprise talk
Outcome (Consumers and Company)	• Consumers can't be confused (inc negative disorientation) • Growth (inc positive disorientation) • Core values remain the same • External projection of identity • Learning organisation (inc... positive disorientation) • Learning customer (inc.. positive disorientation)

Whilst all of the talk was generally about social enterprises, there was a theme created

that covered the themes about social enterprise in general. Whilst this was more of the

context of the research rather than an area being explored, it was felt to create a theme

in case this was needed. It also provided useful context for the discussion. However it could arguably be put in with the environment theme, as would to some degree be covering the relationships that were spoken about with the social enterprise sector, and it does cover the environment that the organisations are in.

Fig 4.11: Initial map of themes and how they fit together
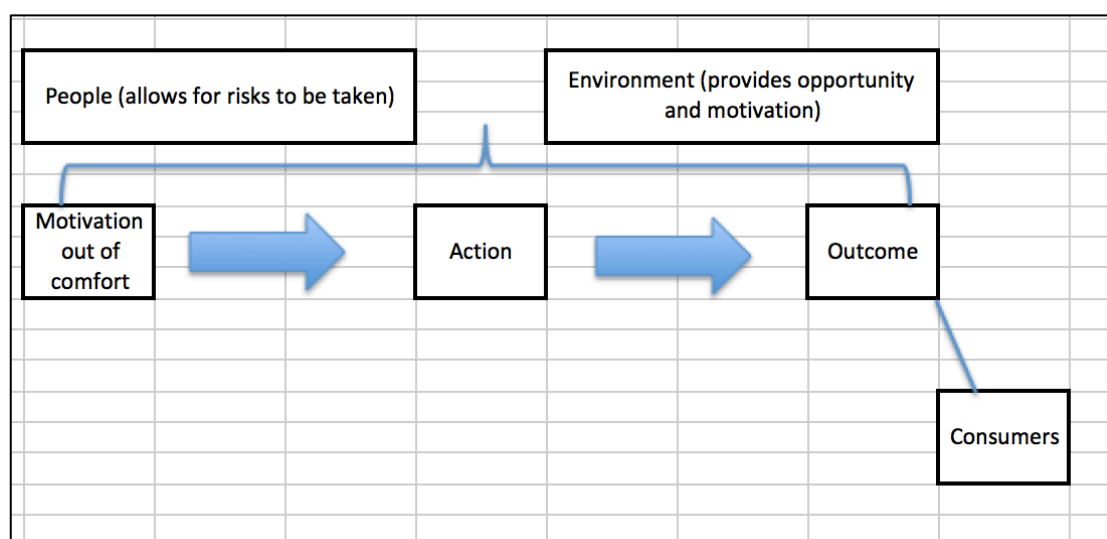
The above map shows how these themes fit together to show the overall process. However, to drill down deeper it is necessary to see how dynamic capabilities fits within this process. From looking at these themes, this mostly takes place within the action theme. This shall be broken out in a following diagram.

However in order to create the links with dynamic capabilities were needed, further exploration is needed. Therefore the map was developed further into seeing where the various capabilities sat, and more importantly, how they could be related to orientation/disorientation. This was further refined in the below framework.

Fig 4.12 Second draft of conceptual map, clearly stating the environment and organisation
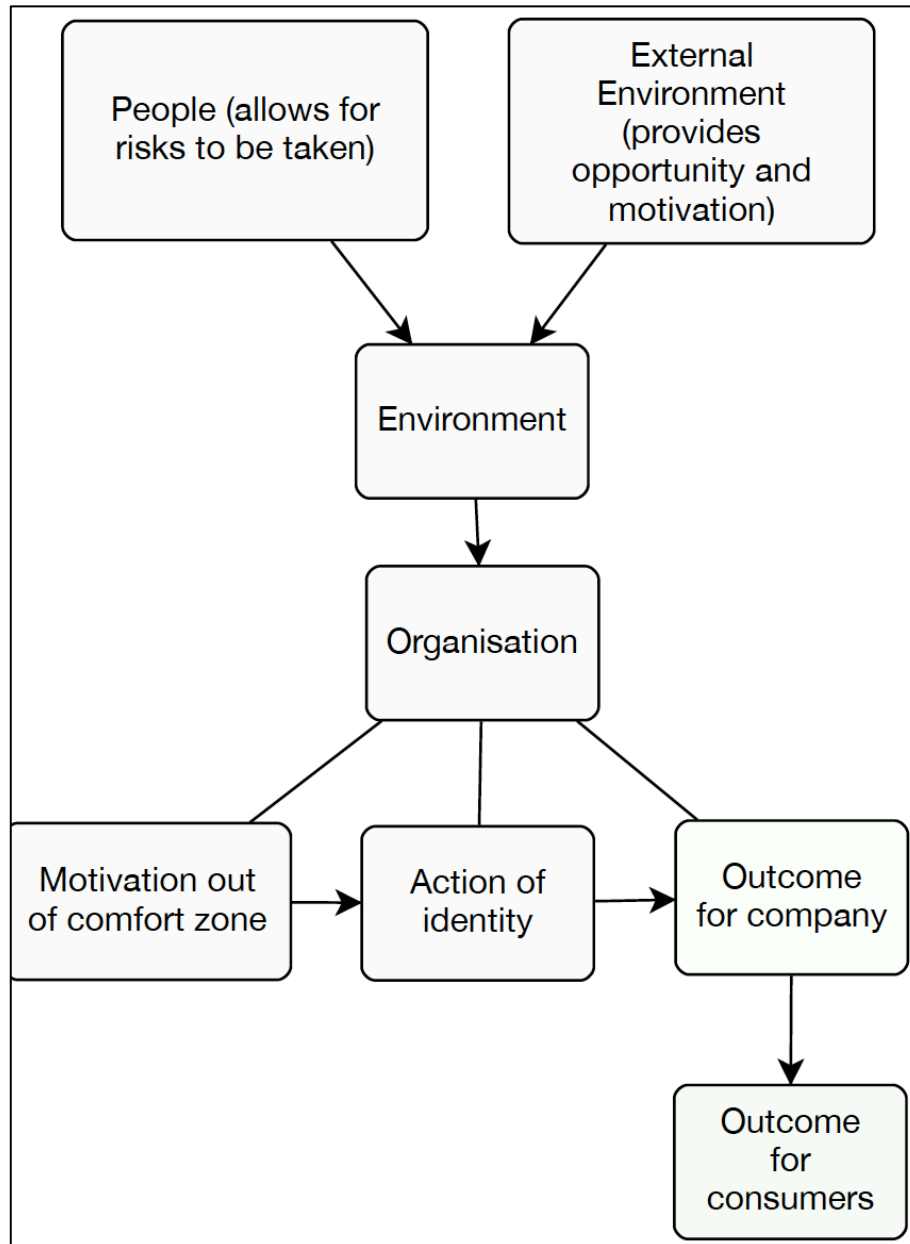
Leading on from this, another map was introduced to integrate the orientation and disorientation themes being present in the framework.

Fig 4.13: Introducing the DC and orientation/disorientation into the framework
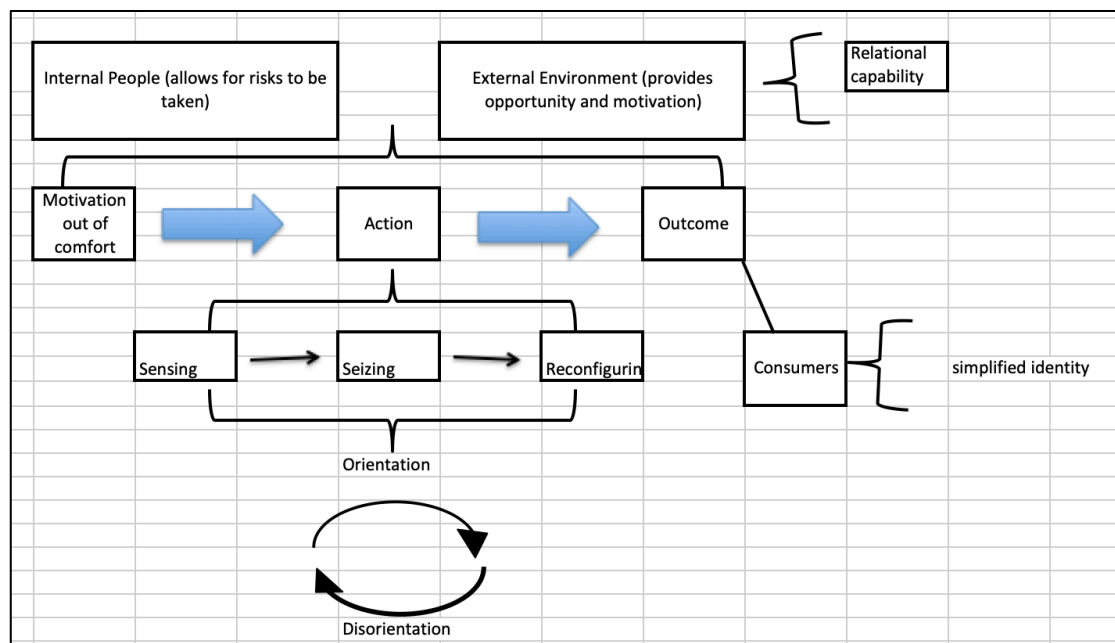
Fig 4.14: Clearer revision of Fig 28, highlighting environment on identity
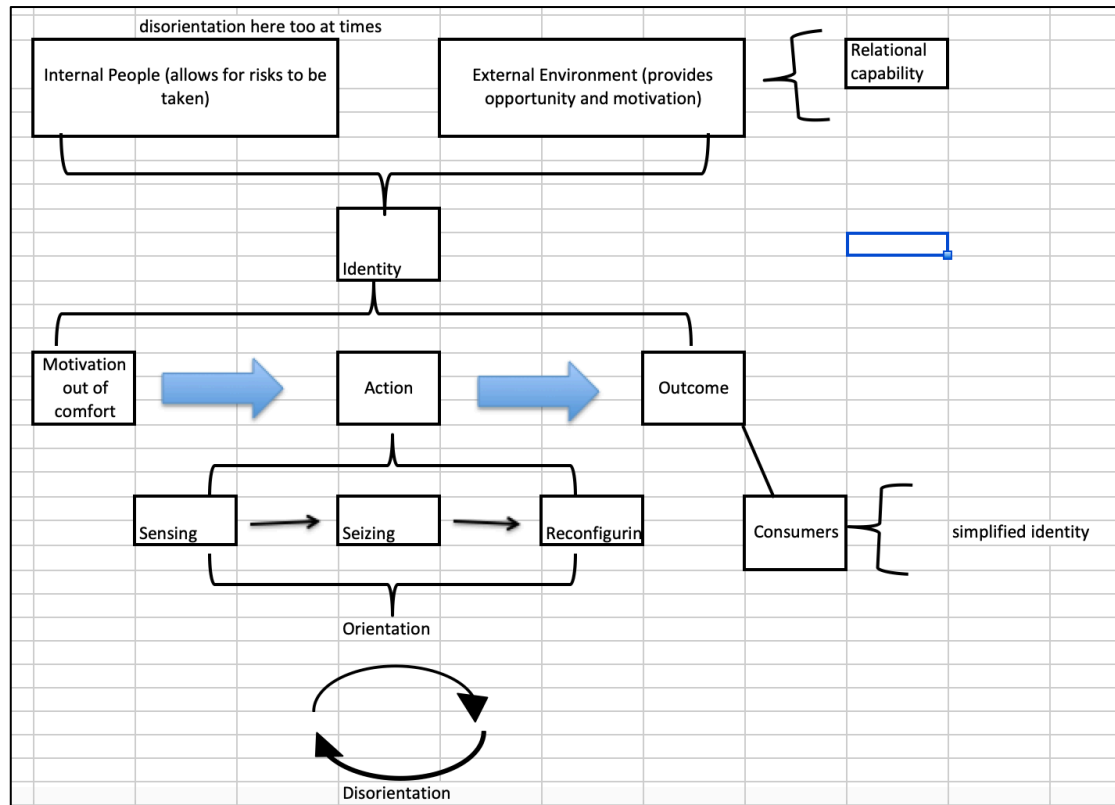
These draft frameworks then led to the following map being made:

Fig 4.15: Revised Conceptual Framework made in NVivo
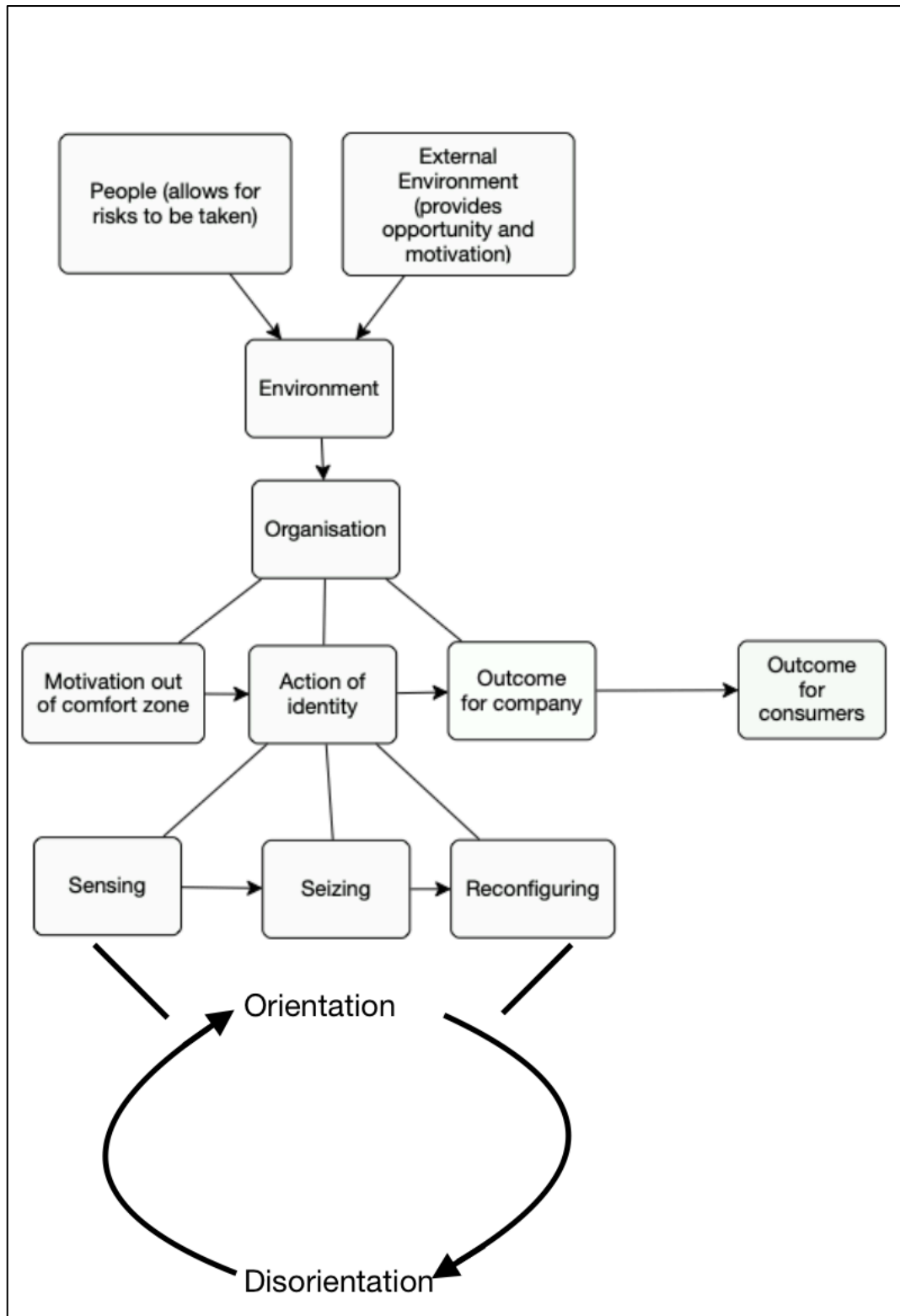
Following this diagram, it was then simplified further by bringing 'motivation out of comfort zone' into sensing, as this is it is often a result of sensing that causes the organisation to take action.

The coloured boxes represent the key areas that were of focus in the research questions (green for dynamic capabilities and blue for orientation/disorientation). The white boxes cover areas that emerged from the research.

Fig 4.16: Revised map integrating 'motivation out of comfort zone' into 'action of identity'
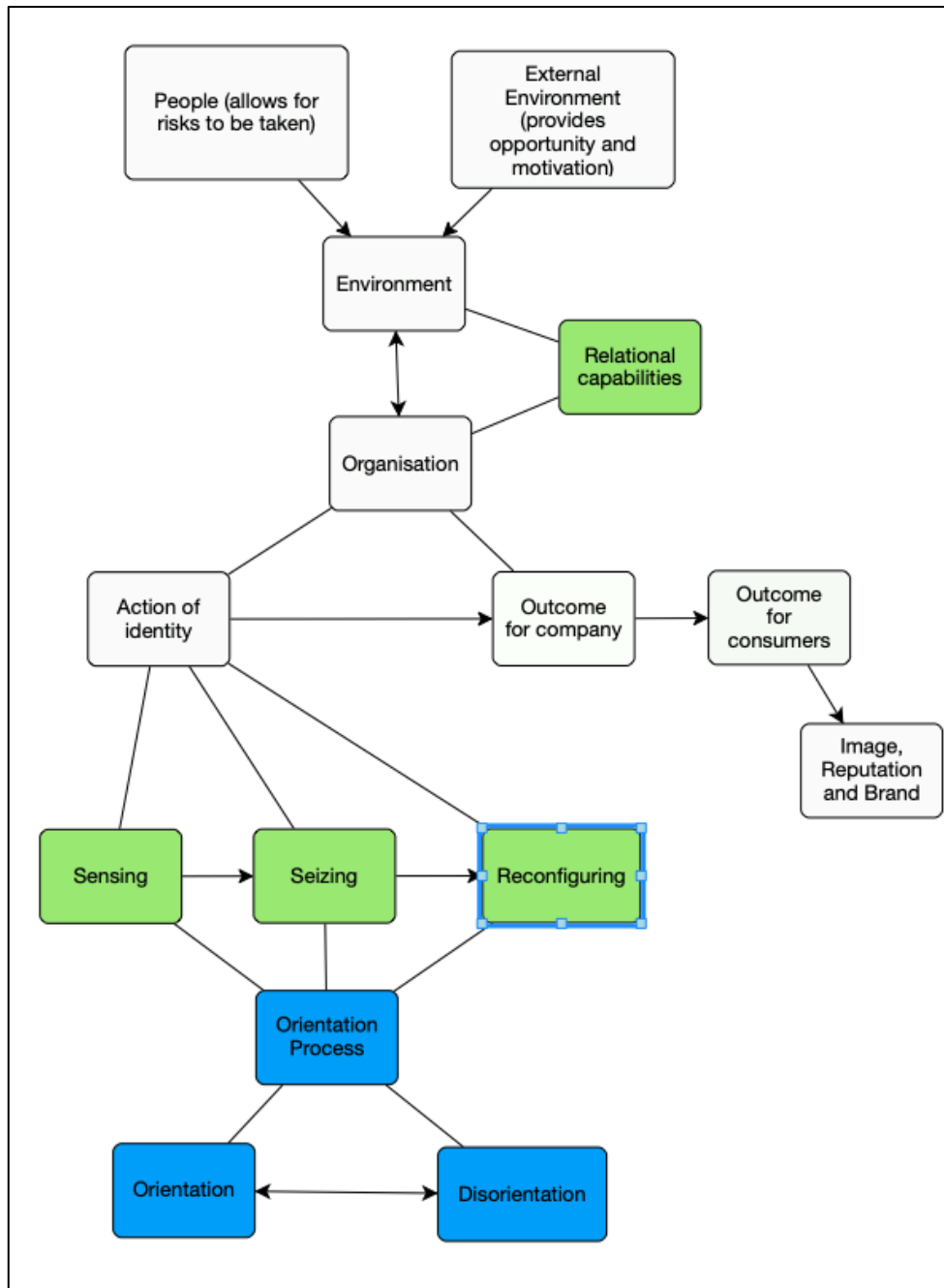
Further to this, it was then decided to include the possibility of positive and negative outcomes for the process to add further detail. The coloured boxes again represent the areas of interest in particular to the research questions. The red boxes have been added here to represent the outcomes of disorientation (positive or negative).

Fig 4.17: Revised conceptual map incorporating positive and negative outcomes
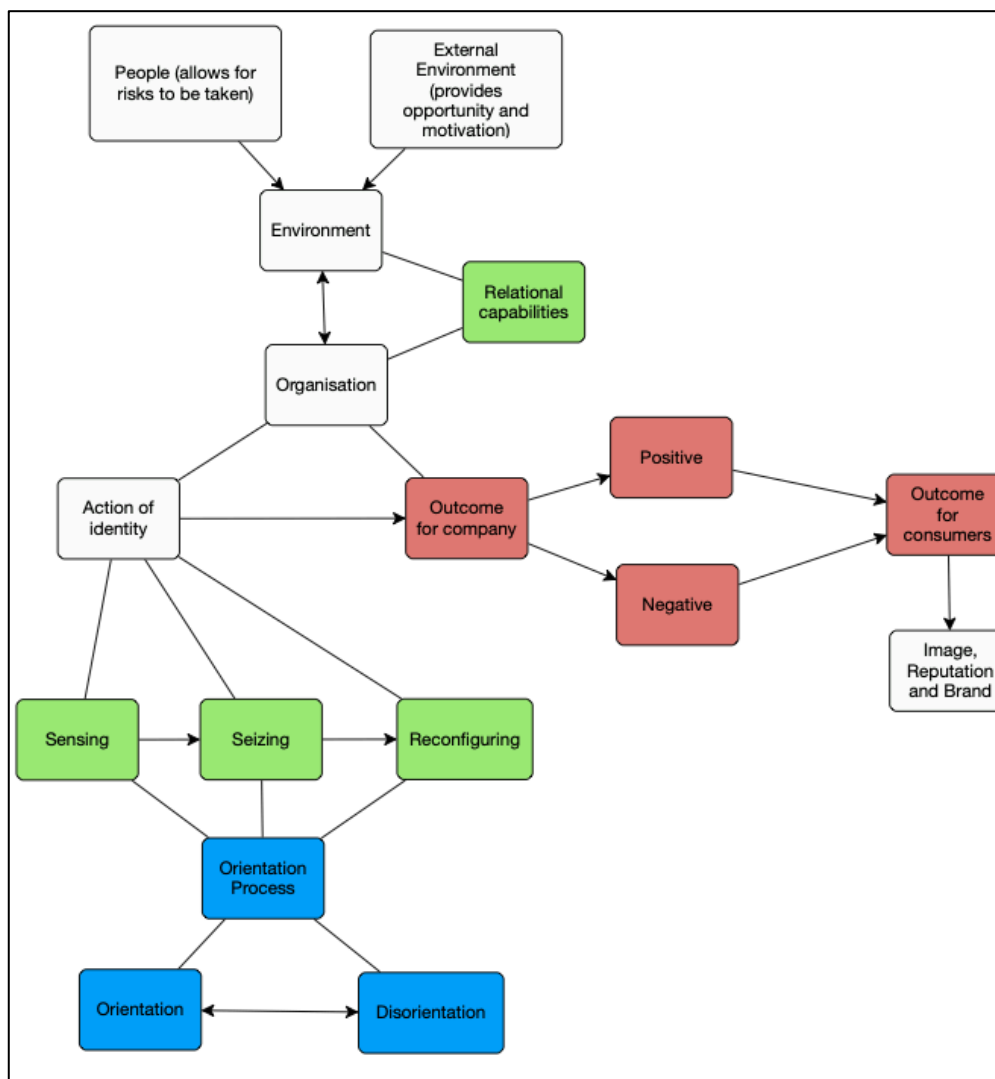
However it is worth noting here that there could be positive and negative outcomes for the consumer as well, however it was decided to keep the focus on the 'corporate aspects' that were the focus of the study. As such these are only represented in the framework by 'outcome for consumers'. Likewise, the idea of corporate image, reputation and brand are hinted at here, as the main focus was on identity. Further research would be needed to give these further conceptual areas the detail they need.

4.5 Exploring the themes

These various themes that make up the above framework will now be explored individually, and excerpts from the data will be pulled out to further illuminate the points. The conceptual framework in this respect will be looked at in order of how it is represented. i.e. starting with People and then Environment, and then working the way down the framework. When inserting the interview excerpts some parts have been deleted to keep anonymity of the participants. The open disorientation theme that covers the positives and negatives are interspersed throughout the other themes, as when discussion turns to examples of disorientation these are discussed such as in outcomes. This is done to avoid repetition of points. How these themes compare to the literature will be covered in Chapter 5 as part of the discussion. In that chapter the results to the research questions and sub questions are explored in regards to how they build on or refute the literature. So whilst this is not covered on a theme-by-theme basis here it is later covered from a research question perspective.

4.5.1. The Importance of people

Table 4.10: Overall theme 'Role of People' and its sub themes

Overall Theme	Sub theme
The Role of People	- Internal staff- - Organisational structure - Disorientation at the personal level - Importance of relationships

4.5.1.1 Internal staff/organisational structure

The role of people was a major part of the research, this was because ultimately identity and its relative orientation or disorientation sits within the members of staff. Again this

highlights how important the role of organisational identity is within the corporate identity literature. This mostly involved the members of staff creating the right internal environment for disorientation to be accepted and allowed, and to not fear new things. In some of the cases this was particularly down to the founder of the organisation, and could highlight that in small companies the founder does still play a large role.

"No I think the mission statement was very clear from the start, and again with DELETED, as the sort of embodiment of the values. You know and DELETED DELETED is a really really powerful advocate for the DELETED and for what motivated her to set the DELETED. Personally, and as an employee I think the message was never confused." Respondent 3

"To what extent is DELETED the identity? There is a component of that. I mean our identity is the integration of all of our actions, all of our perspectives. So to the extent that DELETED is the placeholder for the corporate identity" Respondent 13

The founders were still an important part of the identity throughout, right from the setting of the original values. Although it is interesting in the second quote that it does blur more into the corporate aspect of identity, referring to all of their actions. However again the importance of founders does shine through at times:

"Our motto is, well my motto ummm yeah just fail fast, try new things, fail fast. If it doesn't work it doesn't work, you just go onto the next thing" Respondent 7

"Its important to project ourselves. And the way that we consider, DELETED is a projection of the people who are involved in it" Respondent 9

"And when I was reading it I was, this brand image, this persona this is kind of clone of DELETED. It was DELTED'S brain child, DELETED nursed it, and helped it grow and develop, and there is a lot of DELETED's personality in the brand. So that's why if I was ever in doubt how to answer a question or a query, is this what we want to do, is this what we not want to do, I would always go to DELETED even if it was something DELETED might not want to be involved with. That's how I see it, as a DELTED clone" Respondent 14

This is interesting as well as the going to see the founder was almost seen as a way to reset and find a bit more focus in regards to the identity. This does begin to show that possibly founders could be used in this respect to realign an identity, especially if employees were confused. This importance of the founds also, in some organisations there is the symbiotic notion of the organisation itself with the founders:

"So I don't think the business, the business has changed dramatically, but be it of, the business hasn't changed. I think it's me that's changed." Respondent 6

The founders are therefore something that really helps set the culture for the smaller organisations. The resultant effect of this of creating the right culture helps then allowing the company to try new things and be more willing to learn by going through the process. This could be an important part of how accepted disorientation is within an organisation, reliant on the founder.

Related to the founder's importance, an interesting discussion did come up in regards to the importance of the founder (or the individual waning over time).

"Yeah, I think we have found more of our identity. I think We always had a clear understanding of what we were doing, but I think DELETED has now if you will gotten its own sensibility and its no longer about an individual, its about this thing called DELETED and what DELETED do, which is much stronger in that sense" Respondent 6

This shows that identity ultimately can gradually step away from the founder and become more 'corporate' over time. As some of these organisations were relatively young the founder may play more of an importance, however it is interesting to see this process develop and step away from the founder identity. This does bring in the emergent properties of identity, and at what point does the identity transition from an individual to being more 'corporate'?

However, this does mean there could be tensions within the company, especially as this transition from new to old, or indeed from the founders' view to a more corporate view.

"Lot of changes external but changes are internal as well, so the challenge is in terms of culture and your study covers that. I've worked in previous organisations where there is new ways of working and there is resistance from the old way of working" Respondent 11

These tensions could be emerging from these transitionary periods, and especially in the phase transition from an identity transitioning from an individual founder (or idea) and

becoming more corporate. In some of the organisations there was a sense of a rapid turnover helping to bring in lots of new ideas and keep staff fluid. And there is a great appreciation of the people involved and what they can bring. In this sense the staff were being used to keep things fresh and bring in new ideas.

"Yeah, exactly I mean none of those stayed for more than three months but each brought understanding that the whole team has used." Respondent 3

'I'll often have a conversation which says right what sort of people do we need to be the vectors for bring capability into the organisation? And sometimes we're looking for capabilities that are static. We need a Wordpress expert, we need them for this activity…What is this person able to carry in as a body of knowledge? And the other is how does their behaviour create knowledge in respond to the internal flexibility requirements?" Respondent 13

This is interesting from an identity perspective, as in the organisation is seeking to be something and is sensing the capabilities it needs to achieve that. Again, we begin to see the links between corporate identity and dynamic capabilities here. This importance of the people was even seen from an investment perspective.

"And I hear that from venture capitalists all the time, they don't invest in an idea, they invest in the people." Respondent 7

Further to this the size of the team, so more to do with the organisational structure, was often seen as a way to be more nimble and agile and better react to the environment.

"Maybe its because there's a smaller amount of people working here, ummm, means its easier to approach everyone."

"So, in comparison. The SAS or a mobile unit that's small, I think its imperative that we stay small." Respondent 6

The small nature leading to approachability could be an interesting point when looking to recover from disorientation. This makes it easier to spread information, or sense information internally. Therefore maybe a smaller organisation could recover from any negative disorientation more quickly. Equally being small was an inspiration from other organisations, showing some form of influence of the environment on the organisations, albeit outside of the relevant sector.

In its relationship with disorientation this idea of small team could be interesting as the smaller the team, the less widespread the disorientation. Granted it could more easily

spread throughout the percentage of the team (i.e. x out of x members of staff), but recovering from disorientation may be easier when the number of employees feeling disorientated is smaller. As such, harvesting the potential benefits of disorientation may be more evident amongst smaller teams that could be more agile. However, this may also be down to the overall agility of the teams and larger teams with larger agility may also be successful in this respect.

4.5.1.2 Disorientation at the personal level

An interesting extension of the importance of organisational identity and people is the fact that disorientation ultimately begins in the individuals. Or at least must begin in the individuals before it spreads and becomes 'corporate'. In this sense it could highlight the emergent properties of both disorientation and orientation.

"Well DELETED to be honest I always feel challenged, we redesigned the website two years ago. That was a fundamental; we changed operating systems for that. Like I say, being DELTED I sort of feel always little concerned I'm going to make the leap, but I did, it was okay. I'm probably a little resistant to fresh innovation. But I get pulled along, but that's good, that's good." Respondent 3

"And um so at the beginning it was kind of confusing I think the biggest problem was our identity, as a personal identity. Ummm. So as DELETED identity, am I an DELETED am I DELETED. And DELETED the same. And that influenced the way the company identity, reflected. So I think to connect the individual with the company identity in this connection, and I think that I guess a struggle to understand, what is your identity or how you wanted them to perceive you. And then to, disseminate your corporate identity I think that's important." Respondent 2

"So, we've all changed, I think we've started out not understanding the sector and then I think something dramatic changed within the sector which was, lots of employees from outside the sector started looking at the sector and by that I mean, business and also mean politics and turn the notion of social of social enterprise dramatically changed." Respondent 6

This idea of personal disorientation was also seen as a possible negative outcome of trying new things.

"Because DELETED is very skilled at the DELETED side. He's very motivated by the DELETED, which I share. But if you're too divergent he becomes too worried about his identity within the company. He's completely wrong." Respondent 13

Whilst this personal level was not explicitly explored in depth in the interviews, it is perhaps a very important area for future research. Again, this is linked to the emergent

properties of orientation/disorientation and exploring when does disorientation transition from the individual level to the corporate level. This could link in some ways with the importance of the founder as well i.e. are there more influential members of the organisation that could affect the spread of disorientation? When we compare this theme with that of the importance of the founder this could very well be the case. This is also particularly evident amongst smaller organisations, where this transition from personal to corporate may indeed be a quicker transition due to the smaller numbers of employees.

Linking this back to the present study, this shows, and perhaps understandably that as individuals are an important part of identity, this does have an impact on dynamic capabilities and how this process works. Whilst this overall theme does not answer any of the specific research questions it does usefully explore some of the information around disorientation and helps paint the larger picture that it is part of. It was therefore a useful emergent theme that came from the research, especially for pointing towards future research questions. However it could be argued that the capabilities of the people involved in the organisation are perhaps a direct link with the identity and level of orientation/disorientation. In this case highlighting the individual capabilities of the members of staff, and when do these become capabilities at the corporate level.

4.5.1.3 The Importance of Relationships

Whilst this code could fall under external environment, the importance it has in regards to the 'people' involved warranted that it could be included here, i.e. the relationships were driven by people. Interestingly this raised the importance of relationships, which has been included in some approaches to dynamic capabilities. This was in particular very important to the case organisations, and this is particularly so for the social

enterprise sector in general. It appears to be a very tight-knit sector where relationships are very key. However, it could equally be argued that relationships are important in any aspect of business, especially if we draw upon a relationship marketing perspective.

This is also where elements of dynamic capabilities enter the discussion in that relationships were quite often seen as integral for the sensing aspects of dynamic capabilities.

"So on social media ,the DELETED so they do a lot of lovely DELETED. And we love what they do, and I guess both them and the DELETED have inspired us to try this DELETED." Respondent 12

"Oh well, we actually work, for example the other day I was contacted by a friend, a guy I met 7 years ago in a conference in Italy and he said I saw on linked in what your doing social enterprise whatever, I'm actually doing something with television which is the biggest DELETED TV program in well in America. In the States, in the States there is a big community. "We are doing a start up competition for entrepreneurs, are you interested in being part of?" Respondent 2

"I think within the social enterprise sector it's a very niche, area and I guess its easy to think, to get in touch with people." Respondent 9

"You could think of our identity a the relationship nexus that we form. People like the DELETED, people like the DELTED. Companies that we are talking to about DELETED. So you can think of the identity as being a part of this nexus of relationships and that's changing" Respondent 13

There were also numerous instances of this importance of relationships seen during the observation sessions. As such, these relationships seemed to be key not only to identity, but especially in regards to sensing out new opportunities to develop, although we shall cover that in later sections. Internal relationships could then be seen to be an important part of later stages of dynamic capabilities such as reconfiguring. However, from an external perspective they were very much seen to be benefiting the sensing stage. With regards to disorientation, using these relationships could be seen to help provide inspiration for trying aspects that may take the organisations out of their comfort zones. Seeing other organisations that they trust, try something, could act as a useful piece of motivation. It was also of note that some of these relationships may be strong and weak, or may lay dormant for a while. For example:

"The ummmm, almost the unobserved, the connection of the unobserved is important in your cognitive behaviour for example. So there. I've got a colleague in DELETED in AR and VR , he knows about DELETED. One day I might say to him, fancy coming in with us to create a product. A gamified product, all of a sudden that weak tie becomes of critical importance." Respondent 13

However this does reinforce the importance of relationships in pursuing certain opportunities. It is also worth noting here the idea of relational capabilities from the dynamic capabilities literature. This aspect of dynamic capabilities is less explored than the three main areas of sensing, seizing and reconfiguring. From observational sessions it was clear that having these relationships enabled some of the organisations to act very quickly to opportunities and ideas, and in fact the relationships made certain ideas happen. Another important point here could also be not just ability to form relationships but the skill to know what relationships to avoid. This was only briefly touched on in one of the case organisations , but having this sifting process was also present in their approach to relationships. The importance of relationships may be heightened in social enterprise as the general feeling amongst respondents is that the various social enterprises were not in competition with each other as each was trying to fight their own particular cause. This may have helped create a stronger foundation upon which to build relationships.

This relationship does have elements of the external environment about it, this leads neatly onto the next major theme, the external environment.

4.5.2 The Importance of External Environment

Table 4.11: Overall theme 'external environment' and its sub themes

Overall theme	Sub theme
Importance of External Environment	• Responding to the environment- • Organisational structure • Confusion is a daily thing • Relational capabilities • Identity is linked to environment • The unexpected? • Danger of following trends

The next theme in accordance to the conceptual framework is the Environmental (external). This is not surprising development in itself considering dynamic capabilities' heavy involvement of the external environment. However, it does help to offer a perspective into what might cause, or influence, disorientation. In regards to the outside environment it is most integrally a part of the sensing and seizing elements of dynamic capabilities. I.e. something is sensed in the external environment or something is seized from the environment. As such the more predominant place to start is with the sub theme of responding to the environment. However again, relational is related to this as well i.e. a relationship is formed with some part of the external environment. The sub themes for this overall theme will now be discussed, along with extracts, however the focus on organisational structure was largely pertaining to how the people inside the organisation help the relationships form, as such these points largely fall under the previous discussion on the importance of people and culture. So to avoid repetitions this has been omitted from this section.

4.5.2.1 Responding to the environment

Most naturally this is where the sensing material was more evident, however we shall begin looking at that when exploring that theme in particular, as part of its larger theme of 'Action of Identity'. This is because the response is largely an action of the company in response to what is going on in the environment.

"I think it the inevitable credit crunch, global recession took hold, people started thinking differently about their lives." Respondent 6

"And I think climate change played a big part in that too. And I think what that's brought about is the rise of social responsibility within business." Respondent 6

"So pressure, pressure from external. By this time its scaling up on the level of projects. Yeah, but, yeah I don't think its that negative I think it was a positive because that was a learning thing." Respondent 2

"So, social enterprise is, it's expanding its growing. There are lots of quite a few brands that are within social enterprise sector, space, that it would be nice to be part of that sort of push to take , to take it into acceptance as a legitimate, sorry not legitimate, take it into the publics as legitimate as , let's say fair trade. And I see a responsibility of our organisation to do that." Respondent 8

This was also seen in observation sessions where organisations were responding to aspects seen in the external environment, this was through developing products or ways of communicating that was instigated by the external environment. This was also seen in regards to what the competition were doing. This naturally shows how events outside of the organisation can effect it, i.e. giving it something to respond to. In terms of the larger actions going on in the world. The environment was also seen to present opportunities. This could also be seen as responding to trends and other developments such as technology, in particular for websites. But in general the social enterprise sector in itself can be seen as a response to external environment issues. This is in in the sense that they are set up to help fight a social cause, i.e. something in the environment. So usually from the beginning there is this idea of adapting and responding to external organisations. As such the environment holds the potential to be an instigator of disorientation. One such instigator could be the needs of the customers, or the market:

"When I started which was late summer there was a huge emphasis on DELETED and that's now changed. And that's changed because a lot of not difficult, but really quite testing conversations, rich conversations about the relationship between DELETED and DELETED, its appeal to market, commerciality things like that." Participant 13

This mention of the market again highlights that the customers organisations are trying to appeal to can have an important role to play on the organisation. In this instance when an organisation first starts there could be a tension, and thus disorientation around what it should be. Especially as it tries to form what it should be in conjunction with what consumers need it to be.

4.5.2.2 Confusion is a daily thing

An interesting finding that came from the study was that confusion or disorientation was seen as an almost daily thing and not as previously thought something that could be fleeting in its appearance.

"Unfortunately time and relevance are in constant flux and woe betide anyone who thinks they've cracked it, or thinks they have a model that is perfect." Respondent 6

"Is one thing I could say is I think there was a lot of inconsistency in the staff, in the business. and I was thinking of course there is gonna be inconsistencies." Respondent 7

"There's the aspect of us being volunteer run, and very community here. Then the aspect of the charity and its quite hard to wrangle them all" Respondent 12

"The interesting observation there is that companies should be predicting. They should take the scenario approach. What she says is one should be…INAUDIBLE but also be aware how. That's all very well but what INUADIBLE does do is link it with the extent to which we can predict what is ahead. Now obviously in some circumstance we will be looking at a great fog of uncertainty and little points of predictability. And in another situation you might have a predominance of predictability but you are left with some inherent uncertainties." Respondent 13

Whilst this was not a large theme across all of the cases, this was an interesting finding that appeared as it showed that organisations were dealing with a complex world, that was naturally unpredictable. And due to identity being attached to the environment in some respect this had consequences for the identity.

"Oh constantly. Its going back to this issue of paying respect to dialect. Yeah all the time. I'm very conscious of the fact the identity is growing it doesn't worry me that it isn't fixed. Because the only time the identity is fixed is when you write on your gravestone. It's pretty fixed then." Respondent 13

So this helps lay the context within which our discussion begins. It also highlighted identity as being something very complex and unruly, which is something the respondents did largely agree on.

"Yeah its hard, its this unruly beast." Respondent 12

"We actually say, jokingly, joking, that I wear so many hats so that I need to actually get these hats made, so I can recognise which identity I have at that time." Respondent 8

"I don't know if they can [control identity] really but….There's a a word called. Have you heard of something called flexicurity?" Respondent 16

This sets up viewing the manner in which identity disorientation could be approached, as if it is something that is present a lot of the time then this means that certain instances may not simply create disorientation but actually heighten it. This is especially so as there is some element of natural (not inherently positive or negative) disorientation that exists around identity, it is just a case of managing this as best as possible. The reference to the many hats idea, which came up across the cases also hints at the idea of managing multiple social identities that an organisation will have.

4.5.2.3 Relational Capabilities

As a relatively new addition to the dynamic capabilities literature this is interesting to see. As mentioned previously this is especially so for this sector, so it was something that came up within the data collection and analysis. The relationships, and thus the ability to form and manage these relationships seemed to aid the discovering of opportunities and aiding an overall learning process.

"Let's do something about that. Now a lot of people are contacting us for new projects. It's interesting because before for example we were desperate to find people to work with us, and now we have to say no." Respondent 2

"Absolutely. We are quite connected into the wider DELETED landscape in DELETED." Respondent 12

"Before it was looking, attending events. Networking. Now it's just, we're still doing that. The key is the networking and connection. So for example, DELETED can put us in touch with oh I know someone who is doing great work." Respondent 2

"Having these sort of relations is important, and is, is, you learnt a lot from others. As well as they learn from us." Respondent 9

Building up these relationships seems very important for the cases, and also what is seens here is the beginning of the themes of learning, which will be picked up later. But this importance of the relationships, and ultimately the capability to forge and keep these relationships is important. It is also useful for working on specific projects or achieving social aims. In this sense we see how relational capabilities does help underpin the dynamic capabilities, like the literature suggests. This is particularly so for the sensing aspects.

"But luckily we have a good network of people to reach out, and even colleagues and stuff like that where we can say we are looking for DELETED if people have any people." Respondent 1

"And also, because like in our marketing strategy we started conversations with these DELETED countries we didn't before. So we have opportunities to start new conversations with different people and therefore enhance our global community." respondent 9

"So just rehearsing that for you. DELETED says, oh we have we've found a DELTED DELETED. Oh cool. That's interesting. We could put on DELETED that wouldn't much effort. " Respondent 13

Having these connections can be very helpful therefore to make responding to the environment more seamless. This is something that has been said of the relational capabilities in the literature, in that they have an impact on all of the other capabilities. This can be seen from the data collected here as sensing was shown to be impacted by this, which could in turn affect the seizing process. As for the reconfiguring aspect, this would be impacted by the internal relationships that organisations have.

The relationships themselves were also shown at times to be important in terms of the change of identity.

"But DELETED is very linked in with the council in a social development, and social quality. DELETED is in those kind of discussions as well. So maybe that's a change, maybe more, maybe becoming more active in the community. They might be a bit more of that sort of work and thinking coming here." Respondent 4

"You could think of our identity a the relationship nexus that we form. People like the DELETED, people like the DELETED. Companies that we are talking to about DELETED. So you can think of the identity as being a part of this nexus of relationships and that's changing." Respondent 13

As identity can be seen as something that is relational and linked to the environment this is not overly surprising that the two would be linked in this manner. This linking with identity change therefore highlights potential links with the reconfiguring stage.

What is of interest in this section is that there did not seem to be any disorientation process within the relationship building. This is not to say that it may not be present here, but just that it did not come up in the respondent interviews or other data collection. There were however the natural moments of uncertainty that arrived when forming new relationships, so this could form some aspects of disorientation.

"Obviously the biggest challenge, we didn't know how it would be with the partner. We found them on the internet. It was a risk, you get the funding. You show results, and you get the funding. We didn't know how it was going to be and we took the risk, oh well, we may end up doing everything ourselves. But that's the risk we get." Respondent 2

However, aside from these initial moments of disorientation, it may need to have more orientation and at a quicker rate than the other capabilities in order to help build a solid relationship between the relevant parties. This may be because any relationships that have a lot of disorientation associated with them may be ended swiftly.

4.5.2.4 Identity is linked to environment

The environment is an important part of the identity of organisations. Not only can the organisations physical identity draw heavily from it, but it can also inspire them in

terms of the relationships that they can build. This can therefore give more opportunities to sense, seize and reconfigure part of their identity. The fact that identity can draw so much from the environment around it is a key part of what may inspire disorientation within an organisation.

"DELETED is great. It's a melting pot of madness, loads of big characters, loads of vibrancy, big bits of culture. A rapidly changing social scene, and economic scene, and property scene. is kind of being moved around at a rate of knots. It's got a lot of charm to it. Or go down the DELETED or things like that. Its quite hustle and bustle. I think our identity reflects that, I think its quite gritty, its quite, you know, its quite boldy and bashy like DELETED is." Respondent 16

This idea was also shown in the notion of the community and the audience of the organisations

"DELETED is a projection of our global community. We are not telling our story we are telling the story of others. I think the identity is pretty much what others are doing for their own communities and so on." Respondent 2

"And we are volunteer run, so we are very much a community venue as well." Respondent 12

"We are very well known in DELETED, so I guess that, obviously shapes people's perception and our own identity" Respondent 1

This notion of the community being part of the organisation or a driving part of it may be a particular drive in the social enterprise sector, as this may be a bit more of a concern. However, this use of the word community may also be inspired by the trend around data collection time of brands forming a community amongst their audience. However, the argument against this approach would be that this form of following the community trend did not seem to be part of these organisations in the interviews, nor was it seen in the observations.

This area also looked at how the identity of organisations came from the audience that the organisations had, but also the opportunities that arise (an interesting development that leads into the seizing nature of dynamic capabilities).

"Because of, yeah. Yeah. You change your identity based on the opportunities that you have as well. So yeah what the opportunities are. And I guess this is for the example, the identity we see, with, I always say for example the DELETED identity is changing because we think the opportunities are now in DELETED." Respondent 2

"We as an agent we changed based on our experience and the perception of other things that we have seen, hence based upon our context we need to transform ourselves, because the platform by itself it was difficult to sustain, and to achieve the objective and to sustain it in a financial way." Respondent 9

This is interesting as the statement regarding opportunities and identity does link the dynamic capabilities literature (sensing and opportunity) and its impact on identity. This was also shown across the other cases in various forms, especially in regards to the audience. Which shows how market orientation could impact on identity building

"We kind of figured, everyone lives so close we may as well do DELETED, because the big, the problem selling DELETED for DELETED, generally for DELETED is people have to get the bus or train back afterwards" Respondent 12

"You need to adapt as a business to customer demands. Ummm. So we have to adapt as another business does to any other demands. Now those customers can be purchases of DELETED or purchases of DELETED DELETED. So, faster your, fast as your customers demand changes, faster you have to adapt." Respondent 12

"Well I think also in terms of adapting to the market. yOU KNOW Because at one point when we first started we were very hot on the academics, we tried to target the academics thinking they would be very interested in learning the DELETED. There are some academic for sure, but that's not gonna get us a lot of money and that's not really going to be, we're not gong to be sustainable if we're selling to a few academics. We need a bigger market, because at the end of the day we need to be scalable company." Respondent 7

"When I started which was late summer there was a huge emphasis on DELETED and that's now changed. And that's changed because a lot of not difficult, but really quite testing conversations, rich conversations about the relationship between DELETED and DELETED, its appeal to market, commerciality things like that." Participant 13

This begins to show how identity can in fact be formed by market forces. It may also begin to show how the various orientations work together. In this instance this hints at how market orientation will have some crossover with identity orientations. However, again this is something that requires further research. This also links back to the basics of marketing in this respect, and that ultimately without the audience the organisation may fail. As such this ties in with the argument that actually identity is very much linked to the external environment, and is also relational.

4.5.2.5 Unexpected meetings

An interesting approach for this is that unexpected meetings could highlight the benefit of trying new things, and maybe going through a period of confusion that may lead to unexpected things happens. Whilst this is a very small point this does begin to highlight the benefits of trying new things, i.e. unexpected, important meetings can happen which can lead to more opportunities etc.

"Because we had a woman who did a bit of consultancy work for us, just for free, pro bono. She said DELEETD you really need to get into some publication, like DELETED, you know to raise brand awareness. Oh okay, that I I hadn't really thought about it." Respondent 7

This was also seen in the observation sessions across the cases, whereby chance meetings led to interesting developments for the organisations and more opportunities. Unexpected meetings could also be an indicator of ideas such as the unintended consequences concept that arises from complexity theory. It does also show how opportunities could arise without being actively sought. The unexpected meetings could also help generate the weak ties that an earlier respondent spoke about.

4.5.2.6 Danger of following trends

There is a danger of following the trends though and this came up from one respondent.

"But I guess we are not too obsessed with it and I guess it's easy to get sucked into trends and different things like that. As much as we do, we don't get obsessive around it because we don't want to look lie everyone else or replicate it." Respondent 1

This is an important aspect to think of as like the respondent says, being too much like everyone else will mean you will blend in. This is important from an identity perspective as being distinctive and different can have benefits. This is perhaps the delicate balance of when to seize things, and also shows that there must be some

selection process taking place for organisations. This leads onto the next part of the process where we look at the Motivation to get out of comfort zone.

4.5.3 Action of Identity

Table 4.12 Motivation to Get out of Comfort Zone (merged into Action on conceptual framework

<u>Overall theme</u>	<u>Sub theme</u>
Motivation to get out of comfort zone (merged in final framework, but kept separate here to allow for more focused discussion)	• Why out of comfort zone- • The unexpected • Causes of disorientation • Anti-disorientation

<u>4.5.3.1 Why out of comfort zone?/causes of disorientation</u>

This theme explored how the organisations got out of their comfort zone, or entered a period of disorientation. This is an interesting theme to know as it can give insight into what causes entering the period of disorientation. For some it was a need to change something within the organisation, and a need to change the identity on some level.

"Yeah, we'll see. Fingers crossed. Ummmm I mean I guess in a way it's a risk, it may well fail quite publicly, but we kind of see it, we've reached out for loads of people to support us anyway. So there is still a marketing value even if it does work." Respondent 12

"Oh I guess the DELETE is pretty far out of comfort zone. We nearly did one a year ago and…. we looked into it and I just chickened out. its so much work and its not the kind of thing you can do in half arsed way. You have to do it, you have to make all the money, you have a great video and everything has to look good. We started looking into it a year ago, that was to get our DELETED DELETED and we just thought, we cant deliver this, and its too much, its scary and just the learning….i just don't know." Respondent 12

Or again even to achieve something in regards to an identity change was needed to get out of the comfort zone

"You talk about comfort zone earlier, they were not, are not people we would generally come across in our day to day lives. Very DELETED DELETED DELTED stuff, do stuff for DELETED.They live in different circles. They work in different circles." Respondent 8

This particularly instance became very successful for this organisation, as from document analysis and observation this proved to be something that very much brought them a lot of success. Therefore, trying something new for an identity change very much worked in their favour. And again, the results show echoes of the fast changing world and external environment that organisations find themselves part of.

"Yeah it's about being brave in your decision making in some respects. Recognising that things are changing, things are changing quickly and you need to change with it. "Respondent 8

Here the need to adapt is highlighted once again, which in terms shows that dynamic capabilities is an important aspect of organisations. And if disorientation can help them in this respect, being more comfortable with it could in fact lead to quicker reaction times amongst organisations.

However, not all of the reasons were external in being a cause for getting out of the comfort zone. One respondent spoke about the communication being not as consistent as it could have.

'We look at the website as well, the clear messages just aren't extremely clear." Respondent 5

This could fall in line with the views on incongruence put forward by Flint et al (2018) and in this instance poor communications are an outcome of the disorientation that may be there. This could be a skills shortage or resources shortage and was something that was encountered across numerous cases.

"It was basically out of date. Ummm. So I its, you'd be well aware, the functionality of a transactional website has changed very very rapidly over the last DELETED years. What we had originally that was designed, pro bono, a lot of people have donated their time for the DELETED. So the original website was someone who was really happy to give his time and be involved. It was a gift at the time. And then after about DELTED years, it was obvious that we needed to rethink it fundamentally. So yeah that was, sort of a chance to come up with something were commissioning and developed more interactively" Respondent 3

This is another example where the physical presentation of the identity was not what they would like it to have been and so was being changed. This use of visual identity receiving the focus is interesting, as this could possibly be seen as one of the quickest things to change. I.e. it is quicker to change website text and design as opposed to changing the culture of an organisation.

4.5.4 Action of Identity

This large theme covers many subthemes and is where we see the organisation begin to respond. It is here that we see the main dynamic capabilities themes of sensing, seizing and reconfiguring. Each of these has their own sub themes and these will be explored as well.

Table 4.13 : Action of Identity theme and sub themes

Overall Theme	Sub themes
Action of Identity	- Actively trying something new- - The unexpected - Process of getting out of comfort zone- - Ending uncertainty/disorientation - How long disorientation lasts - Sensing - Seizing - Reconfiguring - Anti-disorientation

However, upon reflection and looking at the data, these elements can be merged into the themes around sensing seizing and reconfiguring as these all fall into part of the action of the identity. This was especially so to simplify the eventual conceptual model. Process of getting out of comfort zone was ultimately merged amongst all of the stages as this sensing, seizing and reconfiguring was part of the process.

Table 4.14: Action of Identity theme and sub themes (with codes/quotes redistributed under DC themes)

Overall Theme	Sub themes
Action of Identity	• Sensing (inc. actively trying something new/unexpected) • Seizing (inc. actively trying something new) • Reconfiguring (inc. ending uncertainty/how long disorientation lasts)

4.5.4.1 Actively trying something new

This theme was distributed amongst the other sub themes in this section however it has been highlighted here individually as it contained some useful information in its own right. This was a very large them in itself that comprised of many nodes. This is not surprising as this was the main crux of the research project was exploring how this process is carried out. As such, many aspects here could fit within multiple codes, which is something that is accepted in qualitative research. This theme however does begin to look at interesting aspects that can be transposed onto the seizing and reconfiguring elements. The reason for the high number of codes at this stage is that these initial codes were made when becoming familiar with the data. These could then

be seen as being part of seizing sensing and reconfiguring as well as nodes within their own right.

One aspect that came up was the idea of trial and error and how the organisations were ultimately trying to become more comfortable with this idea. They also saw the benefits that could come from this approach. Having this active approach is very much being part of the corporate identity and culture, in that there is a desire to go with the flow and try new things out. As such, this idea could very much fit with earlier themes when we discussed the internal culture.

"One I remember really well. When we did pitch for as space in the DELETED, that was in the very early stage. We didn't know what we wanted to be or how we wanted to be anyway. So DELETED went for the pitch and they recorded and everything. And then, the guys were like okay but we are not clear what you guys are doing. It's very broad. I know. We actually agree, he's right. So one of the , obviously we didn't get the space. Its so broad we need to be more clear, and perhaps just focus on one thing." Respondent 2

"The beginning was a bit like, yeah, lets see what we do, how it goes. I also think it was a lack of structure somehow, because we were learning from the process. But I wouldn't change, I think this was necessary to go through that process. To learn. I guess if I have things to learn from this experience, will be one networking and two ummmmm more focus." Respondent 2

"Yes, instinctively I would do that. I think its part of the design process. It's to test hypothesis. I'm very keen on the declaration of assumptions. Because if you ask someone the questions, innocent, neutrally, can we just examine the assumptions that we are making here? You can watch their eyes, people can get very threatened. That's when you know you are onto something." Respondent 13

"It's a process. As an engineer you cant design it. There is a well known dictum in engineering. An engineer who never made a mistake, never made anything. It's almost an oversimplification of Darwin theory of selection." Respondent 13

The final quote here that shows the links with Darwin's theories, also provides inspiration for a decision to use concepts from biology to explain change later on in the analysis. In these quotes we also see how going through a period of confusion, and especially during the early stages was ultimately beneficial and formed part of the learning experience for the organisation and generation of new products and ideas, most

notably in the statement of the engineers dictum. This was later a part of the overall themes.

4.5.4.2 Action of Identity: Sensing

As discussed earlier sensing was then made up of its sub themes. These will be covered in particular as they are useful for gaining an understanding of the constructs that were key to answering the research question.

Table 4.15 Sensing theme and sub theme

DC area (a priori code)	Sub theme
Sensing	External (sub theme of social media)
	Internal
	Passive
	Active
	Selection
	Early in timeline sensing

Sensing had been split into internal and external sensing, and then passive and active sensing. Further to this was then the decision to move forward to seizing with a 'selection' of whatever was sensed. We shall now go through each of these in order. We also end this section with a look at some particularly identity related sensing points.

4.5.4.2.1 External

Firstly looking at external sensing this was perhaps the most evident of the types, which largely fits with the literature, as this was the most predominant form in research conducted so far.

"Okay, the idea came from, it came out of one of our visits to one of grassroots organisation in DELETED in one of the slums, so we visit the project there which is supporting young kids from the slum to train them to become social entrepreneurs." Respondent 2

"But definitely you need to be aware of what's going on outside. I mean we've seen the theoretical framework of agent and structure, and I think one depends not on the other. So I think we are aware of how the external elements are enable and disenabling what we are looking for." Respondent 9

"We, monitor media. We talk to suppliers. Ummm we spend a lot of time in shops looking at DELETED. We stay close to government, we talk to department of work and pensions quite a lot." Respondent 8

This shows how important it is to keep track of the external environment as it can present opportunities for the organisation to respond to, and thus provide instigation for going through a period of disorientation. And shows how they are sensing for opportunities in their environment. As can also be seen, particularly in the last quote, the importance of relationships is again further stressed here. Further to this, there were incidents where organisations were sensing for particular capabilities.

"So applying that to DELETED. I'll often have a conversation which says right what sort of people do we need to be the vectors for bring capability into the organisation. And sometimes we're looking for capabilities that are static. We need a Wordpress expert, we need them for this activity. We like people like DELETED, who are able to think flexibly and we cant do with people like DELETED who can't. What is this person able to carry in as a body of knowledge? And the other is how does their behaviour create knowledge in respond to the internal flexibility requirements?" Respondent 13

In this sense, the organisation actively knew how it wanted to grow and develop the identity and was looking for the needed capabilities for that. Interestingly, within this theme there was a subtheme of using social media to do so:

"I'm always encouraging DELETED to look at other DELETED social media presence, not necessarily to share or retweet their stuff but just to kind of have a sense of what everyone is talking about" Respondent 12

"I think social media plays an important role in it. Especially positing opportunities and so forth. We work actively in social media. We do, twitter, instagram, facebook linkedin, we do youtube channel. We have our own youtube channel. And website. So sometime opportunities come." Respondent 9

"And we have, we have pretty much full time social media management to look at stuff. Looking at customer trends." Respondent 8

"A lot of it is just being on social media, knowing its hashtag charity Tuesday on Tuesday or motivation Monday" or whatever. Respondent 17

"Social media also works. I think in that respect I think we wee doing well. In fact being aware of it gave us advantages, because it helped us to survive you know." Respondent 9

This does make sense as social media offers an excellent opportunity for social listening and for following trends. This may also be particularly so amongst small organisations, who may not have access to more expensive and extensive tracking resources.

"For the amount of money we invested in relation to the amount of things we delivered, I think its outstanding. If you think about it, we created a course, we produced DELETED SECTION THAT LISTS LONG LIST OF PRODUCTS, I think this success is pretty much linked to the awareness of what is going on outside." Respondent 9

"We could for example and think about the mentors, or the learning, who may have a view on what we could be doing. But I mean time is short." Respondent 13

This is interesting also as the size of the organisation or number of resources shows how the corporate identity may have restrictive elements. As such the organisations have to find ways to work within their confines, or find ways to break down their confines. Within the observations, a lot of this social media sensing was seen taking place as various links and ideas were found through social media and shared by members of staff, and often in an ad hoc basis. This was also seen to be very much based on the abilities of the individual members of staff as well, particularly for one organisation.

"That's a good questions. I don't really know. I think we do it by relying of the insight and cognitive capabilities of the people in DELETED" Respondent 13

This idea of not knowing, also links in with the organic approaches discussed earlier as respondents would say these things just naturally happen, and across the cases they were often describing processes as organic.

Interestingly this idea of sensing being at the individual level was also seen amongst other cases. Here there were instances of personal sensing going on, so not necessarily linked to corporate goals or orders.

"I like things like Pinterest and blogs, I really like Instagram actually like if your following lots of DELETED people, you get loads of DELETED work through there. I don't. I'm not very good at saving off inspiration, but I just kind of look at it and think ahh that's really good and then I have that thing in the future where I will be like, I remember seeing that thing." Respondent 10

"So now I'm gonna focus on Google tools, but at the same time email marketing I have always been interested in it. I do it Mail Chimp has sent the newsletter or litmus and the newsletter, or what else is there, mail campaign. So yeah I look around, would this be beneficial for us, would this work. Because there is different for regular communications a regular business would send out and that us we would send out" Respondent 14

This is particularly interesting as it shows members of staff acting on their own initiative. Whether this can be attributed to being part of the company culture or was behaviour that was evident prior is not known. However, another interesting area that this brings up is the combination of personal, random sensing and sensing that is shown to be ordered by the company. This also shows again, how exploring the link between the personal becoming corporate could be useful for future research However this does link with the later sub theme of active and passive sensing. The next aspect of sensing that shall be discussed is internal sensing.

4.5.4.2.2 Internal sensing

The other side of sensing is sensing the internal environment for opportunities. This was less prevalent as the external one. This came up in observations where opportunities were sensed in the members of staff and then acted upon. This was seen numerous times in the observation sessions. In the interviews this occurred less, and mostly came from one respondent.

"I think its just through natural inquisitiveness, you'll see someone. Or for example DELETED did these really nice paper cut out illustrations on the computer. So you kind of see their work and see what their doing, and go that's pretty cool and I wonder, quite often you share files and you can go in a dissect what's been happening there. And see that's that technique they use, that's a way of doing it." Respondent 16

This area of sensing has been less covered, but it is taking place. One interesting repercussion this could have in regards to disorientation is exploring if internally sensed opportunities create more or less disorientation. There was potentially the presence of internal sensing because the organisations were often lacking resources, they had to look to use what they had to the best of their abilities. This could in turn cause personal disorientation. What could cause more internal sensing is if they organisation needed to be scanning its internal environment for opportunities to capitalise on is the fact that again their corporate identity may be restricting on some level, in which case they need to find things they currently have.

Next to be discussed is the notion that came up of active and passive sensing. This looked at where organisations where actively scanning the environment for opportunities or opportunities passively came to the attention of the organisations. However, it must be said that an organisation could make use of both of these approaches and they are not mutually exclusive. And it could be argued that an organisation on some level is never not sensing the environment in some respect. As such, the categories of active and passive sensing emerged.

4.5.4.2.3 Active sensing

This sub-theme dealt with when organisations were very active with the sensing approaches. This is where they specifically take actions to sense the world around them, rather than them organically (or passively) sensing.

"Opportunities, so like with DELETED for example we contacted them and we sort of said we've got this story are you interested and they said yes we're interested." Respondent 7

"Or we present at an event and someone is interest for funding, or for social enterprise for example, most of the time, we go to events and present and they say 'we're interested'. Can you do something for us, and whatever. Its attending events, conferences." Respondent 2

Also revisiting the earlier idea of actively sensing for particular capabilities.

"So applying that to DELETED. I'll often have a conversation which says right what sort of people do we need to be the vectors for bring capability into the organisation. And sometimes we're looking for capabilities that are static. We need a wordpress expert, we need them for this activity. We like people like DELETED, who are able to think flexibly and we cant do with people like DELETED who can't. What is this person able to carry in as a body of knowledge? And the other is how does their behaviour create knowledge in respond to the internal flexibility requirements?" Respondent 13

This active sensing was very much about the organisations putting themselves in situations where they can find new opportunities, and are possibly out of their comfort zone. Although in the example of the 'wordpress' seeking, this could be an example of corporate identity orientation whereby there is a focus on what they need to be. This active sensing may also come from external trends that are changing, and causing the organisations to be more active in their approach. Participants also noted the effect that this does have on identity

"I mean when we started it was kind of the boom, the social enterprise. There were, looking, organisations, people were actually working in it, finding opportunities. It was out there. But then. Ummm. I think we've realised opportunities shrinked, so we had to be more proactive and look for it. So I think that also linked with the identity process of changing. But definitely you need to be aware of what's going on outside." Respondent 6

This is a useful link of showing how identity is ultimately linked to the outside perspective and is to an extent governed by that. In this essence it shows how the external environment influences the identity, establishing that link further. What this also highlights again is looking at a possible relationship between other orientations such as market orientation and corporate identity orientation.

And looking at the examples from earlier regarding social media, for example:

"And we have, we have pretty much full time social media management to look at stuff. Looking at customer trends." Respondent 8

These show very active forms of sensing the environment, and that social media is essentially used as a sensing tool for the environment. This is in contrast to the predominant approach pushed by social media companies that suggests using the tools for reaching audiences or building communities. That is not to say though that the case organisations didn't do this, but that is not the focus of this study.

Where the companies were actively scanning the environment for opportunities to look for, or putting themselves out into the world physically to sense the environment. However sometimes, linking this to disorientation trying, or even looking into these new things can create feelings of disorientation

"Oh I guess the DELETED is pretty far out of comfort zone. We nearly did DELETED a year ago and…. we looked into it and I just chickened out. It's so much work and its not the kind of thing you can do in half arsed way…. We started looking into it a year ago, that was to get our DELETED and we just thought, we cant deliver this, and its too much, its scary and just the learning….i just don't know." Respondent 12

 This particular example did work out very well for the organisation when they finally pursued the opportunity, so show potential benefits. In this respect if these sensing activities were known to induce disorientation on some level this is something that is willingly being pursued by the organisation on some level. It could therefore be suggested as a future area for research that do the instances of active sensing cause more or less disorientation.

4.5.4.2.4 Passive Sensing

Passive sensing on the other hand was when the organisation almost let opportunities come to them or happen to them, and this has echoes of the earlier theme of confusion

being a day to day thing. This passive approach makes sense in some respect as an organisation cannot actively sense every opportunity available, there will have to be some trade off/balance. This does also bring to light unpredictability of the external and internal environments. For example, events such as the financial crash may not have been actively sensed by organisation, or a surprise move by a competitor may not have been predicted, or even noticed until it had happened. One word that was mentioned often within respondents was the idea of this sensing process happened organically

"I think it the inevitable credit crunch, global recession took hold, people started thinking differently about their lives." Respondent 6

"I probably should do more of that. Simply. I would say yes, but in an organic rather than a focussed way." Respondent 3

"You hear of the world, you see what other people are doing and you go, Oh I can do a bit of that. That seems like a good idea. But I could be more proactive about it." Respondent 3

"Sometimes we look for it, or search for it, or sometimes, they just come. But I think social media is a very important space for us to search for opportunities." Respondent 9

"Yeah, so sometimes it will be like you don't really realise it was an inspiration until something crops up until you think oh I saw this thing the other day actually that's really relevant to that, umm but yeah I think subconsciously you take on a lot of what you see." Respondent 10

"Whereas DELETED has developed over DELETED years, and the brand has developed somewhat accidently." Respondent 17

"Yeah I love people sending in ideas. It's nice when you can do them. But it's really nice to have the recommendations from people. Someone cares enough to email in and say I've heard about this film, are you guys getting it?" Respondent 12

It also seems that they are very aware at times that they should do more in this respect, however they are happy with the organic approach at times. This could be because it is easier or that they are happy with the accidental results that often come about from this. Again if we look at this from a disorientation perspective one such area could look at the idea of, are those who are more active or passive sensors more open/at risk to going through a state of identity disorientation? Narrowing down the approaches to dynamic capabilities in this respect could help provide more information on the constructs

involved. In this more passive sensing approach, the idea of disorientation is pushed upon the organisations, but they could quickly make sense of an opportunity and its relevance for them and their identity. For example a financial crash happening, or a new trend causing the organisation to revisit its business approach or communication strategy.

However, it is worth noting again that organisations seem to use a combination of these approaches, so it may not be a discussion of either/or which affects disorientation, but do particular tactics, when used, create more disorientation. This was seen in one extract.

"Oh yes. You can have very effective processes without formalising them. And I think that's what's happening here. I'm instinctively linking together the intellectual capital approach. Which distinguishes between the human capital, i.e. a vessel as you of capability. And the organisational structure capital" Respondent 13

 In the long run it may be that the more actively leaned sensors may be more adept at spotting opportunities or threats ahead of time. Interesting this participant also suggested that it was the whole process may be influenced because of their prior capabilities.

"What opportunities do we see out there because we have capabilities? And what opportunities present themselves because we have capabilities?" Respondent 13

This is very much something that came up in later themes on learning, and this also links dynamic capabilities to the growth of an identity, representing an almost symbiotic relationship. It is also something that links back to the earlier section on the importance of people, and the discussion on when do individual capabilities become corporate capabilities. Therefore if disorientation can aid with learning, this may help build up these capabilities and potentially attract future opportunities.

4.5.4.2.5 Selection

The next important part here is the idea of selection. Once something is sensed, at what point does it then move onto seizing? At the heart of this is a selection process, and in some respects begin to see where these ideas (sensing and seizing) crossover.

"I think that you know when you're working on something like this, you have to prioritise really well. There's always an opportunity to network, or attend events, conferences, you've just got to make sure that is actually going to be useful for you." Respondent 9

This shows where the organisation could become disorientated as deciding to pursue the wrong things could become negative for the organisation.

"So I think I reverse the question, the biggest danger, the question should be what projects won't you touch, and what projects won't you work on. And I think the answer to that lies within our won moral compass." Respondent 6

"So I think times like its kind of challenged us to really stick to our morals and actually yeah, stay true to ourselves I guess. Cos its definitely there, the times when it has been challenging I guess." Respondent 1

To use this 'moral compass' shows a distinct link with identity, especially the aspect of values etc. And this may especially be the case amongst particularly daring organisations who seek to try new things and push themselves. These organisations could be more comfortable with the periods of disorientation, as they are aware of the benefits that could come from it afterwards. And how these can be used to steer the organisation. In this respect as the values are quite set, this implies that a strong identity has created a level of corporate identity orientation to the organisation. And again this sense of identity that the organisations have, and perhaps a stronger sense of orientation helps with this sifting process.

"It's about finding the ones that are less clear, but still finding I relevant to our brand but attract people who may not know about us, but may not go on DELETED week but maybe they go on national burger day and we have a post of one of our staff who loves burgers. Maybe its those connections we have to make to get our brand out there further." Respondent 17

As such this shows about the stabilising effect a strong corporate identity orientation could have. And it could be argued that having got to that stage there must be a period of disorientation that has gone through in order to apply this identity orientation as a filter or guide to making sense of the world around them. As if this isn't applied, participants often spoke about pushing things to the edge and the risks of doing this. I.e. how far can they push the identity. What it does highlight though is that disorientation isn't completely positive, which was something that wasn't thought prior to the data collection. It shows that whilst there are benefits, its relationship with orientation may be more complex.

"Yeah. I guess you don't want to. Despite everything I've just said, you have your brand that you can push to a point, but you don't want to become so disconnected that it loses its core messaging or doesn't really work. But I think you can push a bit." Respondent 17

This again links to the fact that identity orientation and disorientation are a delicate balance. An interesting area that also came up briefly in this respect was the trends and ideas that they chose not pursue. This was especially so with one respondent.

"But I guess we are not too obsessed with it and I guess it's easy to get sucked into trends and different things like that. As much as we do, we don't get obsessive around it because we don't want to look lie everyone else or replicate it." Respondent 1

"We're not kind of regimented to kind of what we see what's the latest trends, we kind of stay open minded and as broad as possible." Respondent 1

This again shows interesting awareness of the identity, especially the relationship between these areas whilst still remaining distinct and different from the competition, an important part of corporate identity benefits. This does also show how making the wrong decisions could in fact begin to dilute an identity and head down into the negative aspects of corporate identity disorientation. Again, it is important to highlight that not every instance of disorientation would be a positive one. This notion of

following things was also spoken about by another respondent and how it wasted time when done wrong.

"I need to make sure I'm prioritising and focussing on the most important things. From that stupid, from that comment I made about lets put together a facebook competition for the amount of work it took to get those few customers and to offer those course for free. It wasn't worth it, it just wasn't worth it. And was another example of misplaced priorities." Respondent 7

This shows the dangers of being too fluid and trying too many different things can prove costly for a business. In this instance it both lost time and money, which when an organisation is small, this is extremely important. Again this highlights that the choice to seize an idea is an extremely important one.

Another aspect that came into this was the idea not to select due to the time being right. Again visiting the response from Respondent 12 that was covered earlier.

"We nearly did one a year ago and…. we looked into it and I just chickened out. It's so much work and its not the kind of thing you can do in half arsed way." Respondent 12

This is an important point and again shows that not only sensing what is the right thing to seize but also is it the right time to seize the opportunity. This is interesting from a context and time perspective on identity, again highlighting how identity is a relational construct. Linking this to disorientation it could represent the organisation looking at themselves and seeing if now is the right time to go through this process. Also what comes through here is the importance of the expression of the identity (which shall be covered in detail later), when it is discussed about being 'half arsed'. This begins to show that whilst some element of disorientation or confusion may be acceptable internally, if this were to have an effect on the communicated aspect of the identity, this may cause problems.

4.5.4.2.5 Early in Timeline sensing

In terms of when this sensing happens, and also importantly how it could be related to identity disorientation, this could potentially be happening in the early stages of the organisation. This is not to say that this process stops happening as the organisation matures but that particularly in regards to the environment and its place in it, sensing its surroundings and itself (i.e. external and internal) may in fact be an on-going thing. It is just highlighted at this early stage where the organisation may be trying to find its place in its environment.

"I feel it was a need. To generate. some income but also to make it a bit more interesting and it was learning process for us. Because obviously it was kind our little baby, our start up thing. We didn't know where we were going to go with this, it was just something that we felt was right to do, and we really enjoy." Respondent 2

And again in this above quote it is shown that generating income and surviving is an important part of forming the identity process. Further mentions of this early disorientation include

"We didn't know how to combine and how to, so it started more like yeah, I would say more like support initiative and then it developed through time to make it more sustainable so we thought about ways to generate income and stuff." Respondent 2

"Expectation change over time, what we have to deliver changes over time and 2018 onwards we really don't know, what were gonna, whether we're gonna be,ummmm well, we don't we're gonna deliver in terms of DELETED, or what people are gonna want." Respondent 8

"I think more so, not so much unsure, but when people keep saying to me when you're pitching your idea, get rid of the social stuff. You start to think is this really, because I'm only a human being and if people constantly keep saying the same thing, then maybe this is detrimental constantly keep mentioning the social mission when I first start the pitch." Respondent 7

"It took me a while to sure about these DELETED identities" Respondent 8

"But for me, from a DELETED angle, we need to refine what those beliefs are. DELETED …We need to identity the belief, we need to package the beliefs, then we need to communicate them." Respondent 5

"That's a very helpful question for me because I think we are in the process of developing the corporate identity. The reason that it isn't fixed is that it is an infant, and the second reason is we haven't thought it through properly yet. I think we thought it through to a very reasonable extent. I can comment on that, but bear in mind that it is a work in progress. The corporate identity of DELETED is schizophrenic." Respondent 13

These excerpts convey a sense of disorientation around the identity, and how this begins in the early stages and hopefully reduces with time. However, the key part here is highlighting that it reduces, and doesn't appear to vanish completely. In those early stages it is an important distinction to say that in those early stages it exists, and is part of the organisation finding itself and placing itself in the world around it. Then, over time this does appear to settle down. This may be particularly the case amongst start-ups. However, early in the process is a theme here in itself. This is in that identity disorientation happens at the beginning of an organisation's timeline, but also it is in the beginning of the dynamic capabilities process (i.e. sensing, seizing and reconfiguring). And as explored in earlier themes that it is never really fully gotten rid of, it is just heightened in certain situations.

4.5.4.2.6 Sensing and identity

Interestingly the identity of the organisations was found to be restricting at times, and this can be motivation in itself for trying to change to the environment and be more suited. In this sense it is interesting to approach identity as a result of constant sensing of the environment. I.e. what is our identity in relation to the world around us? At times this sensing left the organisations feeling restricted in some manner and as such ether had to instigate change or stick how they were.

"Yeah, I guess when we are selling corporate hires. I think there's this misconception that because you are this DELETED DELETED DELETED maybe things are gonna be a it crappy, or a bit shoestring or your facilities wont be that great" Respondent 12

"You know, we make lots of sales but they're it's not hitting DELETED DELETED consumers, and perhaps the brand is much more associated with in DELETED, so in terms of generating new sales, that brand is restrictive" Respondent 17

The organisations did see the benefit of change and that other organisations they had seen had fallen victim to this. This constant examining was seen as an important skill.

"You will come a cropper be you as big as Kodak, or be you I was gonna say perhaps as arrogant as VW. Umm , in both they came a cropper because of heir own virtue. Because they refused to either change or they refused to work with what they have, and convince everyone in the organisation about what they were doing was right." Respondent 11

"However in an organisation that is constantly and appropriately examining its identity its identity then it can get into stasis." Respondent 13

This is interesting as it shows the organisations were sensing their identity in regards to the environment, and seem to show the benefits of doing this approach. Further to this, they also found the organisational identity being restricting, as in the members of staff don't have the resources that they need.

"To go. And yeah, but, obviously. Obviously we move it for example one of the things we would do is to recruit a full time staff member for marketing, that would be one of the things yeah." Respondent 2

"So in terms of making the brand where we want to get to, could have done it if I had 100% of my time dedicated to it. I have all the backlog, of what we needed to have done. " Respondent 11

"But yeah sometimes you lack the man and woman power to deliver as much as other companies." Respondent 17

This was seen across most of the cases where they needed resources that they didn't currently have and were looking for staff or volunteers that could help bring these resources into the organisation. In this sense it could be seen that their 'actual' identity was restricting, if adopting a multiple identity perspective from the work of Balmer.

There were also instances where their social element was seen as a restrictive part of them.

"Yeah sure. So DELETED is full of investors and venture capitalists, you explain the idea to them and well its just never going to work. Its usually like at. Oh god i s social company, this is never going to be a business. Yeah constantly" Respondent 7

"So I think times like its kind of challenged us to really stick to our morals and actually yeah, stay true to ourselves I guess. Cos its definitely there, the times when it has been challenging I guess. Especially on the DELETED front. I think not too much on the DELETED DELETED side, I think sometimes we get distracted and we are reminded to get back on track. But I think from that side it's pretty much been the same, but on the client side." Respondent 1

"So, we asked for one day to go to DELTED and asked to take three other social enterprises with us and could you give us the best DELETED brains to answer some of our really hot topics. And we asked very simple question, how can we better position ourselves to corporates? And after much debate I'm proud to

say they said don't bother, you're wasting time and if we saw you in a five way tender we'd take you straight out because of your social enterprise kite mark. It as brutally honest and it was very painful to hear at the time, but their solution was to chase family businesses. They are the future for you. Because [inaudible] the family business structure, its very unlikely that the CEO will DELETED over his brothers kid, whose about to take over his job" Respondent 6

This was particularly interesting as acknowledging the restrictions of social enterprises, and yet were still continuing to be social enterprises. This also highlights that there is a strong focus and orientation on this aspect of the organisations, as would be expected. And as mentioned earlier when a 'moral compass' was mentioned, this could help provide the focus to these organisations. It also links back to earlier themes on the importance of people in the organisation. In this instance the example of family business showing how the actions of people can have a profound effect.

4.5.4.3 Seizing.

The next theme on identity action is that of seizing. This is where the organisation brings in the idea or resource that they have seized. Below are the themes that were collated under this heading.

Table 4.16: Seizing theme and sub themes

Overall theme	Sub theme
Seizing	Best practice Exaptation New resource (adaptation) Organic Speed of seizing Seizing disorientation

To help provide structure to this theme in this section the idea of exaptation and adaptation were used. This helps us separate the idea of using a new resource to deal with the environment from the idea of using a current resource in a different way. To help address this issue the ideas of adaptation and expectation were taken from the biology literature, and this decision was also inspired by a participant's comparison of this process to the work of Darwin.

"It's a process. As an DELETED you can't design it. There is a well-known dictum in engineering. An engineer who never made a mistake, never made anything. It's almost an oversimplification of Darwin theory of selection." Respondent 13

However this participant's view is more Lamarckian than Darwinian, however the comparison to this literature did provide inspiration. Exaptation has been used in previous explorations of organisations however it is not as popular as adaptation. However for the purposes of this study it provided a useful distinction in regards to how identities changed in line with their environment. Once again we also see the idea of formalised routines and best practice as well as an organic approach to seizing. This echoes the material that was explored in the sensing category and perhaps shows how an organisation could be consistent approach throughout this process. Further to this we look at the speed of seizing which is something that is integral to capitalising on opportunities. We shall see that some of the organisations pride themselves on their speed of reacting, this could be due to smaller team size and corporate culture. This section will begin by briefly looking at exaptation and then moving onto the other sub themes.

4.5.4.3.1 Exaptation

This theme deals with organisations using a resource that they already have but in a different scenario. For example from its biological routes feathers were originally developed for thermoregulation, but later aided flight. This was felt to be a useful perspective through which to look at organisation existing resources. In this sense, as the resource is already present, the element that is being seized would be an idea rather than a new resource. See below diagram for how this process would work:

Fig 4.18: A map for seizing and adaptation/exaptation
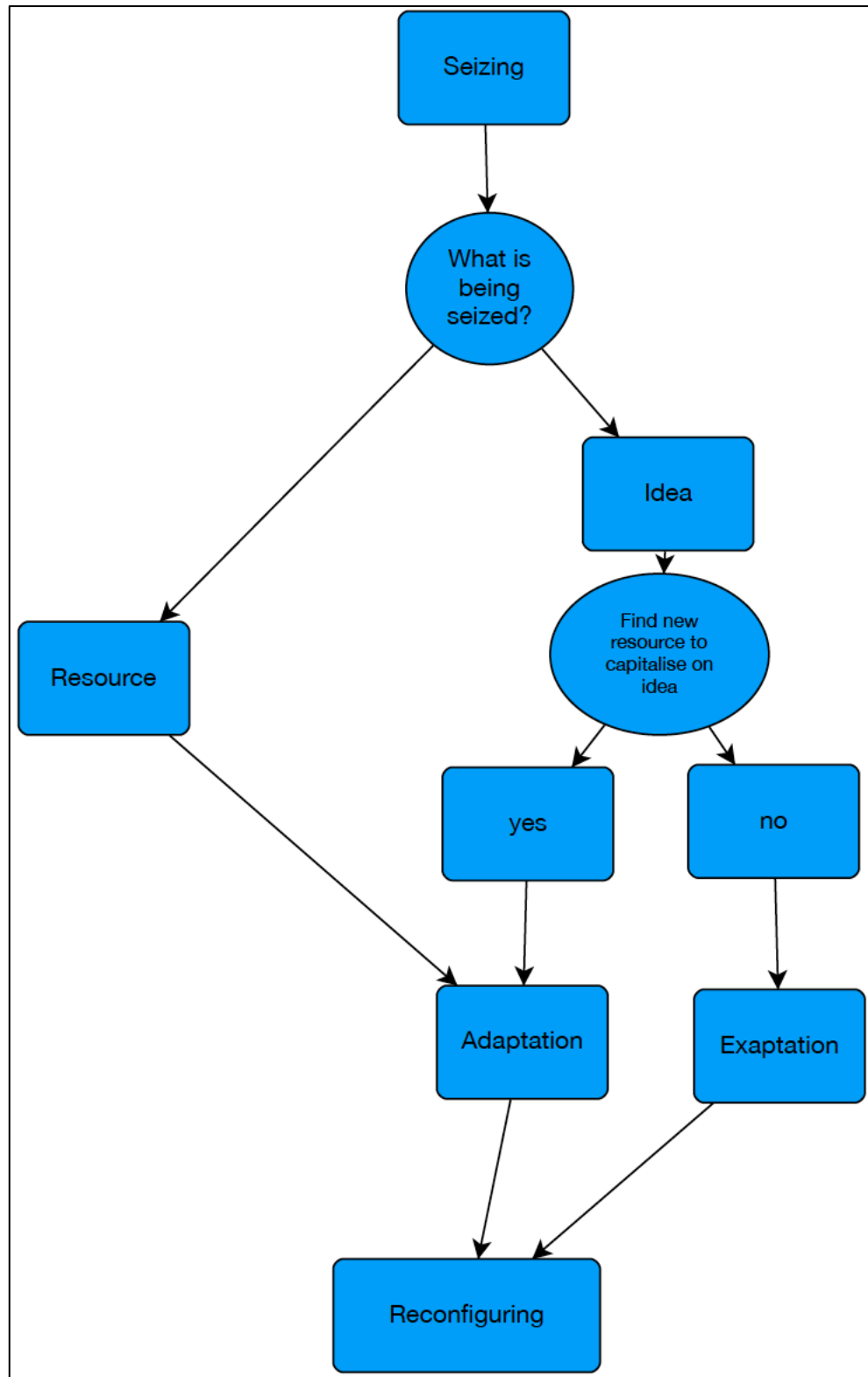
This approach to things was seen across a most of the cases, and predominantly through the observation sessions.

"But we can see if we can do something. And as we were doing DELETED DELETED and thought, ooo that could be a way" Respondent 2

This organisation found a way to use things they were already doing but repackage it in a different way, this ultimately led to a moment of growth and was very successful for them. However this was carried out in a manner that did cause some disorientation in the beginning.

Other examples of this came from observational sessions where organisations set up new uses of spaces that they already had that ultimately created new revenue streams and methods of raising awareness. In another case, this was often seen for members of staff and viewing them as resources. They would discover they had talents or skills that weren't being utilised and as such made better use of them to fulfil an environmental need. Depending on the organisational boundaries this could even involve using relationships in new ways. Other organisations also launched new versions of products that were almost rebranded versions of products that they had, so on some level this is an exaptation.

4.5.4.3.2 Adaptation

Adaptation is perhaps more well known as it has received more coverage in the literature as a concept. This is when an organisation makes use of a new resource to adapt to its environment.

"I would say a couple of, we've started having social media interns on the DELETED side, and they've brought in so, such a deep knowledge of social media and how that stuff works and we've been able to sue that for the DELETED as well. We've always had facebook and twitter, but there's just been a couple of interns that have just had a really impressive, deep understanding of all that stuff, and I think that's been really useful., in the way we can talk to people and react to things." Respondent 9

In fact this excerpt also shows how an adaptation (new resource) led to an exaptation (being used in another part of the business).

"So there was an open call from British council for an DELETED DELETED, between a UK institution and an DELETED institution. So I thought okay, well let's find an DELETED partner. So I googled it.I found a very interesting social innovation centre in DELETED DELETED." Respondent 2

"Yeah, sometimes, we have had some massive massive projects where we have had to definitely branch out and bring in a lot of people and DELETED like we've done." Respondent 1

"I think DELETED saw an opportunity and was really excited about it
…On another level I think DELETED also realised no-one was going to get DELETED SECTION, DELETED would like ideally to provide an DELETED to the DELETED so on another level she thought that this might provide a way of leapfrogging the income potential so, that was also attractive" Respondent 3

In the observation sessions there were instances of this seen across the cases, for example one organisation needed new resources to create a new offering and another needed new connections with service providers to improve their offering. This highlights also the role of the relationships that are needed here.

The organisations also seem to go through a period of disorientation as the new elements are brought in. However this was not explicitly covered in the interviews. However during observation settings it was seen as disorientation that was carried over from the sensing stages where the organisation sought to make sense of itself as it brought in the new resource. The aspect of reconfiguring brought in identity disorientation. The interesting question that could be raised here is which of these causes more disorientation, seizing a new resource or simply seizing upon a new idea?

4.5.4.3.3 Best practice

Similar to sensing there were examples of best practice and formal routines in terms of bringing things into the organisation as well as doing it in a more organic fashion. Again this is probably not a case of either/or but different approaches used at different times. Will first look at those examples of more formalised routines.

"I think we have so many young people coming in, that it keeps us on our toes. And it keeps us relevant and it keeps us open minded to how they work, where they are coming from, their background." Respondent 1

In this example the process of constantly hiring people in to do things, knows that this process needs to be in place. Another organisation through observation became better at organising meetings for people to share ideas. This then further led to a Slack channel being created that was specifically set up for sharing the ideas that people had found and promote discussion. This seemed to be entering into the discussion in order to get more order and to react more quickly to the opportunities and ideas that were around them. Other organisations formally organised events that helped them with seizing ideas and resources. This was interesting as there were more formal attempts for one case to start making the most of their relationships by formerly organising events. However, this then became a platform to organically seize various elements and advice.

Interestingly, the idea of best practice was in some respects linked to identity. For example:

"There is a style sheet of course. Yeah, I think, you can probably tell the two voices if you, yeah"
Respondent 3

"If we were to bring in someone else from outside. It would be like can you be a brand representative, they would find it quite tricky without those guidelines." Respondent 16

This is interesting as this form of best practice also implies some type of accepted control at the identity, within reason. This best practice may actually help as a filter and some boundaries to maintain some consistency. This across most of the cases this was seen in the observation sessions as they were seeking to create more standardised approaches to bringing ideas and inspiration into the organisation.

The organisations would adhere to some best practice routines or seek to see what best practice was in their industry. Whilst this is some form of controversy in the dynamic

capabilities literature the best practice is seen as something that organisations felt they should follow to succeed. However this was never followed absolutely, the impression was to follow what best practice was and then tweak to put their own spin on it and make it feel like the brand. Examples that came from observation were more those concerned with communication, such as what is best practice for tone of voice, or what is the best practice for a newsletter, or indeed best practice for using internal communication. This led the cases to adopt certain technologies of resources to adhere to this, for example the use of Slack channels for internal communications. But then naturally over time the organisations would find their own way of using this. In this respect they would sense best practice, seize the best practice and then adapt this over time.

There were also seen to be more formalised best practice for bringing the information in. Again, this was seen via the Slack channels created in the one example. Or indeed, regular meetings to share ideas

"Yeah we have it every Monday, and generally whenever we are talking through a project we will quickly grab five minutes and have a chat through, but we know what everyone else is working on so that's good. But it means if you have a certain idea for a project, you can fit in" Respondent 10

This again shows how, a completely organic process may not work and that some formalised best practice routines may be useful. However, this does not mean that the cases were all adopting a very rigid approach. Again, the use of the word organic was popular amongst respondents. Which leads onto the next sub theme, organic.

4.5.4.3.4 Organic

Again, like the sensing area an organic approach did emerge at this stage also, and once elements are sensed they naturally come in by people bringing the ideas to the table and sharing with the team. This was again a prevalent idea amongst the cases, much like how the organic sensing covered earlier.

"The whole thing is extremely organic. The way that it, the way that people flow in and out, the way that work flows in and out. I'd say that's a really good word for it." Respondent 4

"It doesn't seem to be difficult to incorporate them, it seems to just happen." Respondent 4

"Exactly. Subconsciously you take it in and then next thing you know you DELETE something and its exactly the same as this." Respondent 1

"Also you have to be quick, if suddenly out of nowhere burgers started trending, Then you think how, how can we jump on this quickly? It's both being proactive and reactive but quickly" Respondent 17

"Is there anything put in place? not so much. Its an organic process would be a way of putting it as to the way we present ourselves."

Whilst this last quote dealt with the presentation, the overall organic process was very much how they conducted themselves within the organisation. Another interesting idea was this notion of reactive and proactive. This theme was a nice parallel to the earlier sensing material that covered sensing, and again it highlights how short this spotting an opportunity and seizing it can be. It also highlights that the seizing process does happen naturally in some organisations. This nicely leads onto the next sub theme of speed of seizing.

4.5.4.3.5 Speed of Seizing

This theme is of particular interest as going through the dynamic capabilities process is not necessarily an easy step-by-step process. The speed of which this process is carried is equally important, and could have interesting relationships with disorientation. This was often seen as an advantage of the small size of companies. When asked if they felt the size helped them with this process

"Yeah we can react to stuff, definitely yeah". Respondent 12

Other organisations in observation discussions told of how they took inspiration from various special forces teams in terms of being a small, agile unit. So this is where the organisations did find use from being their small size. But this speed of seizing was definitely something that was of a concern to the organisations.

"But also you have to be quick, if suddenly out of nowhere burgers started trending, Then you think how, how can we jump on this quickly. Its both being proactive and reactive but quickly, because if you're not quick enough its gone, and you've missed your chance….So we are always up against it, and its it's being switched on and when you see an opportunity having the mechanisms to respond quickly" Respondent 17

Whilst the speed of seizing was not explored in the research explicitly, this could have interesting effects with disorientation. If the organisation cannot react quickly enough an seize upon elements successfully this could lead to longer aspects of disorientation. This was shown in the earlier quote from Respondent 12.

"We nearly did one a year ago and…. we looked into it and I just chickened out. its so much work and its not the kind of thing you can do in half arsed way." Respondent 12

Therefore there was some time it took for them to final seizing on the idea because it had to make sense to them and the identity. As such it may not always be about responding quickly in some instances. This again shows how having an identity focus could also help here.

4.5.4.3.6 Seizing Disorientation

Another theme that came up here was the idea of disorientation or uncertainty coming up in the process of trying to seize upon opportunities. Whilst this was covered to some degree throughout the themes, specific quotes regarding this theme were pulled out here considering the nature of the research project. Again, this may not necessarily be disorientation caused by seizing. It could be a hangover from the sensing stage, where even here there are mentions of a form of identity tension.

"Yeah, no. It's kind of a tension. I would say maybe even two or three years. I remember sitting a brand consultancy like right you guys are like DELETED, how about like DELETED DELETED, we were all sitting there like oh my god" Respondent 12

Here the act of seizing is seeing the opportunity for change and bringing in a consultancy. However, this also led to disorientation and uncertainty. However in this instance it did also help them realise what they were not, which again could be a good benefit of this process. This could especially be the case as identity is often seen as a relational construct. This participant continued about this process

"And I think that made us realise, and someone else wanted us to do a DELETED DELETED and we were just like this is, everything that we put in this DELETED is right, but it doesn't feel very I don't know." Respondent 12

When discussing the feeling of confusion around the identity this case in particularly said it was present for some time.

"Yeah ummm, maybe there was definitely two or three years where people were coming in and talking to us about this kind of thing." Respondent 12

This is particularly interesting as prior to data collection it was considered that the longer disorientation went on, the more negative the outcome could be. However, here we see that it is not as obvious as distinction as that, and that disorientation could be a

more consistent presence. However, some of this does neatly overlap with reconfiguring capabilities and how disorientation could lead into that area as well.

4.5.4.4 Reconfiguring

The next stage of dynamic capabilities will be looked at here. Below are the themes that were grouped under this heading. Again, these follow similar structure to the previous stages, building on the idea of adapting and exaptation.

Table 4.17: Reconfiguring theme and sub themes

Overall theme	Sub theme
Reconfiguring	Adapting Exaptation Failure to reconfigure/length of time Formal process

4.5.4.4.1 Adapting

At first we shall look at the role of how the organisation adapts using new resources. The first example looks how they adapted using new website resources to change how this was presented to stakeholders.

"It was basically out of date. Ummm. So its, you'd be well aware, the functionality of a transactional website has changed very very rapidly over the last ten years." Respondent 3

This example is perhaps one shared by many organisations adapting to website trends and by association, customer demands of what they want from a website and this reconfiguring to create a new one. Inspired by customer demands in this way shows again how the market drives a lot of decisions, and hints at market orientation in this respect. In other instances the approach was to completely look at new resources. This is

a continuation from the adaptation elements seen in the seizing part of the process. Some further examples of adaptation are:

"So we decided that we were gonna start generating income by doing different services." Respondent 2

"What they were trying to do is demonstrating what could be achieved generally through a DELETED model of social enterprise. But, to a certain extent it was successful but it wasn't their core business so they wanted to get out. So we took it on because we wanted to see the business survive, we wanted to maintain the DELETED. We thought, obviously there is some synergy in what we make, but also some differences, and could perhaps cross brand if you like, so we could take some of their products and sell them as ours." Respondent 8

At this stage the organisations are in effect reconfiguring their identity once this new element is introduced to the organisation, e.g. a new business was seized and reconfigured under the current company or a different income stream is identified and reconfigured accordingly. This idea of adaptation was also mentioned at various points.

"So in summary, you need to be more flexible and more ability to adapt and change." Respondent 8

"Yeah I think one of, we are very aware that growing ummmm means also adapting and testing things out, right?" Respondent 9

However, it is worth noting that at times this use of the term adaptation could be taken loosely, this is because the difference between exaptation and adaptation is not perhaps known by participants, and is not often used in everyday organisational language. It has become a catch-all term for any form of change to the environment. However as a mixture of internal and external sensing was used this would fit with what was seen amongst the cases.

4.5.4.4.2 Exaptation

Continuing onto exaptation this was again a theme, and a useful way of breaking down how certain elements went through change in the organisation. Again this was often

used as the organisations within the case study only had access to limited resources, so this was often what was needed.

"There are things that have been very ambitious and have pushed the scope of the you know, what the space can handle." Respondent 3

This is interesting as it shows how the organisations are pushing their identities to the limits of what they can handle. What this could suggest, is that once the identity has been pushed to its limit, then this may represent a time for inducing further disorientation to break past this limit. However, here we do see that on a fundamental level the space of organisations is changing, in particular here the physical identity of the architecture and what this means and represents for the organisation. And the fact that the word 'ambitious' is used by participants, shows how this has been viewed as positive. It is interesting that also this example was one that also caused disorientation as we discussed earlier.

"And you think what is the function of this? Is it to be a cool DELETED, or is it to improve those community links and get more people in" Respondent 12

As by introducing using spaces in new ways this did heighten disorientation as the organisation began to question what is was that they were and what the balance should be. What this does suggest is that disorientation can be heightened both when adapting but also through exaptation. The question to look at in the future is perhaps which of these, if any, heightens disorientation the most?,

Interestingly another example is seen below

"Most recently, the biggest change that up until about a year ago, we were DELETED independently by DELETED. Now that DELETED is doing that, I do chip in, but it is DELETED role certainly. Ummm that allows much more direct we have that knowledge of our audience and we are now able to DELETED more directly to it." Respondent 3

This was an interesting example of how an external influence changed this process and caused some form of exaptation whereby members of staff were involved in new roles,

which changed the nature and ultimately identity of the organisation. This turned out to be beneficial.

"Now we bring much more direct knowledge of the audience to the DELETED. That's definitely beneficial in very practical terms" Respondent 3

This further developed by participants suggesting that it helped increase their agility at responding to their audience needs. It also then contributed much to the identity of the organisation in regards to how they define themselves.

Another example of this form of exaptation, and changing in regards to external influence and context came from another participant:

"We as an agent we changed based on our experience and the perception of other things that we have seen, hence based upon our context we need to transform ourselves, because the platform by itself it was difficult to sustain, and to achieve the objective and to sustain." Respondent 9

Whilst this may not be as immediately obvious as the previous example this quote shows that due to context they recognise that they needed to change themselves, rather than bring in new things. And whilst this example does effectively hint at seizing, sensing and reconfiguring in one process it does so with a focus on themselves and transforming that initial identity. In this particular instance it was not about bringing in new elements, but reconfiguring the self. This also shows the link between the dynamic capabilities perspective and corporate identity, and indeed, could be interpreted as well as the identities of the individual employees.

These ideas of exaptation can also be shown to have stresses on the organisation however and as such are capable still of causing potential feelings of uncertainty:

"I think its been over time, there are more demands on existing resources, so I think you can react either INAUDIBLE to that pressure , either you can get stressed out and demotivated by it, or it might make change, the way that you feel in the organisation make you feel more valued." Respondent 5

However as can be seen above, it still able to have potentially positive effects, but it is interesting to see how even the exaptation, when using existing resources within an organisation can still have potential disorientation effects. This was then further linked to the effect that this has on the individual's identity, again showing that whilst corporate identity is the organisation as a whole, this is driven by lots of individual identities.

"And therefore you are more motivated. Because you can see the end point, and you know you can contribute, so its apart not necessarily corporate identity, an individuals understanding of their role within the journey" Respondent 5

This again highlights the importance of the individual but also highlighting the emergent nature of corporate identity, in that ultimately it is a collection of individual identities, and that actually disorientation initially happens at the individual level. It is then exploring when does this become corporate identity. Identifying these points is a potential future area of research.

4.5.4.4.3 Failure to reconfigure/length of time

It is worth noting that this process of reconfiguring does not always go smoothly, and this process may therefore hint at the possibility of disorientation taking precedence at this stage rather than orientation. It could even be seen that at this stage it is hard for orientation to begin maintain the balance, or indeed reorientation, as this is where the identity is actively changed. For example this feeling of uncertainty as the identity reconfigures, is one that can take some time.

"Yeah, no. It's kind of a tension. I would say maybe even two or three years" Respondent 12

"I think it was a yeah, a long time. I think now, we feel more comfortable. No perhaps, a couple of years now, we feel more confident of who we are." RESPONDENT 9

"Lots. I still think we struggle to position what we do. We're a DELETED and a social enterprise." Respondent 6

This shows that whilst disorientation and feeling uncertain about the identity is present it doesn't mean that the business isn't able to function. This also helps the argument that identity disorientation on some level is a day-to-day occurrence on some level. However, the fact that it can take some time to go through this process shows that feeling disorientated is not the end of the organisation, nor is its swift solution even better. So in this respect, the idea of failure could be broken down into failure to reconfigure at all and failure to reconfigure quickly. What is also hinted at here is the effect this has on the ability to position the organisations in their respective areas. This may be particularly evident in the social enterprise setting as there is often this balance and tension between doing whatever the business is and marrying this with the social cause that is there. As such this could cause disorientation if this tension is not well managed. However, this use of the social cause is often used as an anchor to help keep the organisation orientated, and so this tension is managed by using the social cause as a guide.

Other participants did however see this process as much more swift or momentary:

"Momentary yeah, and again if I did have to shift towards that, I probably would be focussing on this business. I would lose interest completely" Respondent 7

This shows that this process of disorientation and uncertainty could be very varying in its length of time. This length of time may or may not have links to the size of the organisation as discussed earlier. And also this may also be taking into account the

corporate identity element that is in particular disorientated. For example if looking at the vast array of some of the elements that make up identity (e.g. Melewar (2003); Tourky (2018)), some of these aspects may be open to longer periods of disorientation than others.

However this is seen as a positive experience by some organisations as shown here:

"In order to come up with new ideas and stuff like that, we have to push ourselves to the edge. And Sometimes fall off, and sometimes come back. But you will never know what is over the edge until you get to that point." Respondent 1

This idea of risking falling off could be seen as a failed attempt to reconfigure the identity successful with what was in mind. However, it is important to suggest that just because failure to reconfigure does take place this does not mean it leads to long periods of disorientation. If an organisation finds itself in this process frequently it could become more comfortable with this experience. And it could be argued the organisation may be reconfiguring, but not totally in vain, as they would not simply be reverting to the previous identity, as on some level the identity would have changed. In this sense it could be argued that corporate identity is path dependent. In this sense it could help with some form of learning for the organisation. Which is a sub theme that shall be covered later.

4.5.4.4.4 Formal Process of reconfiguring

As with the previous the possibility of formal process and organic process this was evident at the reconfiguring stage, however it was less evident in the interviews that was seen in previous sections. However some organisations were explicit in that the reconfiguring process did have some formal components rather than ad hoc approach.

"We do meetings. We kind of reflect on the process when we finish with our team. So we are like what are the pros and cons, what can we do better. But this is an exercise that we do with everything." Respondent 9

However during observation sessions this approach was used a lot, so some organisations had meetings after events to reflect on what was happening. Or there were constant feedback sessions, which enabled the organisation to stay on track and reconfigure accordingly. These would happen often in the hope that things would not get out of control. Similarly some organisations were almost constantly discussing things on internal communication channels.

However, on some level there was sometimes expressed a need to put more formal process in place to deal with these issues

"I think there needs to be a recognition that its gonna cause tensions, and senior, and top down it needs the vision, it needs to be filtered down so people understand why the change is happening." Respondent 5

And whilst in this instance there were formal elements put in place, there is always going to be the possibility that some people do not understand. This may also link to exaptation and adaptation and the resources available. I.e. if extensive resources are not available there may not be many opportunities to put in formal processes. As the organisations under investigation were all SMEs this means that a lack of extensive formality in some of these processes may be due to lack of resources to do so, or indeed that the teams are so small that sometimes formal process are not needed. However this is idiosyncratic for the organisations as some of the smaller teams have more formal processes. An interesting area to explore this further would be if the age of the organisation had any correlation with the use of formal process being used.

Unlike the other dynamic capabilities themes, there were not instances of a more organic process at this stage. Whilst this cannot be commented on in regards to this existing or not, the reason for this not being present may be that the reconfiguring stage

actually is driven by more proactive means of reconfiguring and therefore be more formalised. However, this is not to say that an element of organic reconfiguring may not take place in order to supplement the more formal methods. However the success of this stage, and thus have more of an effect on disorientation may be due to its more formal beginnings. As this stage is more about orientating (or re-orientating) the organisation, it may be more about eliminating unnecessary disorientation once its benefits have been capitalised. This then helps create a more solid outcome to then portray to consumers and other stakeholders. Looking at the outcomes of disorientation will make up the next batch of themes we shall look at.

4.5.4.5 Outcome for the company
Outcomes for the company and consumers

Table 4.18: Outcomes themes and their sub themes

Overall theme	Sub theme
Outcome of identity process	- Growth (incorporating positive disorentaion) - Core values remain the same - External projection of identity - Learning (incorporateing positive disorientation)

Importantly, the themes of outcomes are of interest as these begin to show how disorientation can have effects for the organisation. The result in outcomes may be the real driving reason behind any decision made inside an organisation, or at least many. The outcomes that were seen from the studying fell largely into two areas (for the organisation and for the customer). Outcomes for the organisation involving its identity,

which largely led to growth, core values, learning and some projection of the identity. This projection of the identity largely falls into the flow from corporate identity to brand, image and reputation as discussed in the literature section. This could also be seen as overlapping into the consumer outcome territory. Building on from this, it became evident that there were repercussions regarding consumers and disorientation that came up in the study, and this predominantly involved them being not confused by the organisations they dealt with. These themes shall now be covered in order.

4.5.4.5.1 Growth

This theme showed that as a result of the disorientation that they managed to grow in some respect. This is an important area as it hints at the positive outcomes that can be seen by organisations after this process. In this respect it was seen by participants that disorientation was part of the process of growing.

"Yeah I think one of, we are very aware that growing ummmm means also adapting and testing things out, right." Respondent 9

Interestingly this was also seen as something that could be particularly long in its period of time, i.e. growing over a number of years. This would also show how during this growth period members of staff were adapting, and again this may link more towards personal disorientation amongst members of staff.

"Presentations, even admin stuff, cos it was literally at the beginning it was me and DELTED and then we would have different people per projects and stuff. Core, definitely DELETED related stuff, but bearing in mind we are trying to make it happen and build this thing, I kind of had to do other things as well" Respondent 1

This form of multi-tasking during a growth stage was also seen in other cases during observation sessions. This shows how the exaptation argument could apply to this process again as discussed in previous sections. However here we are predominantly

looking at an outcome of that process, in this sense, a sense of growth. This sense of trying new things and learning was very much seen as part of this growing process.

"So yeah I think it is important to try lots of different things so you can keep growing and learn new skills and offer clients a lot more." Respondent 10

Or this was evident in growing into new areas of communication and distribution, one participant spoke about a move online:

"Instead you're just like, look online and your worried people won't, but they do. Thank god." Respondent 12

In other cases there was more evident growth of trying out new things and going through a period of disorientation.

"The beginning was a bit like, yeah, let's see what we do, how it goes. I also think it was a lack of structure somehow, because we were learning from the process. But I wouldn't change, I think this was necessary to go through that process. To learn. I guess if I have two things to learn from this experience, will be one networking and two ummmmm more focus." Respondent 2

"By this time it's scaling up on the level of projects. Yeah, but, yeah I don't think it's that negative I think it was a positive because that was a learning thing." Respondent 2

And further to this, this then led to more opportunities as a result (which could be seen as showing up on other organisations sensing activities).

"It's a process. As an DELETED you can't design it. There is a well known dictum in engineering. An engineer who never made a mistake, never made anything." Respondent 13

"And now we have a lot of interest from people, like oh wow, these numbers. Let's do something about that. Now a lot of people are contacting us for new projects. It's interesting because before for example we were desperate to find people to work with us, and now we have to say no." Respondent 2

This idea of success coming from building new communities and connections was also seen in other cases.

"So we have opportunities to start new conversations with different people and therefore enhance our global community." Respondent 9

In terms of growing and learning, even if the outcome was negative this was still seemed to be a positive. I.e. if whatever test or experiment didn't work, there was

always something to be learnt. Thus highlighting how going through some sense of disorientation can aid in the learning process.

"Yeah yeah. Even in the cases where it hasn't worked, it doesn't stop us from still kind of pushing. We don't shy away and go back to conventional ways of working. We kind of say okay cool, let's try and do something different again. So it's good, it's challenging for us." Respondent 1

Disorientation was also seen as a necessary ingredient to grow and develop unique features of the organisation. This was put across by one participant when they said

"But you'll quickly find another problem or another situation to scare you. In essence in answer I think the identity of any business has to be uncomfortable and there has to be tension within that business. A long time ago an old CEO of an DELETED I used to work for had one really simple thing, he said he said, there must always be tension within the business, if there's not tension. It's not uncomfortable. If it's not uncomfortable, its comfortable. If it's comfortable, people become complacent, and if you become complacent it is over. So I think a business has to have some degree of tension, some degree of awkwardness, some degree of impossible within it. To make sure that business delivers something that is unique, that has greatness in it. Umm and if you don't, I think it's really simple that you become complacent, and the complacent die, really simple." Respondent 6

This quote in particular links back to our sections on tension/disorientation being a part of every day life. It also highlights on some level that social enterprises will potentially always have an element of tension within them due to their hybrid nature. Here we see it as something that is necessary to creating unique experiences for external stakeholders, and if it is not introduced into organisation then complacency can begin to set in.

4.5.4.5.2 *External Projection of Identity*

The observation sessions throughout the project revealed that many of the organisations were going through some form of change in the regards to the expression of the identity. This was interesting in how this came about, as well as the various reasons instigating it. Whilst disorientation may have played in a part of some of them, it would be unwise to say it played equal parts in all. However the external projection of the identity was almost always a concern.

"There is also the concern, with the external expression of the corporate identity out into those people who receive it, and integrate it and create it and confuse them. But I think we've avoided that." Respondent 13

This participant in particular went on to say:

"This issue of the identity should be stable and consistent, I think more accurately one should say that at any point in time the expression of identity should be stable and consistent." Respondent 13

What was interesting was that it was some acknowledgment that there could be external stakeholder confusion that led to the reassessment of the visual design. As such, some organisations tried new things that caused a bit of disorientation, in order to help create new visual identity components. This was interesting as again it shows, inevitably the importance of how the identity is communicated to external audiences. This was again evident in the observation sessions, and from observing identity changes happen on social media. And whilst disorientation at this level may not be wise, disorientation may be a way of helping to create a new identity refresh, or leading to that confusing point in the first place may have helped the organisation reach for new ideas. In this sense the resultant identity change was usually a case of trying to adapt to either the internal or external perception, and were useful results from going though the dynamic capabilities process.

Also in regards to the external projection of identity it was explored that there was a need to present different identities to different audiences. This led to a natural tension between within the organisations

"We've seen ourselves as a multifaceted, which means we behave according to the audience we are with. So for instance we behave differently when we are with our team, as a company we need to behave in a different way, as an organisation we have project other identity with the public, then we have another identity with our global community" Respondent 9

This is definitely an interesting perspective as it shows how the organisation can view themselves as playing different roles to different audiences, highlighting the fractured nature of identity, especially from a social identity perspective.

4.5.4.5.3 Core values remain the same

Whilst disorientation is being shown as something useful, it is worth noting that it does not come without its downsides. One important part of this is that perhaps some things should not be changed, and should remain core to the organisation. In essence, this would be elements that establish some stability within the organisation.

"Yeah, yeah, I think that is really important. I think the mission of a company has to stay the same, but what you do in the company can change and evolve, but for example I'm never gonna DELETE DELETE on our platform, it's just never gonna happen. Even if there were ten thousand people lined up, I just wouldn't, it goes against everything that we stand for. So I think every company has to be sure exactly sure what their mission is and anything that happens in the company the day to day stuff, or forming partnership and things like that, sure that can change, your audience can change the way you market your stuff can change but the mission has to be strong throughout…The only thing you can't adapt on, compromise on, is the overall mission." Respondent 13

"Yeah core values and ethos have definitely been the same" Respondent 1

"I don't think so. Ummmm. No I think the mission statement was very clear from the start" Respondent 3

This also came through in the observation sessions where informal conversations suggested that the values and core mission statement really needed to be kept consistent. Some exploration of this idea could be for one reason, around the time of the data collection values and purpose led organisations were every much a trend in marketing so it could be one reason that employees were adamant about this. However, that being said, consistency is seen as a positive and consistency around certain areas could be key. This could bring to light the ideas that some areas of an organisation may be more apt for disorientation than others. For example, perhaps the less customer facing areas may be more beneficial to see disorientation in. This would make sense as a lot of

consistency in marketing is a foundational thing to build in order to raise awareness and other aspects. Consistency itself is also very important for building up a consistent identity.

4.5.4.5.4 *Learning*

The other prevalent theme that was part of the outcomes was the idea of learning, and in terms of an outcome that is the notion of something having been learnt. This idea was very much tied up in the identity process, as aspects that are learnt are possibly incorporated into the identity. Below is a mind map that helps explore this idea of learning. This also shows its relationship with the dynamic capabilities process and how the organisation learns things about itself and its audience. However the exploration of the self was given more development here as it is a larger part of the current study's focus on identity. These ideas were also tentatively linked to the ideas of exaptation and adaptation seen earlier. Green boxes represent the areas associated with identity. Red boxes those with dynamic capabilities and blue boxes as those for the audience.

Fig 4.19: How Dynamic capabilities helps with learning
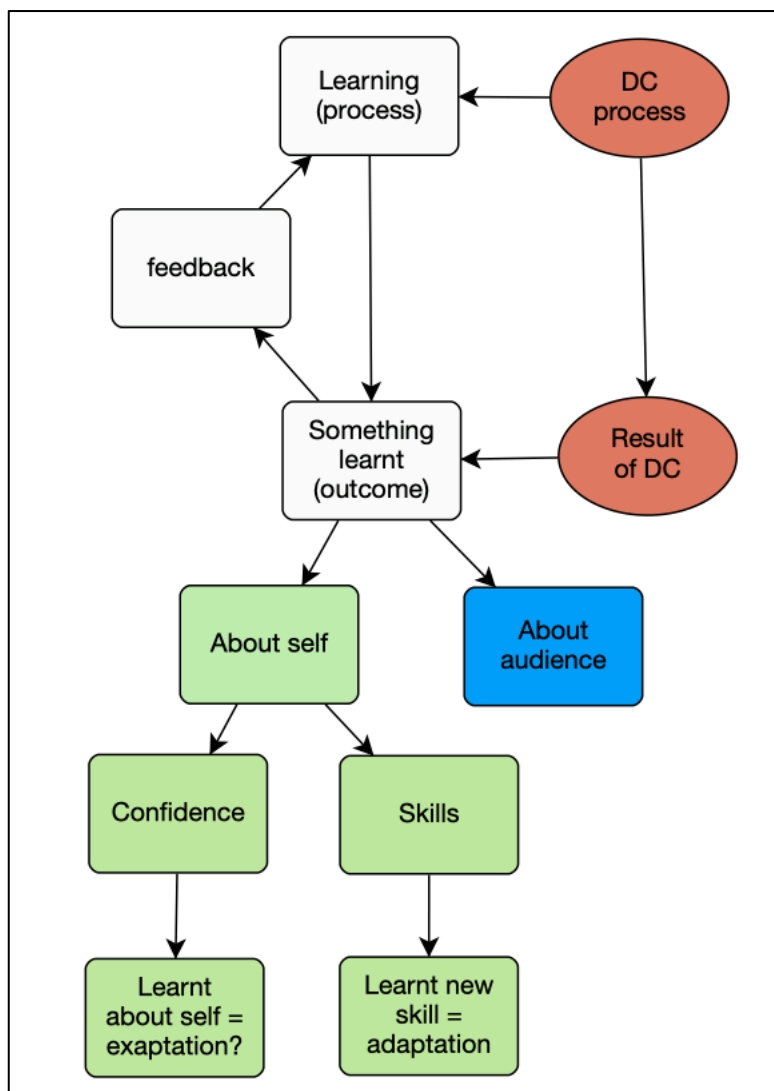
This notion of learning was important outcome in some instances. For example any situations that seem difficult get easier the more that you do this and help the organisations gain confidence.

"I think you know if you come through those awkward difficult moments, where you do question yourself, its just natural. You then questions less and less in that situation and then that situation doesn't become a problem." Respondent 6

"I think we have become more confident in our vision. I think DELETED has really got the idea of looking into the medium term and not getting phased by a fog, you can still see through the fog, you can still see the building and the trees but it is a fog. You can still see things in the fog. And that reconciliation of the uncertainty and certainty." Respondent 13

"I guess the DELETED project has given us a lot of confidence, and also the publication of the book" Respondent 9

This helps highlight how disorientation could in fact lead to coping with any awkward scenarios it may inflict on an organisation and as such they learn to deal with them much more effectively. It also shows how spending time in the 'fog' as the one participant puts it, may help with being more comfortable and not being phased by it. Central to this idea of learning is the notion of a feedback loop as part of the learning process. This learning process also fell into the ideas of sensing, seizing and reconfiguring. In turn helping organisations spot more potential opportunities.

"Yeah, and trust is important. Yeah you think it is. It's a learning process, you want a large firm with large social media teams. So we are always up against it, and its it's being switched on and when you see an opportunity having the mechanisms to respond quickly. Hopefully that will improve over time. And people will be more willing to take risks, because it is a little bit risky" Respondent 11

This area of learning seems to be the area that developed the more long-lasting benefits, such as skills learnt or approaches taken. This was largely seem to fall into two categories of gaining confidence or gaining new skills. This area of learning was also applicable to building up the capabilities of the organisation.

"What opportunities do we see out there because we have capabilities? And what opportunities present themselves because we have capabilities?" Respondent 13

Which again shows how this can be a feedback loop of learning new capabilities which help garner and gain further capabilities. If disorientation can help towards this process, then this shows how it could prove beneficial in this sense. Other examples of this benefit helping lead to more confidence and better approaches taken is the following quote:

"It has been a very interesting process, I mean we have learnt new things. I think we will never take a project without thinking of the inputs and outputs, outcomes and impact. We, yeah, and we are a bit more selective now than we were before. Yeah, with the projects, so we won't take any project. We just a bit more selective on the time, on more realist of the time we can dedicate, and the priorities we can give to certain projects" Respondent 2

Having gone through the process this case had emerged as more competent than they were previously and to some degree learning what they are capable of and what projects suit them. This shows how going through a period of disorientation could in fact help with building up the corporate identity itself, or becoming more sure of it. Again, this links with the rather complex relationship it would have with corporate identity orientation.

4.5.4.6 Outcomes for consumer

Table 4.19: Outcome for customer theme

Overall theme	Subtheme
Outcome for Consumers	• Consumers can't be confused (incorporating negative disorientation) • Audience Learns (incorporating positive disorientation)

4.5.4.6.1 Avoid Customer Confusion (Customers cant be confused)

Linked to the above ideas was the notion that the inconsistencies should not always reach the consumer or external stakeholder. This was again an area that came up regarding the importance of finding the balance between orientation and disorientation. And whilst this was a small theme in itself and not made of sub themes, it is extremely important one for the organisations as this is something that should be avoided. This is useful as it argues against the case for there being complete disorientation as this was felt that if it reached the consumer this is a negative outcome.

"So we realised it is better, to make it simple, so don't give too much information. Otherwise people will get confused and won't get the understand the connection. So that has been, that has been a lot of the cases, especially when we introduce ourselves visiting social enterprises." Respondent 2

This quote shows that the idea of keeping it simple to the external audiences is the more beneficial approach. This also came up in observation settings. Causing audience confusion was clearly something that wanted to be avoided.

"No I think its always been like that, people will come to our website and think is it what is it, is it a business? Is it a charity? So what I'm trying to do is make sure our website is very clear from the get go." Respondent 7

This simplicity was also evident in presenting very different discussions to companies, with one particular participant bringing this also back to language used by the audience

"It makes it accessible to those who are understanding whatever we are talking about, because yeah if used dynamic capabilities and identity confusion on our posters people will sit there like what are you on about?" Respondent 16

"The website had a lot of DELETED on it, and ya know someone after a little while said I'm sure you don't mean this but the identity looks a little DELETED, is that your intention?" Respondent 3

As well as this is the consistency that is needed in identity for external audiences

"Making sure we are repeating the key messages in a consistent manner in line with our brand identity and corporate identity" Respondent 5

Again this seemed to be linked to visual identity aspects in particular. This was something that was evident across the cases; the visual identity being seen as something that needed wrestling. Or further to this elements such as tone of voice were seen as elements that needed work.

"As I said before , in the context that we live, you need to project , we need to project ourselves in a different way. Because we need to deliver a different story to different people, to different audience." Respondent 9

A confused identity was also seen to be a reason for being rejected for various opportunities. This was also discussed in regards to bringing in funds and opportunities to the organisations.

"Have we been rejected? Many a time, based on confusion of our identity. Yes. But I don't think that's necessarily a bad thing, I think we've capitalised on that confusion sometimes. So that's not necessarily a bad thing." Respondent 6

This shows that whilst we are dealing with the aspects of disorientation, this notion isn't always positive and does inherently come down with disadvantages as well, as would perhaps be the natural thought. As such this points towards there being some form of balance or at least relationship between orientation and disorientation. One where finding the right mixture of both could prove beneficial. This balance would also help link to earlier discussions regarding brand guidelines that were implemented by some of the cases.

4.5.4.6.2 Audience Learns

However it is worth noting here that examples of causing a little bit of confusion, or questioning on the audiences behalf can be useful. For example one respondent said the following:

"I think as long as we're open to solving problems, I think we will always position ourselves as best we can. Recently, people have said I didn't know you did DELETED, or I didn't know you did DELETED DELETED, which, great that's is all we need people to keep saying. They'll have a crack at this project. And it can be an awkward project, it can be a weird project, cool, we'll have a crack at that. I think that's what keeps us exciting, I think that's what keeps us innovative, I think that's what keeps us dynamic. So I think I reverse the question, the biggest danger, the question should be what projects won't you touch, and what projects won't you work on. And I think the answer to that lies within our won moral compass." Respondent

This is an interesting response that hints at the potential positives of causing a little bit of confusion amongst the audience. It shows that this could surprise the audience, and improve the image of the company for trying different things or keeping things fresh. Like the respondent says it can generate a piece of excitement for the audience. This was also seen in the observation sessions once the cases were releasing new products and services. However more data would need to be collected on the consumer

perspective to explore this further. However this does hint at some other more externally focussed benefits that could come from corporate identity disorientation.

4.6 Conclusion

Now that the themes have been discussed, their place in the literature shall be explored in the discussion section along with ways in which they build on or refute current literature. How they help explore the research questions set out by the project shall also be considered, along with contributions, limitations and future research areas.

CHAPTER FIVE: DISCUSSION AND CONCLUSIONS

5.1 Introduction

The findings from the data collection were presented in the previous chapter. The objective of this chapter is to therefore bring together the research and summarise the key findings. We will then cover the managerial and theoretical implications of what was discovered from the research. The chapter begins by talking through how the various research questions and sub questions were answered, along with what literature is related to them. Each question also has some future research areas suggested, however towards the end of the chapter the main research areas are focussed on. Once the sub questions have been answered the themes are also presented against the literature to discuss any findings that emerged from the process. The chapter ends with the contributions and limitations of the research.

Again, to highlight the research question we were focussing they were as follows:

Research Questions, Aim and Objectives

Research questions

1. How are corporate identity disorientation and orientation related?
2. How are corporate identity disorientation and dynamic capabilities related?

Sub questions

1. What is corporate identity disorientation?

2. How can it be beneficial to organisations?

3. How can it be detrimental?

4. How is it related to sensing capabilities?

5. How is it related to seizing capabilities?

6. How is it related to reconfiguring capabilities?

7. How are corporate identity and dynamic capabilities related?

In terms of these research questions we shall summarise below how these have been answered. Following this we will then delve deeper into the main themes that came from the findings presenting various models as the discussion progresses, and also how these findings compare to the literature. The themes also brought in elements that were not predicted before the research, so we have covered these areas as well and how they may relate to the discussion on disorientation and dynamic capabilities. However, at first we shall explain how we have answered the questions that the project aimed to address.

5.2. Answer to Research Question 1

Question 1: How are corporate identity disorientation and orientation related?

This question was answered by looking at the literature firstly (see literature review section). From looking at the literature to explore this it was highlighted that there are two approaches to this relationship. They are either two separate things or part of the same continuum. This thesis adopted the approach of it being on the same continuum, inspired by the notion of dualism (Fay 1996; Smith and Graetz 2006) and that

organisations would exist on a sliding scale of orientation and disorientation. This was also covered in the paper that was based on parts of this thesis (Devereux et al 2020).

After conducting data collection this became more obvious during the analysis. That these two concepts had such a tight relationship that it was difficult to talk about one without the other. It also became apparent that there could be considered a state of reorientation added to this process.

During the literature review process it was seen like this the figure below.

Fig 5.0: Original conceptualisation of orientation and disorientation

Orientation   Disorientation
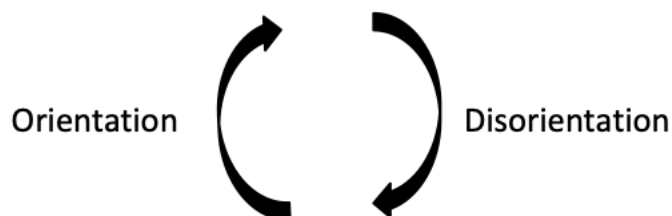
After analysis, and further exploration it seems that a further look at the concepts may involved an element of reorientation. This is also when taking into account the dynamic capabilities literature, that with its views of reconfiguring the organisation could suggest an area of reorientation. This is a use of logic to determine that the process could include an aspect of reorientation.

A figure explaining this relationship is seen below:

Fig 5.1: Revised conceptualisation of the relationship, introducing reorientation
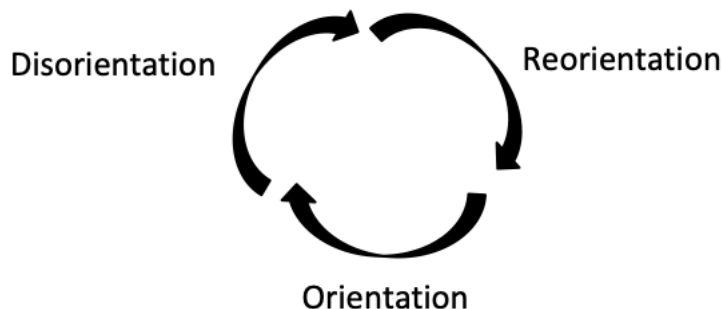
However, the concept of reorientation is perhaps one that needs further exploration in future research and the role that it plays with the other constructs. It was not discussed further in this thesis as it was an emergent finding from the analysis of the data and literature. Below is a simple conceptualisation of how this process could work over time. This shows how an organisation goes from Point A to Point B by first experiencing disorientation and that then gradually becoming more orientated over time. However, this example does presume that the organisation begins at a state of orientation

Fig 5.2: Diagram displaying orientation state over time (inspired by Feynman diagrams)
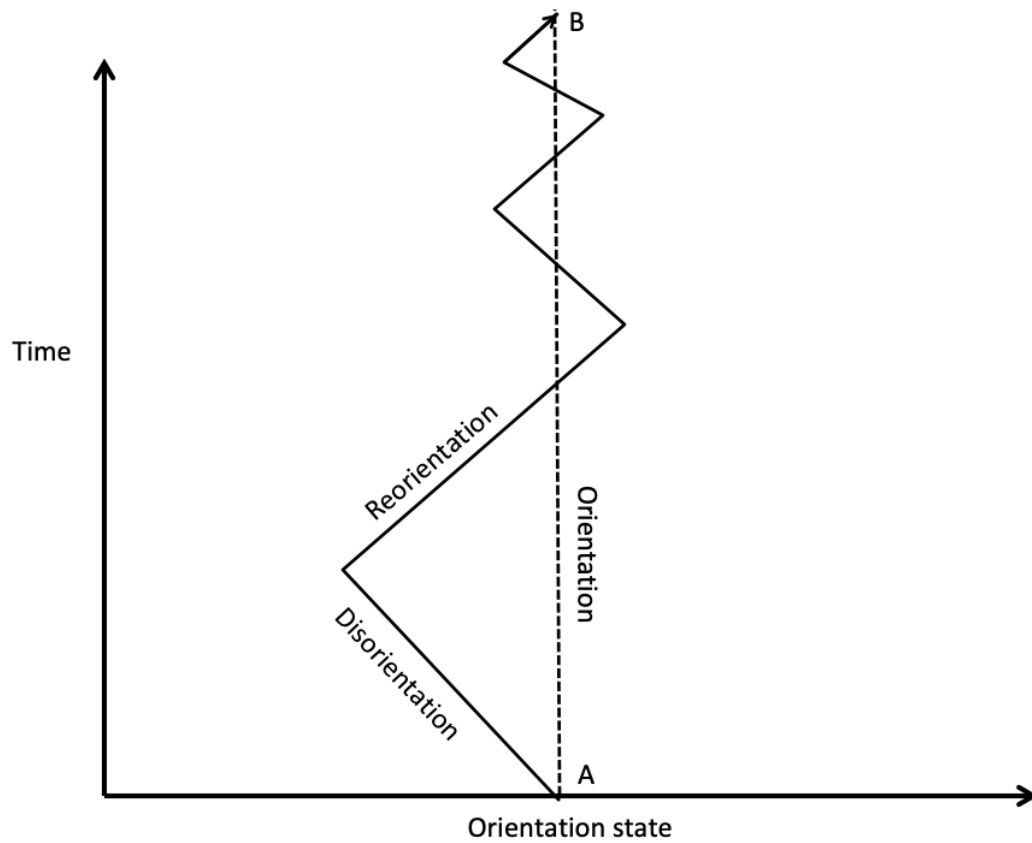
However, the problematic point here is the idea that reorientation implies a direct action towards orientation. This leaves a gap as to what describes an action towards disorientation, one potential conclusion to this is to create a term such as de-orientation. In which case this could be seen on the spectrum below.

Fig 5.3: Development of the re-orientation idea to include de-orientation

Orientation   Disorientation

De-orientation
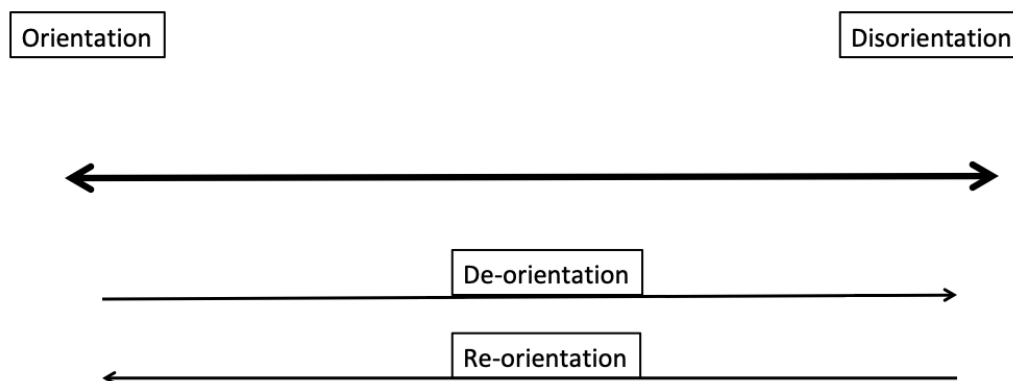
Re-orientation

What is evident from the results is that the relationship between these constructs is more complex than first thought, this is evident by the fact that from the data disorientation seemed to last longer than had been previously thought. This shows that on some level they must co-exist. The continuum idea is one explanation for this that is used in this thesis. And to support the directional approach we have adopted de-orientation and re-orientation to describe the direction that the orientation is travelling in. However, on a more simplistic level this can be seen as orientation and disorientation on one continuum (and this is how it was presented in the frameworks for simplicity of the user). However, an area that could be useful to look at here is the idea of phase transitions which predominantly comes from the natural sciences. For example the transition from solid to liquid as temperature increases (Smith 2005). This could be an area to look into further to explore the moment that this phase changes. This is if the belief is shown to be that the two exist on the same continuum rather than being separate. I.e. something cannot be a liquid and a solid at the same time.

Table 5.0: How this study relates to key papers in this area

Key papers/area	How does this study build on/refute literature?
Corporate Identity Orientation Balmer 2013	Balmer introduced corporate identity orientation and here we build on that introduction as well as introducing the idea of disorientation. As the relationship is explored further the concepts of re-orientation and de-orientation are also introduced.
Strategic orientation literature Hakala 2011;	Currently the literature has only discussed orientation and here we build on this prior literature to include disorientation and how they are related. This relationship is important as disorientation could be a constant in the organisation's identity, so being aware of this relationship is important to understand. However we mostly contribute to the 'cornerstone' approach as adopted by Balmer and others, as opposed to the Miles and Snow (1978) approach to orientation. We also propose other forms of strategic disorientation.

Ambidexterous orientations He and Wong 2004; Simsek et al 2009; Raisch and Birkinshaw 2008	The fluid nature of orientation and disorientation could also build on the idea of exploration and exploitation in the strategic orientation literature. The data here provides another way of looking at these areas, and whilst it was not the pure focus of this research, the findings here do provide some illumination in this area. i.e. the nuances of understanding disorientation and its flexibility can help build up great knowledge of how an organisation can be ambidextrous in its orientation
Tension literature Vallaster et al 2019; Gregersen and Johansen 2018; Flint et al 2018; Balmer 2017; Abdallah and Langley 2014; Leitch and Davenport 2011; Cilliers 2010; He and Baruch 2009; Raisch and Birkinshaw 2008; Cunha and Cunha 2006; Corley and Gioa 2004; Foreman and Whetten 2002; Gioia, Schultz and Corely 2000	This group of literature identified in the literature review highlighted the idea of there being tensions between certain aspects of identity. For example Leitch and Davenport (2011) suggested that identity can be a constraint and this is something that came up in the current study, especially amongst social enterprises and small businesses. This tension of this fact being in social enterprises is particularly reminiscent of

	the research on tensions by Vallaster et al (2019). This research contributes to these areas.

5.3 Answer to Research Question 2

Question 2: How are corporate identity disorientation and dynamic capabilities related?

Exploring the relationship between these two constructs was the second major question of the project. This question proved to be more complex as we looked at the data. However as the data was collected and analysed it became clear that findings were also being found on orientation and dynamic capabilities. This is because of the seemingly complex nature of these constructs. This complexity arose as the project continued, which led to some reconceptualisiations of aspects that had been looked at in the literature review. For example as we ended the literature review the conceptualisation of this relationship was akin to the following:

Fig 5.4: Initial conceptualisations of the relationship

Orientation — Dynamic capabilities (reconfiguring)

Disorientation — Dynamic capabilities (sensing and seizing)
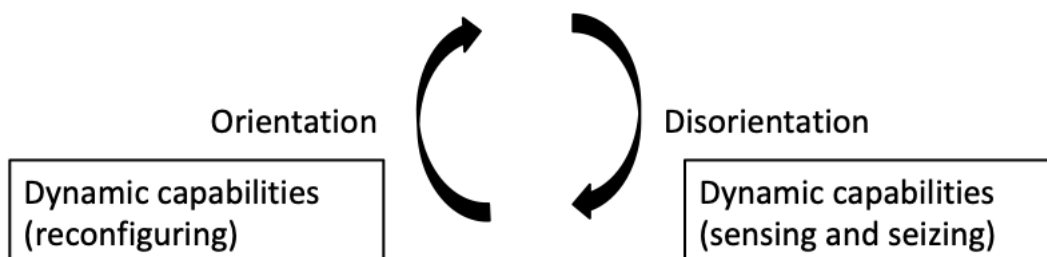
However, as the analysis developed these relationships didn't seem to be as did not seem as black and white as first thought . One first conceptualisation of this was the following as we introduced the notion of reorientation into the models to help understanding this relationship further. This came from looking at the data in regards to the period of time disorientation lasts, and that actually a period of reorientation may be taking place.

Fig 5.5: Revised conceptualisation during data analysis
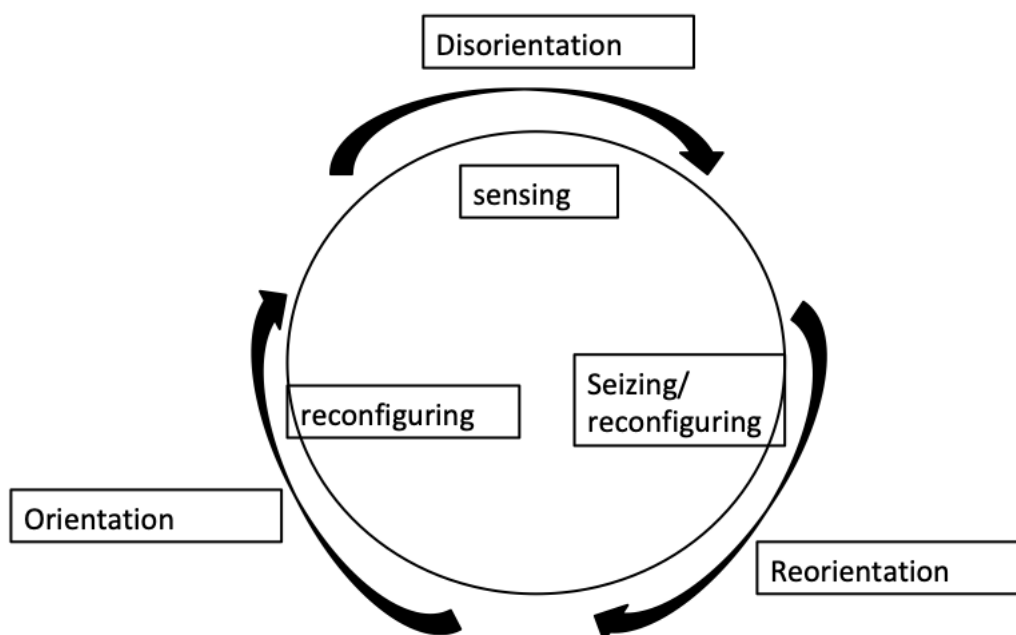
The above model was created early in the analytical process as a form of mind map of how these concepts were fitting together. However respondents did discuss the idea of disorientation not simply disappearing all of a sudden, and that it could last for years. Not to mention that this was an almost consistent part of daily life. So this brought up two important points. Firstly that disorientation doesn't neatly fit into a cut and dry process, it is in fact more ever present than initially thought. What this may suggest is that whilst the dynamic capabilities may not cause disorientation at times, they may in fact heighten it. Secondly, this meant that the model had to reflect that disorientation did not simply exist in the sensing part of the dynamic capabilities process, it lasted longer. For example respondents noted that disorientation still existed in stages such as the reconfiguring stages of the process that they had gone through. This led to revising the model again. The below model shows how these constructs could fit together and the relationship with identity at different stages, and tries to not adopt the more simplified version of events as shown above i.e. a framework was needed that didn't have disorientation existing at a certain part of the process. This was made from the analysis of the data. The 'scale' section is referring to the level of orientation and disorientation (with reorientation being implied at this level, but left out of the model for simplifying purposes).

Fig 5.6: Revised framework after completed analysis
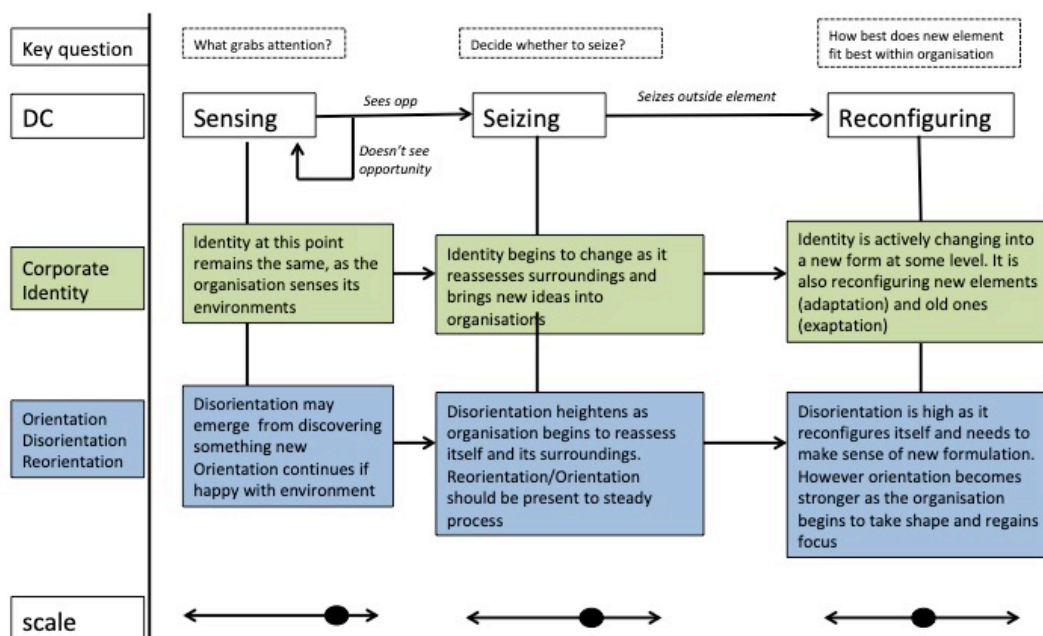
Acknowledging this relationship helped us then use the themes generated from the research to help place this process within the wider context of the organisation. In the below framework we see how all the themes work together, including those that are seen as outcomes and how this relates to consumers. Fig 41 (the above diagram) is also incorporated into the below framework, and is a more detailed framework of the orientation process and its relationship to the dynamic capability stages. However for the purposes of simplicity Fig 33 (discussed earlier p244) presents a more simplistic model for the reader to understand the overall process.

Fig 5.7: Conceptual framework of themes from data
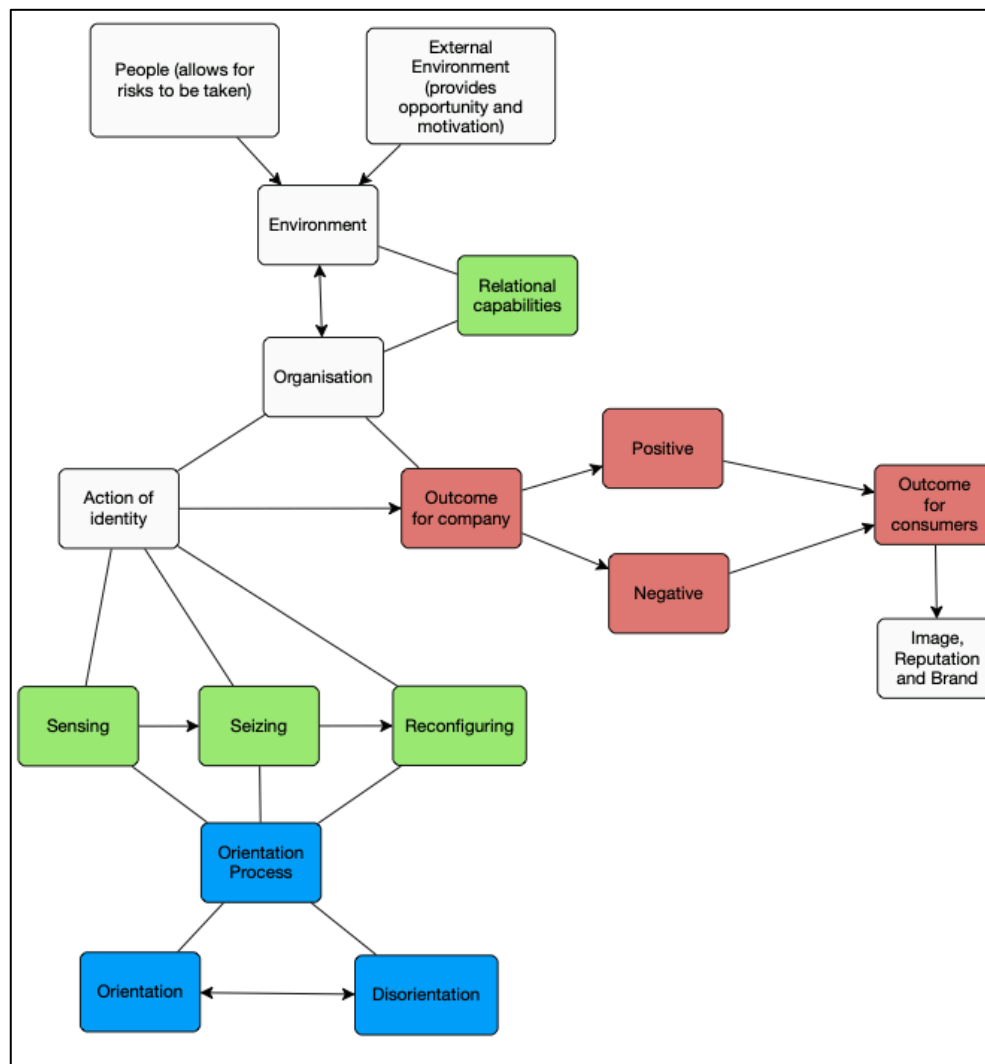
Further to this, it could also be suggested that in the development of a strategic orientation (market orientation) combined with dynamic capabilities, Barrales-Molina et al (2014) developed dynamic marketing capabilities. Leading on from this, it could be suggested at dynamic corporate identity capabilities are developed. The part that could distinguish these areas is whilst it could be argued that all dynamic capabilities will impact on the identity, corporate identity capabilities could be specifically about developing the corporate identity.

Table 5.1: Key literature related to RQ2

Key papers	How does this study build on/refute literature?
Corporate Identity Dynamism Balmer 2008; 2012; Balmer & Soenen 1999; Topalian 2003; Herstein, Mitki, & Jaffe 2007; Otubanjo 2012; Schmeltz 2014; Suvatjis et al., 2012; Balmer 2017	These papers deal with the ever changing nature of corporate identity. This research contributes to this discussion by bringing dynamic capabilities into this discussion to act as a framework to understanding how organisations change over time. Our use of orientation/disorientation also helps explore how organisations stay the same whilst also being flexible. This had also been an area that the DC literature had suggested as a future research area (Wohlgurth and Wenzel 2016).
Dynamic Capabilities Teece et al 1997; 2007; 2016; Lin and Higgins 2016; Wohlgurth and Wenzel	This study builds on the work of Teece's framework by linking DC explicitly with identity. This as something hinted at in

2016	Teece's work with their focus on unique elements of the organisation. As we also use their framework of sensing, seizing and reconfiguring. Our findings also show the role relational capabilities has, which is not part of the Teece framework., but other frameworks (Lin and Higgins 2016)

There were a number of sub questions related to our overall research questions. The answers to these sub questions will be covered now. Some of these sub questions were answered within the literature search and then built up with the data. The process will be covered below, and clearly stating how each sub question was answered.

5.4 Answer to Sub questions

5.4.1 Answer to Sub-question 1

SQ1: What is corporate identity disorientation?

This sub question was largely answered in the literature review section, along with the data collection/analysis. To develop these ideas conceptually, inspiration was taken from previous approaches to strategic orientation, most notably the more 'cornerstone'

approach whereby one particular element is given strategic focus e.g. market orientation, product disorientation etc. This is differing from the other school of thought in this area of Miles and Snow (1978). As such we arrived at the approach of corporate identity disorientation being defined as: "Disorientated about the organisation's defining and differentiating characteristics". This was also informed by Balmer's (2013) approach to defining corporate identity orientation.

Post-data collection and analysis this definition is largely seen to be the same. However, in regards to the nature of disorientation it was seen more as something that is mostly ever present and is highlighted in certain situation e.g. sensing. This was particularly interesting as participants explained it as almost something that is always present, which was then heightened in certain situation (either actively or not). This does seem to echo elements of the literature where disorientation is seen as a daily thing, which predominantly comes from views on complexity theory and the general nature of uncertainty from this perspective. It is also similar to Gregersen and Johansen (2018) when they discuss inconsistency being a daily part of existence. This could therefore hold benefits. We also framed this as a precursor to the work of previous authors in this area such as Flint's incongruence (2018) and Gregersen and Johansen's inconsistency (2018). Reflecting on disorientation also allows a complexity perspective to be taken of disorientation. This is especially so as during the data collection and analysis it became evident that disorientation can last a lot longer than previously through, with some participants claiming it was years and a constant thing. This does lend weight to adopting a complex systems view of disorientation, whereby the disorder that is present in complex systems may have parallels into disorientation.

5.4.1.1 Themes that answer the question?

This was largely explored in the literature review. However, the themes that led us to a greater understanding of this question are shown below.

Themes

This is general covered across all of the main themes that were highlight in various points. Across the themes gave us a more holistic understanding of the process of disorientation by participants explaining times of disorientation. However this was more present in the sub themes listed below.

Sub themes

- Confusion is a daily thing

- Causes of disorientation

- Ending uncertainty and disorientation

Table 5.2: Key literature that this question built on SQ1

Key studies in literature	How does this question build on/refute literature?
Corporate Identity Orientation Balmer 2013; **Strategic orientation** Gedajlovic et al 2012; Ruokonen and Saarenkento 2009, Hakala 2011	Answering this question introduces strategic disorientation concept, and thus contributes to the discussion in this area and how orientations evolve and interact with each other (Gedajlovic et al 2012; Ruokonen and Saarenkento 2009, Hakala 2011). It also builds on corporate identity orientation (Balmer 2013) studies by building in more depth what

	disorientation could be adding to the discussion.
Tension literature Gregersen and Johansen 2018; Flint et al 2018; Balmer 2017; Abdallah and Langley 2014; Leitch and Davenport 2011; Cilliers 2010; He and Baruch 2009; Raisch and Birkinshaw 2008; Cunha and Cunha 2006; Corley and Gioa 2004; Foreman and Whetten 2002; Gioia, Schultz and Corely 2000	As mentioned previously, the disorientation concept helps add to the discussion on various tensions as well. The more corporate identity based ones such as incongruence (Flint et al 2018), and inconsistency (Gregersen and Johansen 2018) are perhaps the ones that are most pertinent to this study as they are beginning to look at the counterintuitive notions that these almost negative sounding concepts could be beneficial. We also frame these ideas as an outcome of disorientation so we help to bridge this gap. This does also link with the idea of identity having a restrictive nature (Leitch and Davenport 2011).

5.4.2 Answer to Sub Question 2

SQ2: How can it be beneficial to organisations?

This was addressed in two parts in particular. Firstly the outcome section of our data analysis dealt with the explicit outcomes that came up from the data, and secondly the

relationship with dynamic capabilities was seen as an in depth look at how the organisation adapts. So it was these two large themes that led to the answering of this question. Firstly, potential answers to this could be found from reviewing the literature. See below for a framework that explored this (previously shown in the literature review):

Fig 5.8: Conceptual Framework of Corporate Identity Orientation and Disorientation

Figure 2 Conceptual Model of corporate identity orientation and disorientation
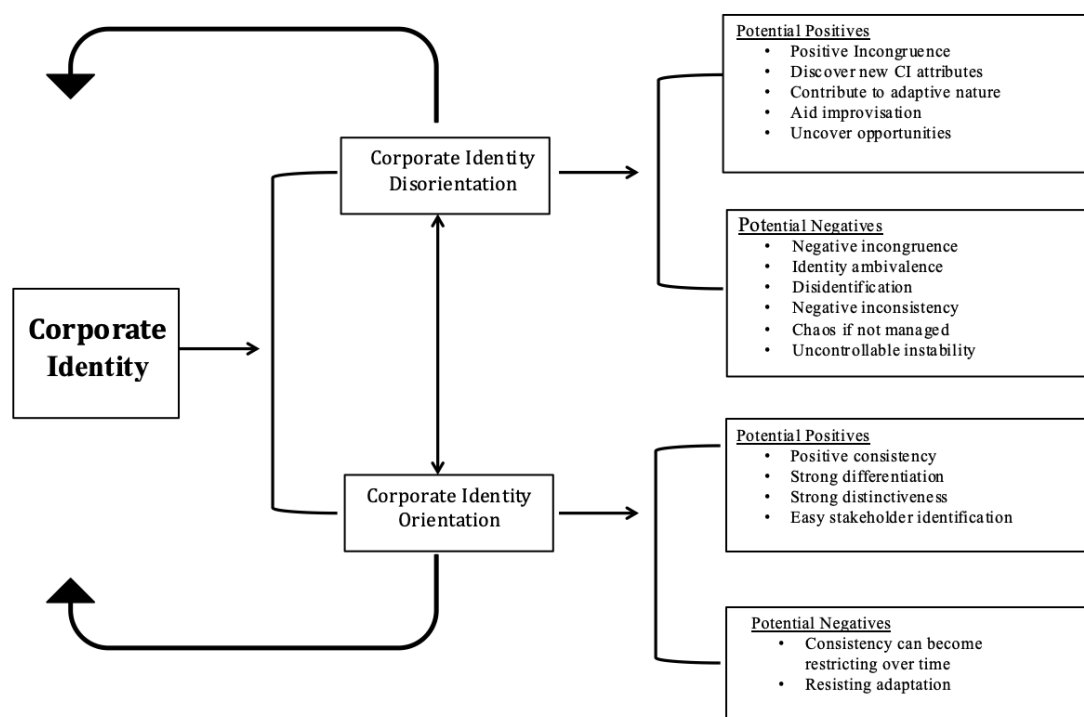
Included in Devereux et al (2020)

These were the ideas that came from the literature review section prior to data collection. However in this study we explore predominantly how disorientation could be useful for organisations by playing an important role within dynamic capabilities. The data also revealed that a sense of confidence was grown, and it was a useful learning

experience. We shall now go through those aforementioned positives and reflect on the level that the current study contributes to these areas and ideas as this acts as a useful framework to discuss what this sub question contributes to the literature. The key positives taken from the literature were as follows:

5.4.2.1 Potential Positives

- Positive Incongruence (Flint)

- Discover new CI attributes

- Contribute to adaptive nature

- Aid improvisation

- Uncover opportunities

- Positive Inconsistency (Gregerson)

These points were framed as potential outcomes of disorientation. Each of these shall be covered now with how they compare with the literature post-data collection /analysis. The future research questions shall be provided at the end of this section, to focus on some key areas of positives and disorientation.

5.4.2.1.1 Positive Incongruence

Flint's (2018) work on positive incongruence suggested that incongruence may indeed be positive for an organisation. However, this was not the main thrust of the paper and this area was suggested as an area for future research. In our literature review we positioned disorientation as precursor to incongruence, and so this research still contributes to the discussion.

From looking at the data it seems that these incongruent elements can be useful for the organisations. As it could be a sign of adapting, changing and ultimately learning.

Therefore this current study has fleshed out the burgeoning literature in these seemingly counterintuitive notions. Whilst we do frame incongruence as an outcome of disorientation, we do acknowledge that there would be feedback loop involved in this. In regards to incongruence in the data, this did seem evident in a couple of the cases and was more something that respondents were aware of and wanted to rectify. As such this is in line with the incongruence that Flint et al (2018) discussed. However, in the instances that it was observed it is hard to say how this was induced as it seemed to be the organisations wanting to change as a result of acknowledging incongruence.

Table 5.3: How study compares to the incongruence literature

Key study in literature	How does this question build on/refute literature?
Flint et al 2018	This study builds upon Flint et al (2018) by suggesting that disorientation may be a precursor to incongruence. It also builds upon their ideas on positive incongruence with positive disorientation.

5.4.2.1.2 Discover new corporate identity attributes

Our analysis shows that organisations found themselves able to discover new elements of their identity. Elements that more them more distinctive or differentiated. For example this came in one of the cases when they discovered a new revenue stream for them that was in a slightly different form of service that they usually see. This

contributes to the literature on corporate identity being dynamic and something that does change with time (Schmeltz et al. 2012; Suvatjis et al. 2012; Balmer 2017). As such it can help shine light on these nature of identity. However, whilst this is an acknowledged area of corporate identity research, there has not been extensive research into looking at this notion. A lot of literature deals with what corporate identity is, or consists of. As such, this current study builds upon this idea within the literature and sheds light on how this process may go about in relation to orientation. And as such how organisations could introduce new aspects of identity in order to adapt to their environments. This could be similar to product/technical diversification. This leads onto the following point on adaptation.

Table 5.4: How study compares to the attributes literature

Key studies in literature	How does this question build on/refute literature?
Balmer 2008; 2012; Balmer and Soenen 1999; Topalian 2003; Herstein et al. 2007; Herstein 2008; Otubanjo 2012; Schmeltz et al. 2012; Suvatjis et al. 2012; Balmer 2017	This builds on the literature about how identity changes over time. It does this by providing insight how the identity changes with time (I.e. with elements of disorientation helping with dynamic capabilities)

5.4.2.1.3 Contribute to adaptive nature

In their work on inconsistency, Gregerson and Johansen (2018) suggested that it could help an organization be more malleable and adaptive. In their article they draw upon examples such as Google and AirBnb capitalizing on inconsistency. This shows

succeeding against what some literature considers weak identity (Gregerson and Johansen 2018 citing Baker and Balmer).

This adaptive nature element also brings into play the dynamic capabilities elements and how an organization responds to its environment, as these two concepts have been related in the past (Andries and Debackere 2006; Cheng *et al.* 2016) and dynamic capabilities has adaptation at its core (Laaksonen and Peltoniemi 2016). This is ultimately what drove the link with dynamic capabilities for this research.

Key to this idea is the notion of identity being a restrictive component. This has been explored through the organisational identity literature (Cayla and Peñaloza 2012). In the data this was seen where organisations were in particular constrained by their identity, often the nature of the business (social enterprise) or the size of the organisation seemed to be prevailing restrictive factors.

The organizational literature also covers the idea of adaptive instability (Gioia and Corley 2000). They define it as follows: "as a consequence of its interrelationships with image in its various guises, organizational identity becomes dynamic and mutable. This instability in identity actually confers benefit to the organization, because it allows better adaptation to the demands of an environment that is itself undergoing continuous change." They further go on to say "To induce change, the organization must be destabilized and convinced that there is a necessity for a different way of seeing and being." (p75). Further in their work on adaptive instability they touch on areas that are similar to those covered in the analysis so far, in that they discuss reactive and proactive elements being two sides of the same coin. "These two positions on adaptive instability— reactive and proactive—represent two sides of the same coin." This echoes

our finding on passive and active sensing in the dynamic capabilities perspective, which could then be broadened out to passive and active (or reactive and proactive) disorientation.

The current research is therefore in line with this view and shows how disorientation is part of this process. This also highlights that further work into the organizational literature would be useful, again referring back to the literature review there is a rich stream of papers in these counterintuitive notions of disorientation helping to adapt. What this also shows is that these ideas share similarities with the dynamic capabilities construct in regards to the change in response to environment.

Adaptation has been suggested to deal with disorientation (Woodward et al 2000), so could potentially deal with some negative effects.

However, another key element here is looking into the idea of exaptation, a term from the paleontology literature (Gould and Vbnr 1982). It is seen as when an entity finds new uses for already existent features, whereby organisations use traits they already have in a different manner. This notion was used to help break down the themes in the data. This also held within it interesting questions such as does adaptation or exaptation process heighten disorientation more than the other? This notion of new resources and existing resources has been discussed as a part of the integrative capability stage (Lin and Higgins 2016), although we argue it could come in part of the seizing, or at least the discussion for it starts here. The fact that this does in some respect overlap with another part of the dynamic capabilities stage doe show how complex these relationships may be.

For example in the case where new members of staff were used for different reasons, or skills that members had were put to create new products. Exaptation is considered better

for organisations as it is a cheaper method (Andriani 2015). This is particularly so for the cases in this study as being SMEs they do not have a vast array of resources and money. Therefore exaptation helps them in this manner so could arguably help them improve their exaptation skills as well. See Figure 4.18 for a flow diagram showing how exaptation would work in regards to seizing capability (as it may not come in at the sensing level in particular, however internal sensing could be a way of reaching it).

Table 5.5: How study compares to the adaptive literature

Key studies in literature (concepts covered separately in this table)	How does this question build on/refute literature?
Adaptation Gregerson and Johansen 2018; Andries and Debackere 2006; Cheng *et al.* 2016; Gioia and Corley 2000	Here the current research helps build on the literature that has covered adaptation. It can also help build on the ideas of adaptive instability by Gioia and Corley (2000), and contribute to the debate in the corporate identity literature this could have.
Exaptation Andriani 2015	This builds on the little discussion of exaptation in the literature on organisations. This concept has not been discussed much but can offer a useful way to break down certain areas and especially pick apart 'adaptation' when it is used as a blanket term. This would also build on other uses of bring in

	avenues from biology into the business environment. Another example of this would be the use of cladistics (McCarthy and Ridgway 2000).

5.4.2.1.4 Aid Improvisation

As discussed in the literature review, 'Improvisation is also seen as something that "affects adaptation, learning and renewal" (Weick 1998, p. 544) and applies an "an existing solution in a new way rather than coming up with a new solution." (Hadida et al. 2015, p. 446). This shows that the approaches have echoes of the dynamic capability literature. There are also links with potential disorientation itself, especially as shown by the following statement from Miner et al (1998): "all improvisation involves a threshold degree of deviation from prior routines," (p707). And from looking at the data, it is these deviations that appear to cause some of the more substantial disorientations. For example trying out new projects and new ways of working.

The notion behind this is that the more familiar organizations are with disorientation it may help them get better at improvising, as shown by the learning finding. I.e. situations that they may be thrust into, or aforementioned deviations, may cause disorientation. But the more times they go through this process this may be better for them. This may help the organization deal more effectively with the 'unexpected interruption or change' (Hadida et al 2015). This can also contribute to the learning of the organization, especially through aspects of organizational memory (Miner *et al.* 1998). They also spoke about the feedback loop of memory to improvisation. This is also something that

was evident in this study. Applying this perspective, it could also be seen that building up memories of disorientation could in fact help the organization deal better with it in the future.

The results of the study do suggest that this may be the case and were represented in the themes of gaining confidence and learning. Some of the cases suggested that the more times they had been through periods of disorientation, they became more comfortable with it and led them to opting for a more daring perspective in the future. Going through the trial and error process echoes the literature on dynamic capabilities (Zaha 2006). As stated in the literature review improvisation is a capability in itself, but also a means by which they are learnt, which again links back to the findings on learning. As such, it seems that the more organisations go through this process of disorientation and successfully come out the other side, the better they learn to adapt. This may also have implications for how an organization goes through exaptation. This could particularly be the case as improvisation has been shown to allow organisations better at utilizing the elements they already have (Hadida et al 2016). Improvisation has also been shown to help with the knowledge transfer inside the firm (Krylova, Vera and Crossan 2016). Whilst this was seen in the data this is hard to unpack in depth as these organisations were SMEs and the knowledge transfer aspect was not a key part of our data collection.

Table 5.6: Relationship with the improvisation literature

Key studies in literature	How does this question build on/refute literature?
Hadida et al 2016; Zaha 2006; Krylova, Vera and Crossnan 2016	We build on this idea that through the confidence learnt through trial and error of coping with disorientation this can help organisations with their ability to improvise. This could also have

	connections with the ambidextrous literature coming from the strategic orientation approach.

5.4.2.1.5 Uncover Opportunities

This was prominent in the data. As all of the organisations under study found a way of uncovering opportunities by trying new things that caused disorientation. This is very much linked with the dynamic capabilities approach as they were often seen to be sensing out new opportunities to aid them. As such this is very much in linked with the sensing literature (Teece 1997; 2007), albeit introducing the disorientation perspective. In particular the sensing themes that came about in the data analysis would particularly help contribute to this area. This could even be through going through disorientation helping to forge new relationships that then aid the organisation. This is linked with the idea of relational capabilities and networks (Shepis et al 2018; Alinaghian and Kamran 2018) as well as the idea of alliances being a strong theme in the literature (Vogel and Guttel 2013).

Table 5.7: relation to literature on discovering opportunities

Key studies/area in literature	How does this question build on/refute literature?
Dynamic capabilities literature covering sensing seizing and reconfiguring (e.g. the work of Teece et al 1997:2007)	We highlight that disorientation is an important part of the sensing process that leads to identifying opportunities. This can come from passive and active disorientation. Active disorientation is actively inducing disorientation, passive

	is disorientation as a result of something happening
Vogel and Guttel 2013; Shepis et al 2018; Alinaghian and Kamran 2018	From the relational capabilities perspective this research builds upon this by the idea of disorientation helping to forge new relationships (and opportunities). Therefore applying another view of the relationship forming process, as well as developing the relational capability. This was particularly needed in the context of the study, social enterprise.

5.4.2.1.6 Positive Inconsistency

Gregerson and Johansen's (2018) work on inconsistency shows how these forms could be linked. They explore the visual identity and give examples of where the inconsistency has worked citing brands such as Google and AirBnb. Also on this note there has been some industry examples where an element of visual inconsistency has been successful, such as the Australian brand Dare (Ritson 2019). That example is interesting as once the brand had built up enough confidence in its brand codes, or distinctive assets, is was able to start playing around with them and keeping it fresh. This approach does seem at first very counterintuitive so in this respect as there is much research into the benefits of consistency, such as its place in building up mental

availability (Sharp et al 2010), and especially in building up a consistent identity over time which can help with these awareness and differentiation tactics, and ultimately mental availability/awareness/salience.

This research didn't cover in depth the visual inconsistency, however there were a few cases where the organisations were changing their visual identity and this ultimately led to benefits. The focus on the visual was something that did come up across almost all of the cases. The organisations had become aware of the stagnating possibilities of too much consistency and were enacting change. So this does fall in line with the previous work on visual inconsistency. However this is not to say they thought that this was a foolproof tactic or was 100% without risk. However we shall cover this in more depth when we talk about the negatives of this construct, as respondents did often not want disorientation to fall into expression of the identity.

Table 5.8: Relation to the literature on inconsistency

Key studies/area in literature	How does this question build on/refute literature?
Gregersen and Johansen 2018	This paper builds on this study in two ways. Firstly by introducing the we continue to explore this counterintuitive notion of inconsistency or disorientation being positive, however we explore this further than the visual approach. Secondly, we build on the visual approach slightly as it was often a manifestation in visual inconsistency/too

	much consistency that led to change happening. Therefore contributing to their work on visual identity.

5.4.2.1.7 New findings in relation to positive outcomes

The below finding were aspects that were not foreseen prior to data collection, this therefore highlights the emergent nature of the findings from the study, as well as providing outputs from its exploratory nature. The two main areas were 'confidence building' and 'disorientation lasting longer than thought'.

5.4.2.1.7.1 Confidence building

Whilst the contribution to the literature predominantly comes through adding the disorientation perspective, one thing that wasn't evident prior was its role in the building confidence of the organization. Or at least this wasn't a sufficient focus in the literature review. So in addition to the above themes, the results showed that confidence was gained through going through this process. Respondents stated that getting more comfortable with states of disorientation did help them become more confident in certain aspects of their organization. This can as such help them build up their capabilities for dealing with situations (especially when disorientation is thrust upon them. What this may mean in time is that the more confident the organization is, the less time they spend in periods of disorientation and can more quickly reorient themselves back on track. This could also help the organization go through the sensing seizing and reconfiguring process much quicker.

5.4.2.1.7.2 *Literature similar to this*

This was therefore very much seen as a learning process by respondents which again links to the ideas of the learning organization and organizational memory (Miner at al 1998). The idea of deliberate learning has been explored in dynamic capabilities literature (Zollo and Winter 2002; Jantunen et al 2012), and learning has also been developed through the organizational learning capability (Malik, Sinha and Blumenfeld 2012) so this could begin to show some of the links between these concepts. This is also been a part of dynamic capabilities literature, and is almost as important as the reconfiguring aspect (Teece, Pisano and Shuen 2008). The learning orientation of an organisation was then linked to strong total quality management (Malik, Sinha and Blumenfeld 2012). This concept of learning was integral to some of the cases in the study and this is what built up the knowledge and confidence to try new things later at a later date. This was suggested that this could be through aspects such as experimentation (Jantunen et al 2012), of which disorientation appears to be related to as organisations were often trying out new methods of achieving various tasks.

This focus on this may show that disorientation could be a useful way of building up knowledge-based resources and capabilities (Zheng, Zhang and Du 2011; Denford 2013) (Vera *et al.* 2016). This can also link with the notion of experiential learning. This was discussed in regards to dynamic capabilities by Laaksonen and Peltoniemi (2018). They cite (Kolb et al 2001) in saying that experiential learning theory states that learning can come from concrete experience, abstract conceptualisation, reflexive observation and active experimentation. The disorientation aspects could be bring in opportunities for active experimentation as organisations actively tried out new things in the hope to gain opportunities and learn. This could also include things such as

organizational resilience (Lampel, Bhalla and Jha 2014), and so could draw on from the idea resilience in the area of learning (Stallman 2011; Campos-Climent and Sanchis-Palacio 2017; Brewer *et al.* 2019).

In regards to the findings on adaptation, this learning may also help the organisations increase their ability at exaptation, whereby they make better use of the characteristics that they currently have (a concept originating in paleobiology). For example one case realized that the an employee had experience they needed, they made use of their skills, creating a new role and developing the employee further for this point, thereby making greater use of a skill already in the company. Exaptation has been a concept with very limited coverage in the marketing and management literature outside of a few authors.

5.4.2.1.7.3 Themes that contribute to this answer?

- Outcomes (for company)

- Outcomes (for customer)

Sub themes

- Positive Disorientation

- Growth

- Actively trying something new

Table 5.9: Relation to learning literature

Key studies/area in literature	How does this question build on/refute literature?
Learning Zollo and Winter 2002; Malik, Sinha and Blumenfeld 2012; Laaksonen and	This study contributes to the literature

Peltoniemi 2018; Kolb et al 2001; Teece, Pisano and Shuen 2008	on this level by incorporating disorientation into the learning process for organisations, especially that of building confidence. This could also lead to aid in building up resilience of the organisation. This could show itself in easing the speed or efficiency of the progression through the dynamic capabilities process.
Organisational/personal resilience Lampel, Bhalla and Jha 2014; Stallman 2011; Campos-Climent and Sanchis-Palacio 2017; Brewer *et al.* 2019)	This could build on how organisations can be more resilient over time. For example going through more periods of disorientation and surviving successfully could help build up the resilience of organisations. Whilst this wasn't an explicit focus in this study, as it was more of an emergent theme, it could prove useful for future research.

5.4.2.1.7.4 Disorientation lasts longer than thought

The other new area was that disorientation seemed to last a long time. Prior to the data collection it was presumed that this would be something that would be beneficial but only in short periods. However, the data shows that some organisations experience

disorientation for long periods of time, sometimes years, and yet are still successful. This hints towards the idea that disorientation is something that is ever present on some level and is merely heightened by certain elements. Whilst this was discussed earlier, this could also suggest that becoming more comfortable with disorientation may be beneficial. The fact that it is seen across a long term could also lead to further arguments needed regarding orientation and disorientation being separate. In this thesis the view was taken on them being the same continuum. In this case with disorientation being present all the time, this continuum would be fluctuating constantly, with different times having heightened orientation or disorientation. However as disorientation was shown to be present this still does not rule out further exploration of them being two distinct areas.

5.4.2.1.7.4.1 *Literature similar to this*

Whilst the idea of disorientation lasting longer isn't explicitly covered in the literature it does have many connections with the notions coming from complexity theory/chaos theory, in the sense that disorder is generally there throughout complex systems (Prigogine 1984; Brown and Eisenhardt 1997; McElroy 2006 Blomme and Lintelo 2012). It is this general disorder that makes systems hard to predict (Mitchell 2009). In this area the idea of disorder never completely vanishes so is perhaps a consistently possible thing. Therefore this lends weight to viewing these issues through a complex systems perspective. This does also help contribute to the discussion that identity is always changing (Balmer 2008; 2012; Balmer and Soenen 1999; Topalian 2003; Herstein et al. 2007; Herstein 2008; Otubanjo 2012; Schmeltz et al. 2012; Suvatjis et al.

2012; Balmer 2017). And that identity disorientation may be a part of this ever-changing nature of identity.

Table 5.10: Relation to literature on disorientation lasting longer than thought

Key studies/area in literature	How does this question build on/refute literature?
Complexity/chaos Prigogine 1984; Brown and Eisenhardt 1997; McElroy 2006 Blomme and Lintelo 2012	This is in line with literature from complexity/chaos as in looking at a long lasting component of a system. The cases suggested they experienced disorientation for longer than the research had been expecting.
Identity is always changing Balmer 2008; 2012; Balmer and Soenen 1999; Topalian 2003; Herstein et al. 2007; Herstein 2008; Otubanjo 2012; Schmeltz et al. 2012; Suvatjis et al. 2012; Balmer 2017	The fact that identity is always changing has long been a part of the literature and is often used to counteract one of the original approaches to identity of Albert and Whetten (1989) when they suggested it was enduring. However the current study helps authors understand this process more. Also applying the dynamic capabilities perspective also allows another theoretical viewpoint through which to be viewing this.

5.4.2.1 .8 Summary of how are these positives related the dynamic capabilities?

To bring the project back to dynamic capabilities. There can be conceptual links made with the above positives.

Table 5.11: Linking positive elements to dynamic capabilities

Positive element	Link to dynamic capabilities element
• Positive Incongruence	This would take place at the Reconfiguring stage.
• Discover new CI attributes	Sensing would be an important part of this discovering process. Therefore disorientation could be related to discovering new CI attributes.
• Contribute to adaptive nature	Sensing/seizing/reconfiguring are all part of the adaptive process of organisations. This is due to the central fact of these key dynamic capabilities helping the organisation adapt to its environment.
• Aid improvisation	Sensing/seizing/reconfigure would all feature in this process. And the more this went through the more the organisation may learn to improvise. This shows that any disorientation that led to an improvement in improvisational skills may be beneficial.
• Uncover	Sensing, and improving these skills would

opportunities	help with the uncovering of opportunities. This is not surprising as uncovering opportunities is at the core of sensing capabilities.
• Positive Inconsistency (Gregerson and Johansen 2018)	This can again help sense new opportunities

5.4.3 Answers to Sub Question 4

SQ4: How can disorientation be detrimental?

The next sub-question was an exploration of the detrimental side of disorientation. Naturally disorientation is not a solution to all problems, so to be critical of this construct is important. The literature does cover these areas (framed in the literature rveiew as outcomes of disorientation), and the results were largely in accordance with the literature. As such we look at the negatives that came from this.

5.4.3.1 Negative incongruence

Flint et al (2018), cover the potential of positive incongruence, but also address its negativity.. This is incongruence between meanings and symbols. Understandably respondents were in agreement with this element. Therefore this study corresponds to the literature in this respect. This is not a surprising thing to find that respondents would

rather avoid some of the negative aspects of these concepts. This was in particular when it came to effects it could have on the external stakeholders view of the organisation. This came across in the cases and this does fit in line with the literature in consistency being important (Sharp 2010) in order to help build up the brand and memory structures. This would be using more of the signal-based points and how tightly they bond together that Flint et al (2018) were looking at.

Table 5.12: Relation to literature on negative incongruence

Key studies/area in literature	How does this question build on/refute literature?
Flint et al 2018	We build on the idea that there is negative incongruence, which could be preceded by negative disorientation. Therefore whilst this research does advocate positive disorientation (and thus incongruence)
Romanuik et al 2007; Sharp 2010	The importance of consistency is an much studied area and is vital to many aspects of marketing and management. As such, by this research aligning with this perspective, particularly from the customer perspective, we build on this area of literature. It is also important to highlight that disorientation is not without its risks, and shouldn't come at

	the expense of the strong benefits of consistency.

<u>5.4.3.2 Identity ambivalence</u>

As we did not interview external stakeholders regarding this, we did not cover this in much depth. Identity ambivalence is seen as "ambivalent identification too, where a stakeholder has a vague or undefined sense of identification with a firm" (Balmer 2018 citing Taguiri 1982 and Pratt 2000). The presence of these concepts within interviewee respondents showed as they were often concerned with what external stakeholders would think, which is not a surprising finding ultimately. But again this links back to much of the marketing literature suggesting that portraying the organisation as something consistent. This was not something that organisations wanted to occur. Organisations need to stand out and be distinctive, so creating identities that organisations are ambivalent towards is not the ideal scenario. This was evident in one of the cases where they suffered a period of identity ambivalence from external stakeholders, this was quickly remedied, however, the nature of this happening did highlight the dangers of this. Internally this was often seen in the earlier stages of identity development of the cases, and perhaps maybe ambivalence around the social enterprise idea.

Table 5.13 Relation to ambivalence literature

Key studies/area in literature	How does this question build on/refute literature?
Balmer 2017;	Identity ambivalence has mostly been

	covered by Balmer. And this research builds on this area slightly as the external customer worries were very prevalent amongst the case organisations. Internally this was covered in the earlier stages of the organisation development.

5.4.3.3 Dis-identification

This is the negative stakeholder dis-identification to an organisations corporate identity' (Balmer 2017 pp1486). And it can be problematic for the organisation as it can create poorer relationships with stakeholders. Once again as we did not interview external stakeholders this was not something that particularly came up. However, it was mentioned in discussions with internal stakeholders as something that was not desirable and best avoided. In one case the organisation also wanted to attract more of one type of customer and less of another, so this did fit with this idea in some respect. As such this still remains a risk of any form of disorientation. This does highlight however, the importance of the external projection of the corporate identity, which was again a very prevalent theme for the research. Damaging this projection is a risk in any disorientation process and as such is something that has to be debated. What this also highlights again is that some aspects of disorientation could go too far. In regards to disorientation creating positive effects this may not hold many benefits. However, if organisations wished to shake off customers for whatever reason, this could be something useful to

induce. For example brands such as Fred Perry, Ben Sherman and Dr Martens looking to shake off their far right fan-base (Miller-Idris 2019).

Table 5.14: Relation to dis-identification literature

Key studies/area in literature	How does this question build on/refute literature?
Dukerich 1998; Balmer 2017	This is in alignment with literature here as all the cases were concerned with the how the external stakeholders viewed the organisation. This was more of a presence in the conceptual framework when it came to the outcome sections.

5.4.3.4 Negative inconsistency

Gregersen and Johansen (2018) looked at the visual identity perspective and did suggest that some inconsistency could be useful. However, there is the side of negative inconsistency that is detrimental to organisations. We have framed this as an outcome of disorientation. However, in our data there was less emphasis on the notion of visual inconsistency (like Gregersen and Johansen), and if anything this was something as seen to be avoided as this was customer facing. However, where the organisations did change their visual identity, there was disorientation in regards to trying new things. However, this may not have gone so far as to portraying an inconsistent identity. Admittedly these changes were to happen, and there would be some inconsistency compared to previous versions of the identity in terms of style. But the disorientation that this causes and potential negative effects in external stakeholders may be short lived. This is also

reinforces the literature on building brands that takes into account building up consistent mental availability (Sharp 2010) and brand codes (See Ritson 2019) and distinctive assets (Romaniuk et al 2007; Romaniuk 2018). Building up these parts of the brand will help build salience. Admittedly this crosses over with literature on brand building, however, in it is highly likely that any corporate identity is leading towards building a corporate brand, and so these outcomes are important to consider.

Table 5.15: Relation to inconsistency literature

Key studies/area in literature	How does this question build on/refute literature?
Gregersen and Johansen (2018)	The organisations were very aware of this, and our findings did show a negative side to aspects that were looked at. We agree with the more nuanced take on identity as shown by Gregersen and Johansen in that it is a mixture of these areas of consistency and inconsistency.

5.4.3.5 Chaos if not managed

This theme acknowledge that if disorientation is not kept in check then ultimately 'chaos' would ensue. This idea of it descending into chaos if not managed properly does have links with complexity theory and chaos theory (Prigogine 1984; Stacey 2002). These perspectives can be used to view identity and this study contributes to that literature in this respect. This also ties into it having a close relationship with orientation, in that the two are needed to order to reach the optimum performance.

Table 5.16: Relation to chaos theory literature

Key studies/area in literature	How does this question build on/refute literature?
Prigogine 1984; Stacey 2002	This builds on the ideas put forward by those that see organisations as complex systems, and provides examples of this in the organisation. However, there was not much of this covered in depth. This may be needed to rectified by exploring cases that are no longer running.

5.4.3.6 Uncontrollable instability

This idea of instability draws from the work on Gioia and Corley when they say "Perhaps most important, we argue further that the instability of identity is actually adaptive in facilitating organizational change in response to environmental demands." (2000 p64). They put forward the idea of adaptive instability, which is "as a consequence of its interrelationships with image in its various guises, organizational identity becomes dynamic and mutable. This instability in identity actually confers benefit to the organization, because it allows better adaptation to the demands of an environment that is itself undergoing continuous change.".

However if this instability where to get too much it could push the organisation into chaos (Thietart and Forgues 1995), again highlighting the potential downfalls of instability and echoes in chaos theory literature. Their article also suggest the following: "Experimentation, innovation, and individual initiative, when they exist, are sources of instability and tend to push the organization out of its programmed course, out of its

stable equilibrium. They do not keep the organization on its planned track and objective. On the contrary, by exploring new areas, they are a source of disruption and disorder." (p23).

This is in particular related to the current study with its emphasis on experimentation and innovation, as well as this notion of being pushed out of a programmed course. However, of course being totally pushed off the course and disrupted is potentially the negative, which is where the balance comes into the discussion. And again hinting at the beneficial relationship disorientation would have without orientation. If disorientation were only present, this may result in just negative outcomes.

Table 5.17: Relation to the instability literature

Key studies/area in literature	How does this question build on/refute literature?
Thietart and Forgues 1995; Gioia, Schultz and Corley 2000	Similar ideas are applied to the corporate identity literature as they come from the organisational identity perspective. We also embed these ideas into the strategic orientation literature. This research does agree with the literature as the participants did largely see that too much disorientation could be bad, especially if this were to seep into the external communications

One further question for us to explore is do these negatives have any impact on dynamic capabilities? We shall delve further into some of these areas in the following sub sections.

5.4.3.6.1 Themes that help answer this question

Outcomes

Sub themes

Anti disorientation

5.4.4 Answers to Sub Question 5

Sub question5: How is it related to sensing capabilities?

Breaking down dynamic capabilities into its sub-sections will help reach a greater understanding of how disorientation and dynamic capabilities are related. Again, below is the framework (Fig 5.8) that suggested how these were related.

We show below, the mind map (Fig 5.9) created where disorientation could come into the process as well as how the sensing process would unfold.

Fig 5.9: Conceptual Framework of how orientation/disorientation/reorientation exist at the different stages of dynamic capabilities

Key question	What grabs attention?	Decide whether to seize?	How best does new element fit best within organisation
DC	Sensing	Seizing	Reconfiguring

Sees opp

Doesn't see opportunity

Seizes outside element

Corporate Identity	Identity at this point remains the same, as the organisation senses its environments	Identity begins to change as it reassesses surroundings and brings new ideas into organisations	Identity is actively changing into a new form at some level. It is also reconfiguring new elements (adaptation) and old ones (exaptation)
Orientation Disorientation Reorientation	Disorientation may emerge from discovering something new Orientation continues if happy with environment	Disorientation heightens as organisation begins to reassess itself and its surroundings. Reorientation/Orientation should be present to steady process	Disorientation is high as it reconfigures itself and needs to make sense of new formulation. However orientation becomes stronger as the organisation begins to take shape and regains focus

scale

Fig 5.10:Disorientation and sensing capability leading to seizing

We shall now discuss seizing in more depth in relation to the literature. As mentioned previously where disorientation is mentioned it does appear to be heightened disorientation, as disorientation on some level appears to always be there. The study also highlighted that there is passive and active sensing, although some conceptualisations of DC (e.g. Ambrosini and Bowman 2009) do say that it needs to be deliberate. However, it could be argued that developing the capability to be passively sensing is a capability in itself, and this could link into the earlier discussion on improvisation (Hadida et al 2015). In regards to what this means for disorientation. It would be further research interests to suggest that there may be different effects on disorientation based on whether the sensing was active or passive. Adopting a more passive perspective may result in higher levels of disorientation as the organisation would be less prepared for what was being sensed. However, on the contrary, actively sensing could cause high disorientation due to putting the organisation in more situations that could lead to high levels of disorientation. As such this could be an interesting area for future research.

5.4.4.1. External perspective

The most predominant form of sensing in the study came from the external perspective. This is perhaps indicative of the literature in general as it is predominantly focussed on the external perspective, although internal and external aspects are acknowledged in the dynamic capabilities literature (Lin et al 2016). In terms of how this is executed, one prevalent tactic was the idea of using social media to sense opportunities. Whilst a lot of social media literature has focussed on engaging with consumers there is less research on using social media as a listening

tool for opportunities, and also a growing movement against social media in general. Its use in a sensing perspective shows another avenue for looking at how social media can be useful for organisations. This could especially be the case for the SMEs who don't have a vast array of resources at their disposal to conduct sensing activities.

5.4.4.2 *Internal perspective*

Some authors also suggest the internal environment is involved in the sensing process (Lin and Higgins 2016; Saul and Gebauer 2018). This also shows how sensing could equally be sensing the organisation for opportunities internally. In this respect this study is inline with the literature. This internal sensing could be equally important to the process and could help look at possibilities of using internal resources that could meet whatever opportunity was sensed. This would then have more in common with ideas on exaptation that were discussed earlier.

This aspect of the study did not show the internal sensing to be a high priority, but this may be because they were organically doing it. From observations it was seen that they were looking for opportunities However, this was used by a couple of the organisations. This is in line with previous literature where this was also highlighted as an area that received less sensing than externally (Saul and Gebauer 2018b). However, this does make this an area that could be useful for future research. This is particularly so within SMEs where resources may be more limited and so looking internally for opportunities is something worth looking at. This would also look to include any material on exaptation to include at this stage.

Themes that help answer this question

- Action of Identity (sensing)

Table 5.18 Relation to the seizing literature

Key studies/area in literature	How does this question build on/refute literature?
Teece et al 1997; 2007; 2012;Dong et al 2016; Lin and Higgins 2016; Saul and Gebauer 2018	We build on the sensing literature by applying the concept of disorientation to it. Our findings show that disorientation can be induced in order to try and sense opportunities. This is a more active form of sensing. We also look at a more organic form of sensing where disorientation happens as a result of things happening to the organisation that reveal opportunities. The findings are in line in the sense that external has received more focus.

5.4.5 Answers to Sub Question 6

SQ6: How is it related to seizing capabilities?

This question was answered by the fact that disorientation appears to be present throughout this stage of dynamic capabilities as well. Two ways of looking at what might be causing this is the notion of what is exactly being seized. This research broke

this down into 'ideas' and 'resources', and further linked this to ideas of exaptation and adaptation. The below diagram once again shows how the seizing process could work in an organisation. In this instance it describes seizing something tangible (i.e. resource) or intangible (an idea), and also the approach that emerged from the results of exaptation and adaptation. The exaptation ideas also show similarities with the approaches on improvisation by Hadida et al (2015) when they said: Improvisation applies an "an existing solution in a new way rather than coming up with a new solution." (Hadida et al. 2015, p. 446). It also has echoes in the dynamic capabilities is literature, again the following quote from Lin and Higgins (2016) shows this:

"the ability of relocating, recombining and reusing both existing resources and those obtained, for example, resource relocation and recon- figuration capability, and knowledge-integration capability." (Lin and Higgins 2016). As such, ideas of exaptation seem to have much traction in the related literature without fully being embraced as a term.

Fig 5.11: A seizing map linking to adaptation/exaptation
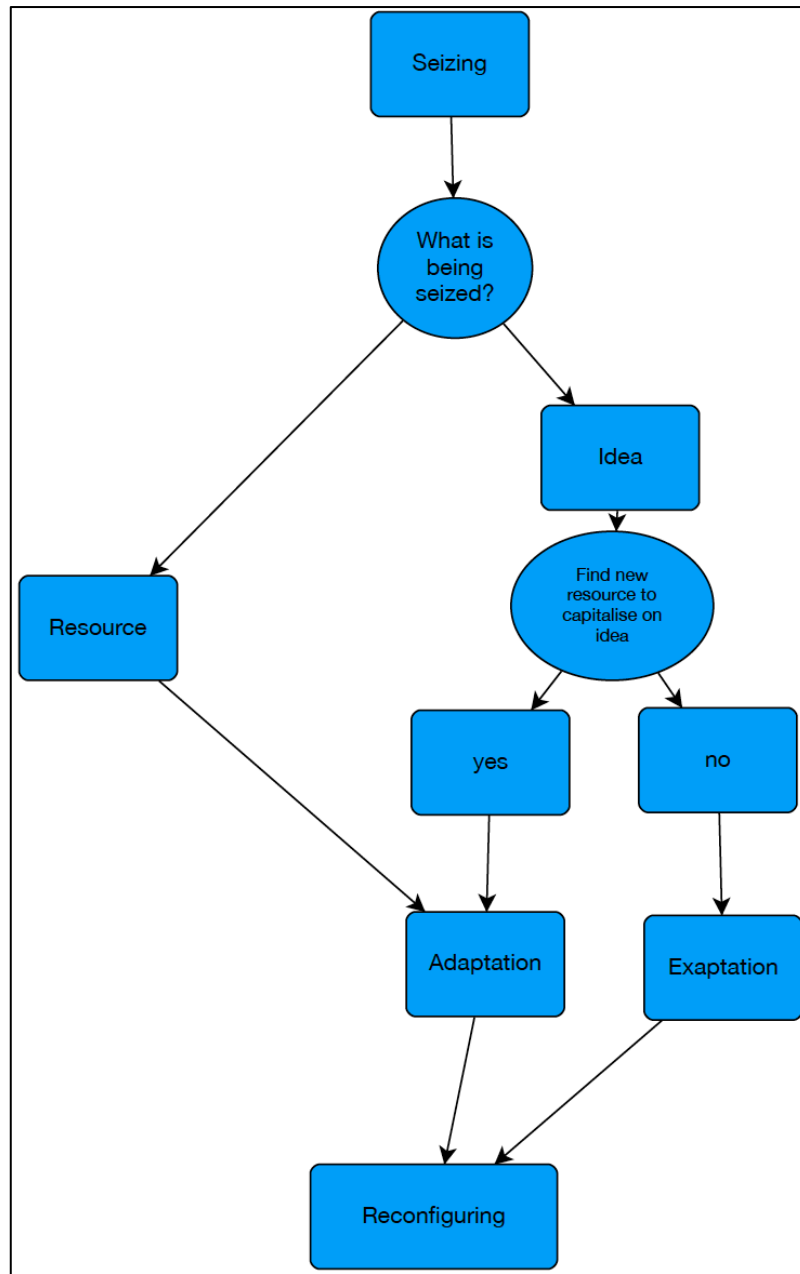
It is also at this stage that learning takes place, which could be linked to deliberate learning (Zollo and Winter 2002). Teece, Pisano and Shuen 2008). This stage has also been linked with learning (Lin et al 2016). This also recalls the literature from Zahra (2006) when they suggested that trial and error and imitation are methods of

developing/discovering dynamic capabilities. The trial and error approach links with some of the material on disorientation (i.e. trial and error can cause disorientation but could ultimately help with learning. The point from Zahra (2006) also has echoes of the relational capability points discussed earlier.

The notion of learning was explored as well through the notion of feedback loops. These were developed from each stage of dynamic capabilities process. If each stage fails then the sensing process begins again having learnt something. This is in line with the literature where the development of capabilities is dependent on learning (Jantunen, Ellonen and Johansson 2012) and it has been receiving more attention recently. Below the feedback loops have been mapped out that could occur at this stage. This is important to recognise as if learning takes place, and this is aided by disorientation, this highlights the learning possibilities associated with disorientation. Whilst we have included feedback loops at both seizing and reconfiguring stages it has been mentioned during this sub-question as this is where it predominantly enters into the discussion. This is following respondents talking about this process after they have tried something new, then reflecting and learning from the process. The following mind map shows how this learning process can impact on both positive and negative reconfiguring.

Fig 5.12: Map of the DC process and learning
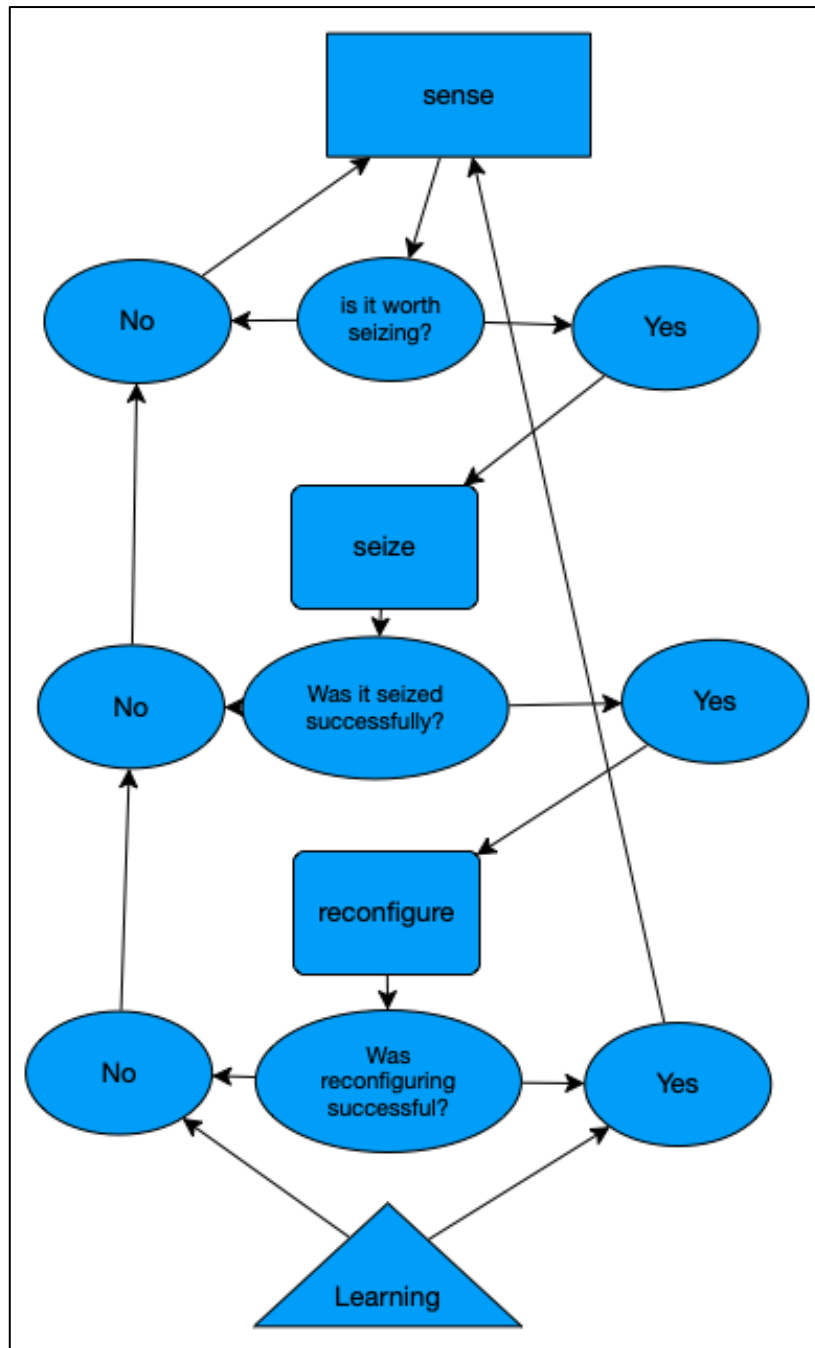
And the Figure 5.9 shows how disorientation may be related to seizing capabilities at the larger level

If the argument that disorientation is heightened is applied (as the research shows), then this stage would show how the organisation begins to reassess itself.

An important note here is that the data suggested that there seemed to be organic seizing and best practice seizing. See below for a mind map that explored this idea and how it leads to reconfiguring.

Fig 5.13: Seizing leading to reconfiguring
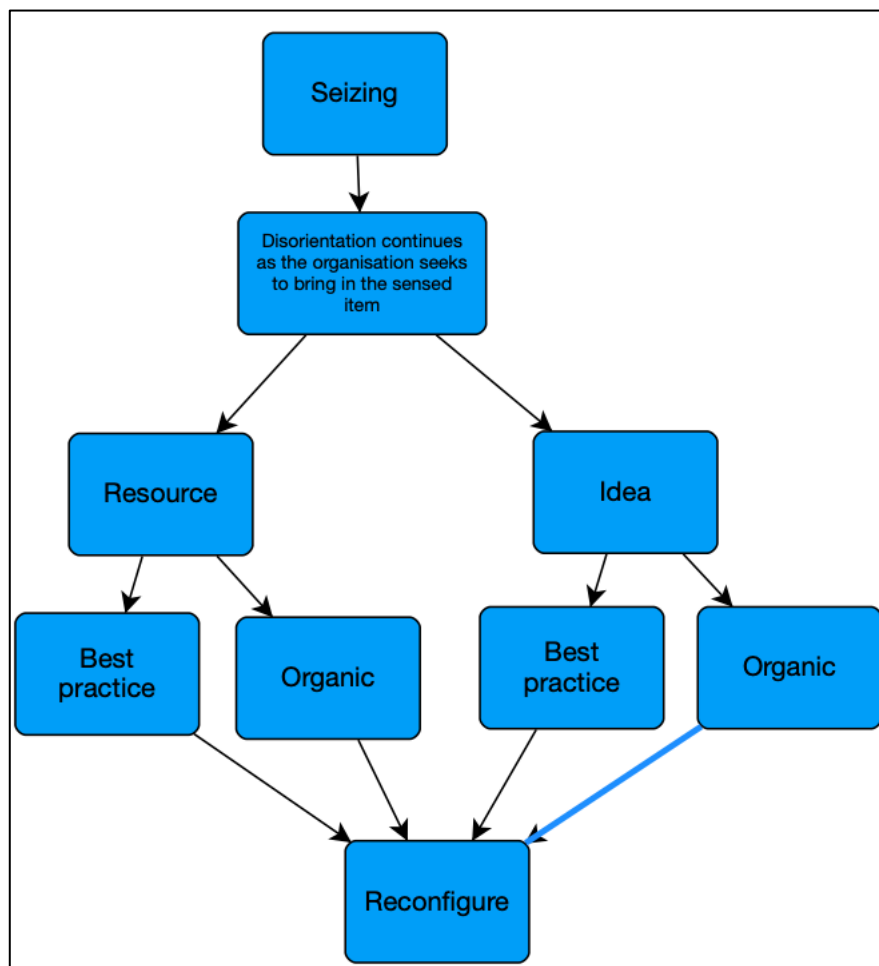
At this stage the disorientation is still maintained throughout. However, an area that could be useful for the future is, do certain elements being seized cause more disorientation? i.e. a resource or an idea. And by this we mean is some new tangible

resource coming in or is it an idea in the external environment that is being used. Further to this, is which then is more effective, having best practice or allowing elements to organically come in? This mixture of organic and formal approaches is something that has been present in the 'sensing data as well.

The literature on seizing has not covered the various breakdowns that we come up with her in regards to the process of seizing. We have also included ideas on introducing theory from evolution to look at the change of organisations here, as it provided a useful framework against which to judge them

Again the organic and passive ideas were present here, and this has been found in the literature where companies appear to have formal processes in place or there are none (Jantunen, Ellonen and Johansson 2012). The best practice element in dynamic capabilities literature is often shown to be from the Eisendhardt and Martin (2000) school of thought, however this view has received criticism, and may actually depend on environments. Our research shows that there was little in place at the seizing level that was a formal best practice. This does largely fit with the more firm specific thought process (Teece 1997;2007), as each organisation seemed to come up with their own version of what worked, and this was either a formal process or not. The term 'organic' seemed to arise much in the data.

5.4.1 Themes that help answer this question

- Action of Identity (seizing)

Table 5.19: Relation to key seizing literature

Key studies/area in literature	How does this question build

	on/refute literature?
Seizing: Teece 1997;2007; Lin and Higgins 2016	The current study adds to the literature here in that the ideas of adaptation and exaptation are introduced to the dynamic capabilities discussion. In regards to disorientation, the fact that it lasts longer also implies that it is present in the seizing process. And solving the disorientation present at this stage could be part of the process of successfully moving to reconfiguring. The research also covered the speed of the seizing was very important. So looking at seizing speed is something that hasn't been covered much in the identity/DC literature.
Learning: Zollo and Winter 2002; Teece, Pisano and Shuen 2008; Jantunen et al 2012; Winter 2003; Laaksonen and Paltoniemi 2016	Learning begins to take place here, due to more feedback loops. This is in line with literature that says that learning is integral to dynamic capabilities. However , this research builds on the literature by exploring this more in depth at the seizing level of the discussion.

5.4.6 Answers to Sub Question 7

SQ7: How is it related to reconfiguring capabilities?

Reconfiguring capabilities have their basis in the Teece framework however they have often been called integrative capabilities as well (Lin, Su and Higgins 2016). And at this stage is perhaps where most of the change occurs for an organisation, as it integrates and reconfigures itself. Therefore this aspect also has strong links with identity. This could also echo the work by Maclean et al (2015), where they link dynamic capabilities with creative action (and thus identity formation). This reconfiguring stage via identity disorientation could link with their ideas of identity formation. It is at this point that disorientation remains high however as time passes this should be balanced out by orientation. And the sooner the orientation process takes place the more successful the reconfiguration could be. However this link with identity could help avoid the change inertia that Battistella et al discuss (2017). They highlight reconfiguring capabilities can help address this inertia Battistella et al (2017) also discuss how there is a need for research to understand how capabilities influence the reconfiguration of building blocks in an organisation. Whilst this does not fully identify those sought capabilities, this research does help shine light on this area and the role disorientation could play in this reconfiguration.

The other element that arises is, depending on whether an adaptation route or exaptation route was taken, this could potentially have consequences for how long the disorientation period could last, and could again help paint a fuller picture of this

reconfiguration process. I.e. does adaptation or exaptation influence the length of reconfiguration, or even how successful it is.

Fig 5.14: Reconfiguring leading to new identity configuration
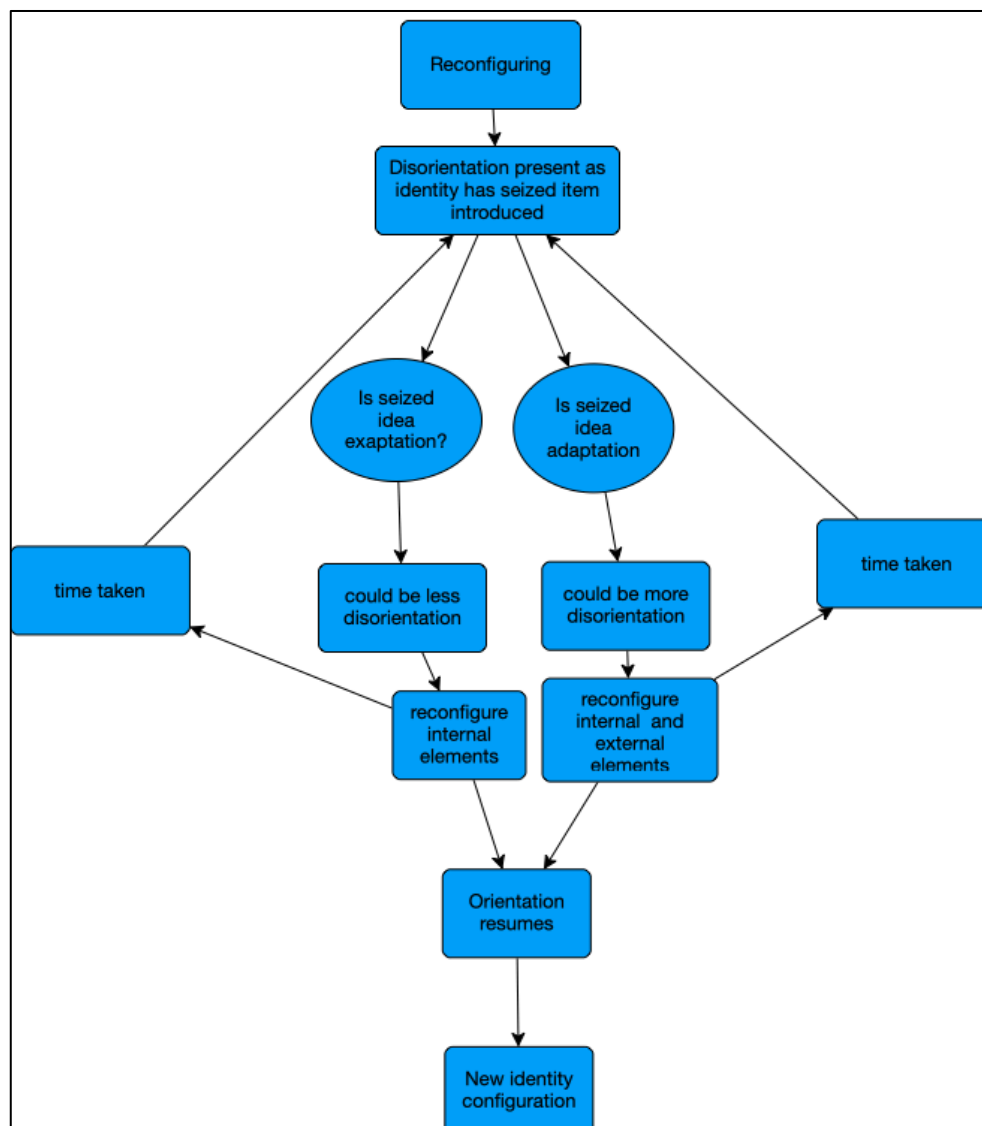
And if we look at reconfiguring in the overall process we can also represent the learning opportunities that occur through the dynamic capabilities process.

Fig 5.15: Reconfiguring and learning process (within the entire DC process)
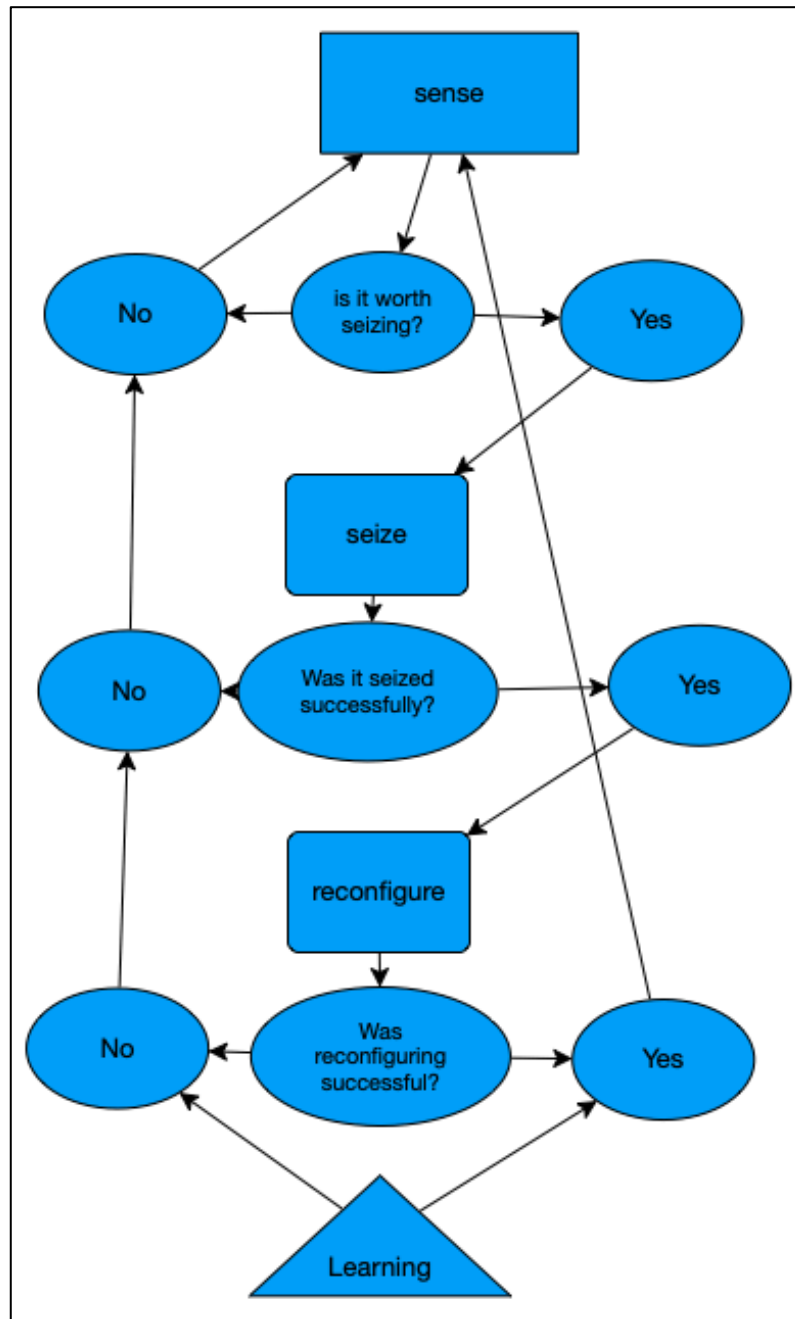
This again reiterates how the process is a learning one, and again is in line with literature (Jantunen, Ellonen and Johansson 2012). Therefore it could be argued that if disorientation is a part of the learning process then disorientation is useful for the learning of the organisation and is a future area for possible research.

However, at the reconfiguring stage, it is perhaps here that disorientation becomes less beneficial as the process here is to begin thinking about building the consistency needed to have a strong identity. Disorientation remaining in a heigtehend state here could cause problems and may lead to more of the negatives that were discussed earlier. However this is not to be said that it is always resolved quickly, and disorientation may linger in the reconfiguring stage.

5.4.6.1 Themes that help answer this question

- Action of identity (reconfiguring)

Table 5.20 Comparing to the literature

Key studies/area in literature	How does this question build on/refute literature?
Teece 1997;2007; 2016; Jantunen et al 2011; Maclean et al 2015; Battistella et al 2017	We make links here between dynamic capabilities and identity as here is where the identity becomes something new (after going through a period of reconfiguration). This stage in particular is of interest to corporate identity as it can help look at how a corporate identity changes over time. This could be both small and large changes. However, based on the results and the fact that disorientation can take

	some time, this perhaps shows that reconfiguring could also be a state that could last some time. However this could be down to both small and large configurations.

5.4.7 Answers to Sub Question 8

SQ8 How are corporate identity and dynamic capabilities related?

By exploring the previous sub questions this helps build up the picture overall of how these two constructs are related and thus answer this sub question on some level. Whilst this research was predominantly aimed at exploring the corporate identity disorientation, it does start to build on answering how corporate identity itself is related to dynamic capabilities. This is perhaps natural seeing as identity is seen as dynamic construct (Balmer and Soenen 1999; Gioia, Schultz and Corley 2000; Topalian 2003; Herstein, Mitki and Jaffe 2007) so the two may share some relationship. So whilst the earlier sub questions built on how it could be related at those stages, this section will discuss it at the broader level.

Linking these two constructs seems like a useful manner in which to discuss how identity changes over time. Dynamic capabilities can providing a useful perspective through which to view the changing of a corporate identity. As discussed in the literature review both constructs have a strong link with the external environment and involve how organisations change in response to this. Figure 2.5 (in literature review section) is inspired by dynamic capabilities perspective put forward by Cepeda and Vera (2006). It shows how dynamic capabilities can help lead to new configurations of

the corporate identity. This would be achieved by the organisation sensing, seizing and reconfiguring in relation to its environment, which does map nicely onto discussions of corporate identity being reconstructed over time (Cornelissen, Haslam and Balmer 2007). However this is using language inspired by the Teece school of thought. Similarly the relatively recent introduction of the relational capabilities is a natural fit with corporate identity as identity is not only seen as something that is relational (i.e. what are we in relation to other things) but also the area of social identity is often covered within it (Cornelissen et al 2001). The social identity aspects seem to map neatly with the relational capabilities concept. This could also link with the network identity (Öberg, Grundström and Jönsson 2011) areas. This is especially in the social enterprise sector as relationships were shown to be very important to the success of the organisations. At times the participants didn't see each other as competitors (as they often had differing industries) so this led to some strong relationships being nurtured.

There have also long been identity terms used in the dynamic capabilities literature as well, as there is often a notion, in some school of thoughts, that dynamic capabilities are unique to each firm (Tece 2007, Zhou 2010). Which of course is a natural link to corporate identity literature and its role in differentiation and distinctiveness (Downey 1987; Balmer & Greyser 2002; Alessandri & Alessandri 2004; Simoes et al. 2005; Melewar et al. 2005; Simões & Mason 2012).

5.4.7.1 Themes that help answer this question

- Action of identity (sub themes of sensing, seizing and reconfiguring)

Table 5.21 Relating to key areas and literature in DC/CI

Key studies/area in literature	How does this question build

	on/refute literature?
Dynamic capabilities and uniqueness Teece 1997;2007; 2016; Capeda and Vera 2006 Wohgurth and Wenzel 2016	Dynamic capabilities acts as a useful framework for understanding how identities can change over time. It also fits from the perspective of seeing organisations as unique. Whilst these have not been covered explicitly in the literature they do share many similar characteristics. And applying dynamic capabilities to corporate identity could give a useful basis to see what exactly is being sensed, seized and reconfigured etc. This helps address the call for research in the dynamic capabilities literature on looking at how organisations can adapt whilst also maintaining some form of continuity whilst also being flexible (Wohlgurth and Wenzel 2016).
Identity is Dynamic Balmer and Soenen 1999; Gioia, Schultz and Corley 2000; Topalian 2003; Herstein, Mitki and Jaffe 2007)	Identity has long been considered a dynamic construct, so having a link with dynamic capabilities in largely in line with these previous approaches. However, introducing dynamic

	capabilities perspective into the corporate identity discussion could help look at studying how corporate identity changes over time. Whilst it was mentioned earlier that this could link with corporate identity conceptualisations such as Melewar (2003), it could also work with other areas and frameworks such as Balmer's various ACID test frameworks.

5.5 A deeper look at the themes

After taking a top level view of how the research questions and sub-questions were answered, the various findings that helped build up a bigger picture of the orientation and disorientation relationship with dynamic capabilities will be explored. These were the reflections that helped build up the above answers.

So whilst not all of the following were additions to the research questions explicitly, they aided in building up the overall picture for the research. This was the exploratory nature of the research coming to light and revealing new areas to look at.

As Braun and Clarke suggested the marker of a good theme is that it can be summarised in two or three sentences (2006). As such, below each theme we have put a brief summary, followed by the discussion of the sub themes and the relevant literature that this holds.

Below we will discuss the main findings in reference to the existing literature, and particularly those that did not fit neatly into the research questions but nonetheless gave more detail to the overall picture of the research. In particular there is a increased presence of the relational capabilities and the external environment. We will follow the same approach as when presenting the findings, only this time will be discussing how the themes are related to the literature. Some sub themes are grouped together in the discussion as they have similar bodies of literature behind them.

5.5.1 Overall Theme 1: People and the importance of identity

THEME SUMMARY: This shows the importance of the internal environment in regards to creating the right environment for disorientation and development of capabilities. Capabilities and level of disorientation could arguably start with people and later become attributes of the organisation.

Table 5.22: The Role of People Theme

The role of people	- Internal staff- - Organisational structure - Disorientation at the personal level - Importance of relationships

5.5.1.1 Internal environment/organisational structure/staff

This aspect as always been a big part of the corporate identity literature, so these results match what has been covered before. This is especially so in regards to founders and their impact on identity (Albert and Whetten 1989; Oberg et al 2011; Powell and Baker 2014; Balmer 2017). In this instance this is particular importance in social enterprise (Vickers and Lyon 2014) due to the size of the companies, which can therefore highlight further the importance of the founder. Vickers and Lyon (2014) also highlight the founders capabilities are important and it has also been suggested that the importance wanes with time (Teece 2012). The current study is in line with this, with the start-ups showing a big influence of the founder. This links in with the earlier discussion on when do individual capabilities become evident at the corporate level?

This also highlights the importance of the corporate culture, which also addresses some of the links with organisational identity, again a long known important part of corporate identity (Kitchen et al 2012). The importance of the right culture is not surprising as this has long been a part of identity (Melewar 2003; Abratt and Kleyn 2012; Balmer 2012). The interesting point this also highlights is that it is down to people. Or at the least that key influentials are important in identity. This is interesting from a complexity theory perspective, whilst identity is controlled in a top down perspective there are considerable influential members of staff. This could be attached to the diffusion of information (Bass 1968) and the ideas of small network theory. This does link in with the importance of the founder as they may evidently be a more influential force in the

small organisations. This influence would be interesting to explore from a dynamic capabilities perspective as it could hint of the influence of the individual on the dynamic capabilities. This is line with what Teece (2012) discussed about key individuals, in particular key executives, which would echo the points made here about founders.

The focus on organisational structures is also in line with much of the literature on organisational identity, the more management and people orientated track of the identity literature. This also suggests that organisational identity is a large part of the corporate identity, sharing similar views put forward by Abbratt and Kleyn (2012) and Kitchen et al (2013), where Organisational Identity is seen as core part of Corporate Identity. However, other authors such as Balmer (2001) have also shown there to be important links here.

This importance of people does highlight the fact that disorientation may exist on the individual level and as such may be an emergent process, coming from the interactions of multiple agents interacting. This could well be the case, echoing the collective learning of Teece (2012) and if inspiration is taken from emergence in complexity theory.

5.5.1.2 Disorientation at the personal level

An important part of this is disorientation at the personal level. This is an interesting area to come up as ultimately disorientation may start at the individual level and then build up into corporate identity disorientation. This has links with the idea of emergence within complexity theory and exploring this idea further may be an interesting area for

further research. Personal identity as been suggested to be emergent (Bucholtz 2005), so corporate identity could act in a similar fashion, and due to the more interacting agents may be more of a complex system approach.

The idea of emergence has also been explored in the dynamic capabilities literature, albeit briefly (Salvato and Vassolo 2018), and mentioned as collective learning (Teece 2012). This emergence may even be influenced by people such as the founder (as they may have more influence in terms of companies, especially social enterprises or SMEs.) For example in agent based modelling, it could be explored how do individual agents become disoriented (Rand and Rust 2011) and when this becomes corporate.

This is also interesting as it could build upon the research done in psychology and psychiatry literature on disorientation (Eskey et al 1957; Wang and Spelke 2000; Littlefield et al 2001; He and Baruch 2009).

5.5.1.3 The importance of Relationships/relational capability

The importance of relationships here is also key, as this also begins an external approach. This is linking with the DC literature that says that this is an important foundational element (Bowman and Helfat 2001; Lin, Su and Higgins 2016), this was true from the literature and the data collection. All cases seemed to value relationships. Looking at the data this could be explored through internal and external relationships as suggested by Lin et al (2016). One other aspect that is interesting to build on here, and was raised by one participant was the idea of the strength of weak ties (Granovetter 1973) and when they become useful. This also does echo ideas of social identity (Ashforth and Mael 1989; Cornelissen, Haslam and Balmer 2007) and symbolic interactionism and the relational aspect of identity (Cote 2006).

5.5.1.4 Internal relationships

Relevant literature for this was mostly covered above in the internal environment section. The importance of these internal relationships is very important as it provides the foundation upon how things work. The number of influential networks in the organisation could in fact help with this. This could draw on the small world network theory (Aarstad 2014) for exploring further how these relationships may impact the disorientation and effectiveness of DC . These internal relationships may also impact the rate as to which organisations go through the sensing, seizing and reconfiguring process of dynamic capabilities. This also does build on the earlier section that discussed organisational identity.

5.5.1.5 External relationships

In regards to external relationships, the organisations under study operated very similarly to how the literature suggests in that the relational capability was a good driver of other capabilities. This was most notably the sensing capability, something that had been highlighted previously by Lin et al (2016). This is also something important from the identity literature wherein a social identity perspective (Cornelissen 2001) can involve seeing what groups an organisation is part of thus contributing to social identity. Further to this, it's also important when viewing identity as a relational concept (i.e. what is the company in relation to other companies). It is this relationship that that can act as part of the identifier of the organisation, and thus contribute to identity. Corporate

identity has also been shown to be an important part of forming the relationship in the first place (Simoes and Mason 2012).

The relational capability has been achieving more attention in the literature of late (Li and Jui 2014; Lin and Hiigins 2016; Alinaghian and Razmdoost 2018). This is also a very strong link with corporate identity as identity has shown to be something that is very much relational, i.e. identity in relation to other things. This has been explored in some respects by the social identity field (Ashforth and Mael 1989) and also the ideas of network identity (Oberg et al 2011), as well as the early philosophical beginnings of identity.

As such these findings were largely in line with the literature on external relationships being important, not only from a dynamic capabilities perspective but also corporate identity.

5.5.2 Overall Theme 2: Importance of Environment

THEME SUMMARY: The external environment provides inspiration for the Dynamic Capabilities process and can influence levels of disorientation

Table 5.23: Importance of Environment Theme

Environmental	- Responding to the environment- - Organisational structure - Confusion is a daily thing - Relational capabilities - Identity is linked to environment - The unexpected?

5.5.2.1 Response to the environment/identity is linked to the environment

The role of environment is an important one in identity (Cunha & Cunha 2006; Melewar 2003; Cornelissen & Harris 2001;Cornelissen, Haslam, & Balmer 2007; Cornelissen, Christensen, & Kinuthia 2012; Öberg, Grundström, & Jönsson 2011; Simões and Mason 2012). Of interest here is that actions of the company were often in response to aspects of the environment. It is here that we begin to see the connection between identity and dynamic capabilities, and the disorientation caused along the process. For example in order to respond to the environment an organisation must be in some way sensing its environment. (i.e. making use of sensing capabilities). This establishes a very clear link with identity and one of the central pillars of the dynamic capabilities literature, sensing capabilities (Teece 1997). This sensing can then cause an element of disorientation as the organisation could question its identity in relation to its environment.

The notion of the environment has been a key part of dynamic capabilities literature, and this can refer to both high velocity environments and moderate velocity ones (Zollo and Winter 2002; Zahra, Sapienza and Davidsson 2006; Barreto 2010). This is as opposed to Teece's approach of concentrating on high velocity. Combining these approaches creates a more overall picture and shows this importance of environment is a strong link across both corporate identity and dynamic capabilities.

It is here that any change taken will usually be in response to some environmental element (e.g. trend, opportunity, competitor action) and this can instigate the process. During the sensing process this is where disorientation can start to occur. This therefore

highlights that this sensing process is potentially a very important instigator of the identity changing process. As such the environment provides the prompt for this. Therefore the right element of environmental input in addition to the right sensing capabilities will hopefully start the process in motion.

This responding to the environment shows how organisations can adapt to the environment. However what is interesting here is also showing how they may show exaptation in response to the environment. These elements will be later explored in relation to reconfiguring.

The importance of the networks they have/don't have is also a part of the influence of external factors on the identity change. Especially if we look from an abstract level the relational nature of identity. This is not only relational with other people, but also other aspects of environment. From this perspective it is interesting as a lot of identity elements could be drawn from the environment. For example, trends, members of staff, ways of working. So again from an identity perspective this is where elements are drawn from.

Another interesting development that came from this section was how the customers, or market needs were helping to shape the identity. As discussed earlier this could also help explain why identity disorientation may be prevalent in the earlier stages of an organisation, as what it wants to be and what the customers need it to be could cause some tension. However what this link does suggest is an interesting relationship with market orientation (Kohli and Jaworksi 1993). Further to this is could suggest that the strategic orientations could work together at various times. This is similar to how

Hakala (2011) approached strategic orientations, in that they could be used in sequence, as alternatives or as complementary. With corporate identity almost all encompassing nature it is perhaps not surprising that an orientation with it at its heart could have relationships with other strategic orientations. However this could be an interesting avenue for future research.

5.5.2.2 Confusion is a daily thing/unexpected.

Building on from the previous point, there was theme that suggested that confusion and uncertainty was a daily occurrence for the organisations. This could shine light on the type of velocity experienced a la the previous discussion and distinction between high velocity and moderate velocity environments. With organisations saying that confusion and unexpected elements are a common occurrence this could be interpreted as that they are subjectively experience their environments as high velocity. However, the idea of continuous renewal (Teece 2016) is applicable here as we see that this is a constant process.

This need for continuous renewal does have further echoes of complexity theory whereby the disorientation, similar to disorder perhaps is a part of the every day life. The lack of prediction in complex systems (Mitchell 2013) also suggests this unexpected element take place in the every day of complex system. And numerous findings from the research have had echoes of the complex systems approach as covered throughout this discussion. This idea of continuous change and renewal could also contribute to the discussion on how corporate identity is ever changing and never complete (Balmer 2008; 2012; Balmer & Soenen 1999; Topalian 2003; Herstein, Mitki,

& Jaffe 2007; Otubanjo 2012; Schmeltz 2014; Suvatjis et al.,2012; Balmer 2017)The fact that this is perceived to be constant could suggest that disorientation is something that is continually felt on some level. This may not be just for corporate identity disorientation but could be for other strategic orientations as well.

5.5.2.3 Relational Capabilities /organisational structure

The external perspective is evidently vital to secure these relationships. This form of relationship importance is evident throughout much of the literature on business. For example, the work on relationship marketing as well as building networks. What is interesting is how these help identities form in new and interesting directions. These networks have perhaps been covered a little bit in terms of social identity. There is also the notion of network identity (Anderson et al 1994; Oberg et al 2011) and the relational and symbolic interactionist perspectives from the identity literature (Côté 2006). These relationships seem to help create a stable environment, or at least encouraging environment, for organisations to get out of comfort zone. These networks have been shown to have an impact on identity (Öberg, Grundström and Jönsson 2011). As such these relational capabilities of organisation, or the ability to form and maintain relationships they appear to help the other dynamic capabilities develop (Lin et al 2016). It is also through these relationships that opportunities appear. It is in these relationships that potential ideas for sensing happen. This research was therefore in line with the findings put forward by Lin et al (2016).

This is especially so in social enterprise. For example the number of events put on where social enterprises work together and the relatively small scene (compared to the wider business community). These small networks are a key part and a big part of the industry (for example organisations such as Social Enterprise UK).

This also ties in with relationship marketing and how this helps provide a good foundation for organisations to achieve their objectives (Gronroos 2004; Payne et al 2004). The capability to form these relationships is therefore an important one.

5.5.3 Overall Theme 3: Action of identity

Theme Summary: The actions that are taken by the organisation that then impact identity. This is were the crux of DC and disorientation lie. This theme is largely about the process. What sparks getting out of comfort zone ? And then how long this lasts and when it ends.

Table 5.24: Action of Identity Theme

Overall Theme	Sub themes
Action of Identity	• Sensing (inc actively trying something new/unexpected) • Seizing (inc actively trying something new) • Reconfiguring (inc ending uncertainty/how long disorientation lasts)

5.5.3.1 Sensing/Actively trying something new

To provide some more structure to the discussion the various themes that fell under sensing will be covered, as this is quite a large topic in itself.

Table 5.25: Dynamic capabilities theme and sub themes

DC area (a priori code)	Sub theme
Sensing	External (sub theme of social media) Internal Passive Active Selection Early in timeline sensing

This was a very large theme with multiple codes attached to it. An evident dichotomy that was raised here was the notion of active and passive approaches. These were largely evident amongst the codes that were specifically built around the a priori codes of sensing, seizing and reconfiguring. These highlight the different approaches taken from a DC perspective and again highlight the different approaches of the capabilities. For the purposes of discussion the idea of early timeline sensing is integrated into the sections of external/internal sensing.

5.5.3.2 Active and passive

The interesting point here is highlighting a difference between actively trying something new and those passive moments. This had not been covered in detail in the literature however has been hinted at in the work of Jantunen et al (2012) and the 'best practice' notion of Eisenhardt and Martin (2000), both from the dynamic capabilities literature. From an identity perspective, there has not been much covered in regards to active and passive identity development.

What is seen here is that when the organisations try something new, this has the potential to cause disorientation. However, where does this fit in the dynamic capabilities process? This side of disorientation most likely fits in reconfiguring. As in the reconfiguring process is where they adapt to something new, or respond with a new element. However, it could reasonably be argued that trying something new has a place amongst sensing, seizing and reconfiguring, as this could be the process of how something new is first seen and then subsequently tried out.

Actively trying something new is linked with adaptation and this itself could be linked in dynamic capabilities and the sensing and seizing elements. This is seen as them actively getting out of the comfort zone. This does pose questions that are more active organisations more successful? Or does being more active ultimately lead to being able to more passively spot these opportunities and divert attention elsewhere.

This material does also link with the approaches to trial and error, and it was naturally merged with the sensing material from dynamic capabilities as there was a link here. In this respect it does fit with the literature on sensing. Sensing came from the Teece et al (1997;2007) approach to dynamic capabilities, so the work being inspired by them is perhaps where this current research fits most. However that isn't to say that this doesn't align with the other approaches such as those put forward by Lin and Higgins (2016), whereby different capabilities are give different names. This idea of trial and error also fits with the generative sensing ideas

5.5.3.3 External sensing

It is worth noting here that whilst a lot of focus does tend to be on external in DC literature the internal is very important (Lin, Su and Higgins 2016). However the fact that the two became separate themes within the research shows that they are both hold importance in dynamic capabilities. As such the findings here were largely in line with literature in that they were scanning the external environment for opportunities. This also links with external environments having impacts on identity. One aspect here that was of particular interest was the use of social media for environment scanning. This is interesting as a lot of research mostly focuses on social media being used for engaging with customers and improving relationships. However here it was used as a sensing tool. This is an extremely prevalent tactic in industry along with social listening (Schweidel and Moe 2014) like this.

Another interesting point here were the sensing activities of individuals, and this is perhaps an area for future research. So our findings show individuals showing varying different sensing skills and capabilities. They would informally/formally sensing their environment and feeding back to the organisation. And whilst we are mostly looking at firm level activity acknowledging the importance of the individual is needed. For example, if we adopt the emergent perspective as previously discussed in other areas, when does, and what influence does an individuals sensing capability have on the organisation. And when does this become a company skill. In the small enterprises that comprised this research this could prove quite influential. This would be similar to the literature on importance of founders again, and also influential individuals in aspects such as the diffusion of information model (Bass 1968).

Within this theme there was also the notion that the resources were limited for the organisations and this affected their sensing capabilities. This therefore linked into the discussion in the literature review where the corporate identity could be seen as

restricting in some manner. This again could be that the organisation may not be happy with their 'actual' identity, if we were to borrow the approach of Balmer's ACID test (2012).

5.5.3.4 Internal sensing

A part of dynamic capabilities is looking at the existing resources (Teece 2018; Wang and Hsu 2018). These results show that it does take place, and perhaps in more resource-starved organisations there may be a greater need for internal sensing. For example the organisations may need to pay more attention to the unknown skills and connections of the current workforce. From an identity perspective this may have connections with Balmer's ACID test (Balmer 2012). In this sense the actual identity of the members of staff (i.e. skills and connections) may not be known at the corporate level. Therefore the organisation does not know the full extent of its 'actual' identity. Therefore sensing more about its actual identity may help it unlock opportunities. This could be another manner in which to link corporate identity material to the dynamic capabilities literature. However with its focus on 'people' and individuals here it may be worth exploring more of an organisational identity approach to further explore this. However as was discussed in the literature review there are conceptualisations of corporate identity that do include organisational identity, so this could be applicable under this term as well.

5.5.3.5 Selection

Whilst this section does overlap slightly with the seizing capability. It was placed here because ultimately there is a choice as to what should be seized, and this is what is of

interest from an identity perspective. Organizations would hopefully seize aspects that fit the identity and therefore help create a congruent identity (Flint et al 2018) or something that was consistent with the identity (Gregersen and Johansen 2018). This is perhaps where the ideas did match with having a strong corporate identity orientation and again show how it not a case of either/or in regards to orientation and disorientation. The results here did talk about organisations having a moral compass which could be interpreted as the sense of corporate identity guiding the way, and link with corporate identity orientation (Balmer 2013). However that being said there is perhaps a delicate balance between following every idea that fits the identity and ones that seem slightly not in keeping with the identity. It is at the selection stage that disorientation could still exist, especially as an organisation continues down a path that they feel some slight unease about. However as the results show, this can have benefits. Again this links with the research carried out by Flint et al (2018) and Gregersen and Johansen (2018) when discussing incongruence and inconsistency and how they can have benefits. However it is of course worth noting that selecting aspects to seize that do match the identity is beneficial, by highlighting the benefits of picking things that are different, this does not mean to do this every time. Building up a consistent identity over time can have significant benefits for the brand. It can build up the brand codes (Ritson 2019) and also help build up mental awareness (Sharp 2010) and ultimately help drive the distinctiveness of the organisation, which has been shown to be more important than differentiation (Romaniuk et al 2007). So in this respect a good degree of corporate identity orientation is needed.

5.5.3.6 *Seizing*

5.5.3.6.1 *Best practice*

The idea of best practice is a contentious one in the dynamic capabilities literature Wohlgemuth and Wenzel 2016) as this has been debated between the two approaches of the Teece et al (1997) approach and Eisenhardt and Martin (2000). Whilst the current study sits more within the Teece pathway, some aspects are shared with the Eisenhardt and Martin approach. For example when best practice came up in the literature this is reminiscent of the Eisenhardt and Martin approach where they approach best practice. As such, this does portray a more complex relationship between the two. And further to this, some of the best practice discussed may actually be best practice internally. However as the research showed elements of both of these it is more in line with the fact than Jantunen et al (2011) said that this debate is potentially too simplistic and also that Peteraf et al (2013) say these approach can exist together.. This would be evident from the research as certainly best practice could be adopted, but then it could be used in a manner that was specific, at least in identity terms to that particular organisation. For example it may be best practice to use a Slack channel for internal communication, but not every organisation will use it in the same manner.

5.5.3.6.2 *Exaptation and adaptation*

We introduced this idea into the dynamic capabilities literature as a manner of breaking down what the organisation was seizing into the organisation. For this section we drew from the evolution literature that has not been used much in regards to exaptation (Andriani 2015). The blanket term adaptation is used mostly in the literature. However in the dynamic capabilities literature there has been some research into using existing resources, and this is sometimes called a leveraging capability (Daneels 2010). This does also show dynamic capabilities roots in the resource-based view. However this is

not always separate explicitly in the literature and this concept of exaptation may be a useful way to bring more granular knowledge about these areas. Whilst in this research we did not identify whether exaptation means high or lower levels of disorientation this is certainly something that could be explored in the future. Exaptation's relation to identity is also very interesting as if a resource is being used in the same manner the 'thing' is still the same but its 'cause' has changed. This could very interesting repercussions on identity, and in fact this cause argument does echo the discussions raised in the literature review of the Ship of Theseus. In this respect it could be referred to Aristotle's final cause argument. As such not only does the introduction have interesting roles to play in the dynamic capabilities literature, it also does for corporate identity. This may also help explain how organisations can stay the same whilst also changing, or at least go some way to contributing to how this complex process is carried out.

So in contrast to the above approach there is using something new, or bringing in something new. This is what would be more commonly known as adaptation. This is largely seen as one of the main points of dynamic capabilities (Teece 1997;Bowman and Helfat 2001; Wohlgemuth and Wenzel 2016). However there have been authors that have referred to an adaptive capability (Wang and Ahmed 2007).

5.5.3.6.3 Organic

The organic approach that was covered in the seizing albeit didn't come up a lot in the research results however it was mentioned and is worth considering. It was more because the organisations were so small that separating the organic process from the

other capabilities proved hard, and as this was an emergent theme it was not one that was driving the focus of the research. The participants had described that the processes of this had become very organic over time. This could have links with the idea of having learnt how to carry out these ideas so seamlessly that the process seems as if it is organic and they don't really think about it. Some participants didn't really know how things happened, they just knew that they happened. One argument here could therefore be one from an organisational learning perspective where these capabilities were learnt so well (through previously going through the process) that it is now just commonplace. If this is so this could create links with the idea of routines (Friesl and Larty 2013), however this does have shades of blurring into the ideas behind operational capabilities i.e. how the organisation earns a living now (Winter 2003).

5.5.3.6.4 Speed of seizing

The idea of reacting fast was something that came up in the results and has not received much attention from the dynamic capabilities literature in specific relation to seizing. However the idea of reacting fast has been seen in the dynamic capabilities literature overall, mostly covering in the idea of high velocity environments (Teece et al. 1997; Wang & Ahmed 2007; Makkonen et al. 2016; Lin et al. 2016; Laaksonen and Paltoniemi 2016), so this may be implied in some papers. However the speed of seizing was something that was sought after by some of the cases. This had some links with the idea of being agile, and thus the idea of organisational agility (Fayezi, Zutshi and O'Loughlin 2017). This could have come up as a result of the word agile, and associated approach, being particularly popular during the time of data collection. However were it a genuine wish, this was something the organisations wished to achieve, again with some of them taking inspiration from other areas such as special

forces units that could react quickly to the environment around them. As such, looking at the speed at which these areas could be something that could be explored further. However this was more of an emergent area that came up in the research, which is why it did not get lots of attention in the interviews. However, in relation to the literature this would make interesting links to the literature on agile organisations, and what role does disorientation play in this agility. From an identity perspective this could again be linked to identity dynamism. However this agility would imply dealing with rapidly dynamic environments, of which case exploring identity in this perspective could prove interesting.

5.5.4 Overall Theme 4: Outcome for company

OVERALL THEME 4 SUMMARY: This theme covered the outcomes that were generated from the disorientation and dynamic capabilities process

Table 5.26: Outcome themes 4

Outcome of identity process	- Growth - Core values remain the same - External projection of identity

5.5.4.1 Outcome for the company

This does build on the literature put forward in this area of positive in seeming confusion/incongruence et al (Flint, Signori and Golicic 2018; Gregerson and Johansen

2018) . Whilst those papers hinted at these areas of positive nature, this research looks further at this, showing qualitative examples.

This is in particular an interesting area for the organisations as it represents some form of outcome for them. As can be seen that disorientation and sensing elements led to some form of growth. As such we can begin to see how these two are related in regards to growth.

Perhaps the part of the literature that provides the foundation for this is the notion of identity changing over time and its every changing nature Balmer 2008; 2012; Balmer & Soenen 1999; Topalian 2003; Herstein, Mitki, & Jaffe 2007; Otubanjo 2012; Schmeltz 2014; Suvatjis et al.,2012; Balmer 2017. The theme of growth and disorientation show that these concepts could be related on some level.

Dynamic capabilities can see the organisation the organisation grow by bring in new components or successful reconfiguring its new and current resources. The results show that disorientation is a part of tbis process. This growth could come from growing in regards to seizing some new element, or even by learning some new capabilities of skills.

This learning aspect is particularly interesting as it has large literature in terms of organisational learning (Berends and Antonacopoulou 2014) and a history in dynamic capabilities at the collective level (Teece 2012).The other aspect that can come into this, that was covered in the literature review was the notion of improvisation (Bergh and Lim 2008)(Miner *et al.* 1998; Hadida, Tarvainen and Rose 2015; Pereira Christopoulos,

Wilner and Trindade Bestetti 2016). This could also link with ambidextrous organisations. The notion of has also been explored within the dynamic capabilities literature (Zollo and Winter 2002; Jantunen et al 2012; Vogul and Guttel 2013).

5.5.4.1.2 Core values remain the same (orientation) Consistency

Whilst this research was focussed on disorientation, the notion of orientation came up in the data collection and analysis. This suggests a very close relationship with orientation and thus informs part of the discussion. As suggested earlier, we view it as on the same continuum, however it is important to address the orientation elements that's came up in the data. This is because it also helps see how it may fit with dynamic capabilities.

Firstly this aspect of the data suggests the importance of being consistent in organisations. This has a large literature behind it. For example, building up mental availability (Sharp 2010), and distinctiveness (Romaniuk et al 2007) to being greater identification for organisations. This also builds on the work of Balmer (2017) and hoping to avoid identity ambivalence. In this sense, the results here hint at many of the benefits previously been associated with the consistency.

Looking at these aspects also have reflections on the literature on how do organisations stay the same whilst changing (Wohlgarth and Wenzel 2016). Which has been an area that dynamic capabilities literature has highlighted as something for future discussion.

Therefore whilst some counterintuitive ideas are presented in this thesis it is not at the expense of these more established ideas of consistency being beneficial to organisations. Not only does consistency help reduce orientation it is needed to help provide some

consistency for external stakeholders to interact with, and ultimately build a brand over time. This was especially the case around core values staying the same. This would often provide that through line for the organization. This does link in with a lot of the attention being given to organisations and brands having a 'purpose'. This Idea was perhaps thrust into the mainstream after the publication of Sinek' Start With Why (2009) and his subsequent Tedx talk. Since its introduction it has been a polarizing opinion in marketing and management, and has recently been building more of a backlash. This may have been a more prevalent theme because of the popularity of this purpose approach amongst organisations, but also it is also likely that due to the nature of the sector within which the research took place (i.e. social enterprise) this may have been more at the forefront than other organisations. This focus on the core values could also have links with the literature on brand authenticity (Beverland 2006; Dwivedi and McDonald 2018).

5.5.5. Overall Theme 5: Outcome for Consumers

OVERALL THEME SUMMARY: This theme deals with the importance that having consumers in mind has for the organisations, especially around causing disorientation for them.

Table 5.27. Outcome for consumers

Outcome for Consumers	• Consumers can't be confused • Audience learns

5.5.5.1 Outcome for consumer

This was important for the case organisations. The results show that whilst disorientation is an important part of daily organisational life, participants were clear to acknowledge that when it came to communicating with external stakeholders that disorientation was best avoided.

This links in with literature about building consistent images and reputations amongst external audiences. This can ultimately make it more achievable to build up memory structures and mental availability for consumers (Sharp 2010) and also help make the organisation more distinctive (Romaniuk 2007).

This is in line with the literature in this respect as building this consistent brand for consumers is important. And this is perhaps the natural thought for disorientation that it could cause problems here. This links with the general view of consistency being good for the identity (Flint et al 2018). This can help it be easier for customers to identify with the organisations.

However, where this was largely wished to be avoided there is some literature to suggest that some inconsistency here would be beneficial (Gregersen and Johansen 2018) Where disorientation may fit here is in helping to construct more distinctive elements of the organisations under study. Which we shall discuss more of in the next theme.

Now that the research questions, sub questions and any extra finding have been discussed and compared the literature, this thesis shall now move onto the contributions of the research. Whilst in these earlier sections it was shown how each question built on

or disagreed with the literature, in the following section we shall focus on the main contributions of this research.

5.6 Contributions

 In order to aid the theoretical contributions of the paper, the work of Whetten (1989) and Corley and Gioia (2011) have been drawn upon as they discuss what constitutes a theoretical contribution.

There is little research on corporate identity orientation with just one paper by Balmer discussing it (2013), or corporate identity disorientation and the relationship between the two. To help understand this relationship, and offer insight on the constructs themselves, this paper has drawn upon dynamic capabilities perspective. Dynamic capabilities has also yet to be explored in depth with regard to corporate identity, despite the literature streams sharing many similarities. As such it appeared a useful perspective to adopt and view identity change through. We have also drawn upon the strategic orientation literature to build our arguments, especially in introducing strategic disorientation. Exploring beyond corporate identity i.e. corporate brand, corporate image and corporate reputation is beyond the scope of the present study, but we do touch on where this could go in the conceptual framework involving the themes of the study. The relationship to these peripheral constructs was also discussed in the literature review.

Whilst complexity theory was not part of the discussion going into data collection it helped inform some of the ideas during the analysis period (such as emergence, and the idea of disorientation existing more long term) and as such helps form some of the

contributions. As during the analysis it proved to be a complementary theoretical area, albeit not one that was the focus of the study.

5.6.1 Theoretical Contributions

This thesis offers four theoretical contributions, which shall now be discussed in turn. In highlighting the theoretical contributions of this paper, we have been inspired by the approaches of Whetten (1989) and Corley and Gioia (2011). The first two contributions largely build on the corporate identity and strategic orientation literatures, as well as complexity theory and are largely address by Research Question 1 and Sub Questions 1-3. The third and fourth contributions build on the dynamic capabilities, strategic orientation and corporate identity literatures. These are largely answered by Research Question 2 and Sub Questions 3-7.

5.6.1.1 Theoretical Contribution 1: The notion of strategic disorientation is introduced

The first theoretical contribution covers the introduction of strategic disorientation. This contribution has potential to impact both management and marketing scholarship and may be of particular value for those interested in strategic orientation. Whilst strategic orientation is a larger presence in management research than in marketing research, there are numerous strategic orientations that have been pursued by marketing scholars, most notably market orientation (Kohli and Jaworksi 1990). Strategic disorientation is also different from current thinking. In the strategic orientation literature, the focus has been on the orientation component, for example, market orientation or product orientation (this is if a cornerstone approach is adopted rather than the Miles and Snow

approach (1978)). In contrast, this study follows a line of thought inspired by dualism (Fay 1996; Smith and Graetz 2006) and the unity of opposites (Garrison 1985) : if orientation exists, so could disorientation. This idea is then informed by the psychology literature around disorientation (Eskey et al 1957; Waller and Hodgson 2006) and identity diffusion (Erikson 1963; Wang 2006). This also contributes to the discussion on when strategic orientations may be lacking (Gedajlovic et al 2012). Following this, we introduce various strategic disorientations that could be explored in future research, namely market disorientation, competitor disorientation, corporate identity disorientation, corporate brand disorientation, product disorientation and organizational identity disorientation. This study argues that this notion helps portray a more complete picture of strategic orientation within organizations, as well as opening up disorientation as an area for future research. We have also drawn upon the strategic orientation literature to form a foundation upon which to define strategic disorientation. This contribution is timely, as increased disruption in various industries could cause disorientation across multiple areas of the organization. It follows that contributing knowledge in this area will help organizations better prepare for these scenarios, and potentially capitalise on them.

5.6.1.2 Theoretical Contribution 2: Exploration of how orientation and disorientation are related

The second contribution is the exploration of the relationship between orientation and disorientation. This again impacts both management and marketing fields. This is scientifically useful for scholars as it further develops the notion of strategic disorientation, building upon the introduction of the construct earlier in the paper. Of

course, being aware of strategic disorientation in isolation is not enough; being aware of how it relates to orientation is key to understanding its nature. Exploring this relationship highlights how doses of strategic disorientation could be useful, and this is discussed further in the section on our third contribution. To explore the relationship between the two constructs, we drew on complexity theory and dualism (Fay 1996; Smith and Graetz 2006). Utilizing complexity theory and dualism also highlights how disorientation could be seen as an emergent state. It would thus be of particular interest to those studying emergence. By applying the above perspectives, we conclude that orientation/disorientation exist on the same continuum and are emergent states that can spread through an organization. Organizations arguably fluctuate between the two states over time in the same manner as order and disorder (Prigogine and Stengers 1985; Anderson 2005; Urry 2005), and stability and instability (Schneider and Somers 2006). We have built this relationship upon dualism and opted to consider it on a continuum. This was also informed by the complexity literature, which helped us build our conceptual framework of corporate identity disorientation and introduce a more nuanced picture than has hitherto been presented in the literature. Further to this the notion of re-orientation, and de-orientation is introduced to the discussion in order to help add directional movement towards either orientation or disorientation. However on the conceptual framework this is still represented as a continuum scale to make it more manageable for the reader. Further to establishing this relationship we show how this works within the dynamic capabilities perspective, which is covered in a later contribution.

5.6.1.3 Theoretical Contribution 3: Corporate identity disorientation is conceptualized

Our third contribution brings the conceptualization of corporate identity disorientation and its potential benefits into a sharper focus, and also introducing dynamic capabilities into the corporate identity discussion. For example, disorientation could lead to discovering new aspects of the corporate identity, thus improving the organization's ability to adapt to its surroundings. It could prevent the organization from becoming too rigid in the context of its identity. This would conceivably be restricting in the long term, and limit growth. A conceptual framework is provided in the literature review that summarizes these potential outcomes of disorientation. The data collection also contributed to these benefits, with the ideas of confidence building and learning emerging from the findings and contributing to this discussion. This is also carried out for corporate identity orientation. Along with literature review the framework supports future research as it brings structure to an otherwise overly fluid scholarly arena. The conceptual framework/table provided also helps by offering a structure to a burgeoning literature in this area. By summarizing the literature and carrying out data collection (resulting in a conceptual framework), our structure aids researchers in developing future research. Specifically, this will be of use to corporate identity scholars, as well as those examining organizational identity, as the two share conceptual similarities (Kitchen et al 2012). We also use a complex systems approach to explore the relationship with corporate identity orientation/disorientation. This could be of interest to those studying complex systems. As we viewed orientation/disorientation on a continuum, we build upon the orientation work by Balmer (2013), which was also an area in need of further development. This contributes to a stronger, overall understanding of corporate identity. In addition, we introduce disorientation as a precursor to incongruence, i.e., having an initial lack of focus about the corporate

identity may result in incongruence. This incongruence could then lead to further disorientation. We frame disorientation as a precursor to Flint et al's (2018) incongruence amongst other potential outcomes. This forms part of the conceptual framework provided, although we note that the introduction of corporate identity disorientation is different from the current corporate identity literature, which tends to restrict endeavors to the importance of consistency. However, there has been some recent work beginning to question this notion (Flint et al 2018; Gregersen and Johansen 2018). We built on this observation by exploring further the positives that can be gleaned from this seemingly counterintuitive idea. With the risk of disruption, we recognize that there is indeed an increased risk of disorientation. However, the importance of being distinctive could be aided by discovering new aspects of identity. Therefore, whilst inducing disorientation may sound counterproductive, it could also be a way of creating more distinctive identifying attributes. In summation, fresh perspectives are offered on how disorientation could be positive for a corporate identity.

5.6.1.4 Theoretical Contribution 4: Relationship between corporate identity disorientation and dynamic capabilities

After introducing corporate identity disorientation the next theoretical contribution of this research was to link it with dynamic capabilities, as this naturally also helped address some of the potential positive of corporate identity disorientation. This is of interest to both marketing and management scholars as these concepts cross both of these boundaries. This relationship also helps provide further theoretical structure to the new construct of corporate identity disorientation. The reason for exploring this idea is the link between potential disorientation and the adaptation of the organization to its

environment, this is something very much within the realm of dynamic capabilities. This is because the external environment plays a large part in both corporate identity (Cunha & Cunha 2006; Melewar 2003; Cornelissen & Harris 2001;Cornelissen, Haslam, & Balmer 2007; Cornelissen, Christensen, & Kinuthia 2012; Öberg, Grundström, & Jönsson 2011; Simões and Mason 2012) and dynamic capabilities (Teece 1997; 2007;2012; Zollo and Winter 2013) . Also the literature on dynamic capabilities looked to be very much linked, albeit not explicitly to corporate identity. Disorientation could potentially be heightened by the dynamic capabilities (e.g. sensing, seizing and reconfiguring), and thus help further understand how identity changes. This was shown from exploring these areas conceptually as well as empirically. Introducing identity disorientation (and its relationship with orientation) also helps address the call for research on how organisations can maintain consistent whilst also remaining flexible (Wohgurth and Wenzel 2016). We therefore introduce these areas together to help them benefit from one another. This is pertinent to be exploring now as mentioned previously strategic, and thus corporate identity orientation, could potentially be increased in a disruptive environment. Therefore understanding how to deal with this is important. Whilst the earlier contribution looked at what disorientations benefits could be, applying dynamic capabilities helps provide a more granular level insight into how this works. It therefore helps organisations approach any disorientation in a more structured fashion.

As mentioned previously, exploring the relationship between these constructs also implies an exploration of how corporate identity itself and dynamic capabilities are related. Much how previous links to dynamic capabilities and marketing led to dynamic marketing capabilities, this could lead to dynamic corporate identity capabilities.

However for the purpose of this paper we have just explored the relationship between the two, this could lead to the development of dynamic corporate identity capabilities. In which there are dynamic capabilities specifically developed in relation to the identity of the organization. To do this each stage of the dynamic capabilities process was mapped against the orientation/disorientation process and its relationship to identity. This relationship was informed by the empirical data collection. This resulted in a framework that helped break down these ideas. The notion of developing corporate identity capabilities could in fact be a form of learning within the organization, and build into the memory of the organization, and increase capabilities. This in itself is an incremental contribution as it builds on the previous contributions discussed and introduces two areas together, corporate identity and dynamic capabilities. It is hoped that dynamic capabilities helps also shine light on how organisations adapt to their environments and change accordingly.

5.6.2 Managerial Contributions

This study also makes contributions to practice Firstly, this study suggests that going through a state of corporate identity disorientation is potentially useful and can provide opportunities for the organization. Experiencing disorientation is a potential regular occurrence in the current business environment. For example, new external technology developments, or disruptive competitors could lead to a state of confusion around the identity. Therefore, managers should become comfortable with this state, and try and leverage benefits from it. Doing this could aid in the growth of the organization's identity, as it could lead to the discovery of new aspects that help define and differentiate the organization.

5.6.2.1 Managerial Contribution 1: Managers could induce disorientation

Managers could achieve this either by inducing disorientation in their organizations or by embracing disorientation that may be forced upon them. Managers looking to induce disorientation could achieve this by experimenting with new technology, new internal communications, new ways of working, or even new industries. Building on this assertion, new 'defining and differentiating characteristics', an important part of identity, can potentially be discovered. However, they should be aware that too much disorientation may be detrimental. A corporate identity orientation should not be lost altogether. For example, if disorientation were to lead to incongruent messages being communicated to external stakeholders, this could prove problematic. Similarly, if there was severe, continuous organization-wide disorientation this could cause compromising issues. In this sense, it would be useful for managers to monitor any dominance of this emergent state. Becoming familiar with this could aid in how the organization adapts to its environment and effectively deals with external challenges.

Adopting these new ways of working could encourage the organization to seek ways of adapting to its environment and thus discovering/creating new ways of finding value. For example trying out new ideas led to some of the cases discovering new ways of doing things, which then led to further value being generated. As such, keeping an eye out for opportunities in this manner, and taking them is a useful tactic for organisations to create new value. On the broader level, this form of opportunity seeking could also lead to sustaining value that is already being created by other parts of the organisaiton. However, this point on sustaining value will be covered more in the next managerial implication

5.6.2.2 Managerial Contribution 2: Be sure to keep a balance

A further recommendation to managers is to make sure that a balance is being kept by still applying focus to a corporate identity orientation. Whilst this paper does advocate the benefits of disorientation, this is not to be at the complete expense of orientation. Building consistency within the identity is still important, and this can have multiple benefits, such as helping to build saliency amongst external stakeholders. Therefore, remembering to apply elements of corporate identity orientation will help keep a crucial balance. As organizations are complex systems, perfect prediction and control is limited. However, this is not to say that the solution is 'do nothing'. As mentioned previously, a complexity approach does not mean embracing a laissez-faire one. It is recommended that managers adopt the mindset of an enabler, rather than a designer as suggested by Marion and Uhl-Bien (2011). One approach is to adopt a simple rules approach rather than applying many rigid rules. This is especially so if a heavily co-creative approach to the organization is adopted. Managers could look at their current corporate identity and assess whether it is constraining and forcing them to be too rigid. Whilst being consistent remains important, in a rapidly changing environment too much consistency could arguably cause unnecessary rigidity.

This balance also picks up on the sustainable nature of any value created as discussed in the first managerial contribution. Maintaining this balance encourages more longevity, which will in turn help to make any value created more sustainable. The risk being that if no balance was created then the value (and organization) could be too volatile and would break apart if not enough balance is kept.

5.7 Implications for future research

In the following section we suggest areas that could prove useful for future research and theoretical development. Below are some main areas are chose to go into more detail regarding future research questions.

5.7.1 The components of corporate identity orientation/disorientation

Further exploration of the components of corporate orientation/disorientation could be beneficial. This could take the approach of antecedents and consequences adopted by Kohli and Jaworski in their development of market orientation (1990; 1993). Whilst corporate identity orientation/disorientation development under a complexity theory perspective would be interesting, it could be approached from other epistemological/ontological approaches, in which case a linear approach to modeling the construct could be adopted. However, from the complexity viewpoint corporate identity orientation could be of particular benefit to enabling stability within the organization. It follows that research within the complexity field could be of interest. The creation of relatively stable patterns could also link with the literature on the replication of organizational routines (Friesl & Larty 2013). Further to this, research on strategic orientations has suggested that they can be adopted when they are needed (Hakala 2011), and the very nature of when is the best time to adopt a corporate identity orientation could therefore be explored. Similarly, the exploration of when and what is deemed to be beneficial, conjunctive orientations could be of interest, considering the importance of a market orientation in marketing. Examples of when orientations could be useful to adopt include a start-up phase, during mergers and acquisitions (Balmer and Dinnie 1999; Oberg et al. 2011), mismanagement (Heller and Darling 2012), new resources acquisition (Bruce and Solomon 2013), and in industries and times of rapid

change. Example questions could be: How does corporate identity orientation create self-similarity within the organization? What are the antecedents and consequences of corporate identity orientation and disorientation? When/why should a corporate identity orientation be adopted?

5.7.2 The nature of strategic disorientations

In addition to corporate identity disorientation, other disorientations may emerge: market, organizational, product, corporate brand and competitor disorientations could also be researched in their respective fields. Another area of future research is exploring the areas of an organization that may be more susceptible to positive forms of disorientation, relative to others. For example, with corporate identity disorientation, are the benefits only applicable to the internal aspects of corporate identity, i.e. should external messaging be confused? Example questions could be: How do other strategic disorientations manifest themselves? What elements of a corporate identity are more open to positive forms of disorientation? How is a healthy level of disorientation maintained?

5.7.3 Adoption of the corporate identity orientation

A further area for future research is the examination of who could adopt corporate identity orientation. Both internal and external stakeholders could potentially adopt this orientation. It is in this respect that stakeholder theory could provide a useful perspective, not to mention the boundaries of what exactly is included in the complex adaptive system under study. With co-creation/construction on the rise with external stakeholders (Ramaswamy 2008; Jahn and Kunz 2012; Bruce and Solomon 2013; Roser

et al. 2013; Devereux et al. 2017), this highlights the possibility that external audiences could adopt corporate identity orientation. Stakeholders could thus have a vested interest in the existence and presentation of an organization, and help it flourish and create new forms of self-organization and emergence. Again, when there is the possibility of co-destruction (Ple and Caceres 2010), it could be argued that for stakeholders to resist destruction could suggest some form of corporate identity orientation. This is perhaps also evident in the observations of 'fans' of an organization (Dionisio et al. 2008) who can defend the identity when under attack, or contribute to any crowdfunding initiatives. Therefore, the idea of external stakeholder strategy could become prevalent. Another area could help disentangle how this idea would translate to national identities under the notion of national identity orientation, as there are already acknowledged similarities between national and corporate identities. Example questions could be: How do external stakeholders of an organization adopt a corporate identity orientation? What constitutes national identity orientation/disorientation?

5.7.4 The phase transition of disorientation

Looking into this area could be of particular interest as this is something that would be of interest. In this sense it could be explored as at what point does disorientation become corporate as opposed to at he personal. Exploring this area could build on the ideas of emergence in the complexity theory literature. Complexity theory was seen as a useful perspective to make sense of some of the concepts being discussed, and in particular seeing disorientation and orientation as emergent states. Further research in this area could try and manage unwanted levels of disorientation and maintaining desired levels of orientation. This could potentially be explored through using agent based modeling as this has been shown to be a useful methodology for approaching complex systems.

Example questions: At what point does orientation emerge at the corporate level? At what point does disorientation emerge at the corporate level? What factors can be used to manage the orientation/disorientation phase transition?

5.7.5 Future exploration of which types of capabilities cause more disorientation

In this study it was explored that there were more active and passive ways of approaching dynamic capabilities. What would be interesting to explore further in this area would be to see if particular approaches led to higher levels of disorientation. This would be useful to look at further as it would further decode the relationship between disorientation and dynamic capabilities. In this sense you could categorize the approaches as active, passive and mixed approach to dynamic capabilities. Future questions as such could be: Which approach to dynamic capabilities causes the higher levels of disorientation?

5.7.6 Further exploring of exaptation and adaptation in dynamic capabilities.

In this study the approach of exaptation and adaptation was applied as a means to explore dynamic capabilities, and how the organisation was changing in regards to its environment. I.e. does using an existing resource in a different fashion (exaptation) cause a smoother sensing, seizing and reconfiguring process. This idea could be explored further in that future research could look at if exaptation and adaptation caused different effects on the organisation. Using the present study as an example it could be explored if adaptation or exaptation caused higher levels of disorientation.

We will now cover various areas that are possible future research directions based on each question.

Table 5.29: Future research questions for RQ1

Future Research Areas based on RQ1	
Future Question	**Approach and explanation**
What are the components of orientation and disorientation?	Understanding the components of each could create better understanding of each. This could be carried out by using scale development in the manner of Churchill (1979) for each of the constructs. And also developing each in the manner of how Kohli and Jaworski (1990) developed market orientation.
Do orientation and disorientation operate like phase transitions?	If we look at the idea of phase transitions, which comes from the complexity and chaos theory perspectives (Kauffman 1995), this could also provide an area to look at further. For example understanding the point at which disorientation turns to orientation and vice versa could also help understand how to capitalise on these states.
Further explorations of other strategic orientations.	If adopting this cornerstone view of strategic orientations (as discussed by

	Balmer 2013) as opposed to the Miles and Snow approach, the further disorientations could be explored. For example market disorientation, product disorientation, organisational orientation.

Table 5.30: Future research areas based on RQ2

Future Research Areas based on RQ2	
Future Question	**Approach and explanation**
Explore in depth each dynamic capabilities stage (inc relational) and the relationship to disorientation?	In this research a broader perspective in regards to dynamic capabilities was carried out. However, in the future this could carried out on a more singular level. I.e. specifically look at seizing or sensing etc. This could be carried out in a qualitative manner at first before moving onto a quantitative approach.
Develop the dynamic corporate identity capabilities	Whilst this was touched on in the literature review this was not a focus of this current project. However, the results show that there is an interesting link between these areas. It also shows that there could be specific identity related capabilities. In this respect a future

	research project could look at developing dynamic corporate identity capabilities, much in the same way that dynamic marketing capabilities were developed by Barrales-Molina et al (2014).

Table 5.31: Future Research areas for SQ1

Future Research Areas based on SQ1	
Future Question	**Approach and explanation**
Components of Disorientation	As mentioned previously an approach that developed the components of disorientation could help define this further. This could be based on operationalizing a construct with the view of adopting a more quantitative approach. Developing a scale of disorientation could be something to explore further, using the method of Churchill (1979).
Antecedents and Consequences of Disorientation	Linked to the previous approach an antecedents and consequences research project could be carried out. This would be similar to the work done on market orientation (Kohli and Jaworksi 1990)
Explore further its link with incongruence	As these two areas have recently been

and inconsistency.	introduced to the literature it may be useful to explore the relationship disorientation has with these constructs. This would be in line with trying to consolidate around these areas rather than fracturing them, a notion put forward by Flint et al (2018).
How does disorientation spread?	This is of particular interest as in the data there was a strong theme about the importance of people. Of interest here would be whether there are individuals in an organisation that can speed up the spread of negative disorientation. This is linked to the importance of the founder, especially amongst small organisations. So a step forward would be to look at how influential members of an organisation could impact the spread of disorientation. This could link with the theory of diffusion of information (Bass 1969) or small network theory. This also does look into the emergent properties of disorientation which is something that came up in the discussion section.

Table 5.32: Future Research areas based around SQ3

Future Research Areas based on SQ3	
Future Question	**Approach and explanation**
What can an organisation do to enhance these positive attributes of disorientation?	Further exploration could explore what organisations can do in particular to enhance the positive aspects of disorientation. This could be explored at the wider level, or could focus on specific attributes.
How are the positive attributes related to size of the organisation?	Another area that could be explored here is whether or not the size of the organisation has any impact on the positive side of disorientation. The organisations here were largely SMEs, so it would be interesting to see how this works from a larger perspective. Research agency Kantar had been exploring the benefits of disruption (2018) and they deal with very large multinational brands, so this could open up a further avenue for exploration.

Table 5.33: Future research areas based on SQ4

Future Research Areas based on SQ4	
Future Question	**Approach and explanation**
How can the negative aspects be limited?	This would very much be following a similar approach to the future areas where it would be explored how the positives could be enhanced. Here is would be explored as to where
Explore what aspects of corporate identity are prone to negative disorientation.	One method here would be to look et the various conceptualisations of corporate identity (e.g. Melewar 2003, Kitchen et al 2013; Tourky et al 2019) and see which parts of these were more prone to disorientation.

Table 5.34: Future research areas based on SQ5

Future Research Areas based on SQ5	
Future Question	**Approach and explanation**
Does organic sensing or passive sensing heighten disorientation?	This area could look at exploring whether or not the organic or passive approaches identified in the data would heighten levels of disorientation more than the other. For this approach to work, a scale

	of disorientation may need to be developed.
Does internal sensing or external sensing cause more disorientation?	This would be similar to the above area for future research area but applying the approach to internal or external sensing. This would be interesting as a lot of DC articles appear to be based more on looking at sensing of the external environment. However, as is often shown in definitions DC does look both internal and external aspects. This could help build up the internal literature.

Table 5.35: Future research areas based on SQ6

Future Research Areas based on SQ6	
Future Question	**Approach and explanation**
Does adaptation or exaptation cause higher levels of corporate identity disorientation?	Further research could be done looking at whether adaptation (incorporating something new) or exaptation (finding a new use for current resource) could affect the seizing capability, and if either has a stronger effect on heightening disorientation.
Does the speed of seizing affect corporate	As speed of seizing came up as an

| identity disorientation? | important area a future area that could be looked into would be does the speed of element being seized have any effect on disorientation of the organisation? |

Table 5.36 Future Research based on SQ7

Future Research Areas based on SQ7	
Future Question	**Approach and explanation**
What is the optimum time for reconfiguration?	One area to look at here is how long is the ideal form of reconfiguration. If an organisation can reconfigure more quickly does this make them more successful? This would be interesting to explore as the result showed disorientation could last for some time, so does this mean that some low level reconfiguration is always taking place? If so, could low level over a long term be better than a high level over a short term?
Does more experience of disorientation improve the reconfiguration time?	This idea would link into the ideas put forward earlier regarding the learning benefits of going through this process.

Table 5.37 Future Research based on SQ8

Future Research Areas based on SQ8	
Future Question	**Approach and explanation**
Which capabilities have the greater impact on identity?	Looking into this area could explore which of the dynamic capabilities have a greater impact on identity (sensing, seizing, or reconfiguring). It could be explored from a SME perspective where it could be asked, if an organisation needed to focus on just one, which would it be? Or would a more balanced approach work.
What aspects of corporate identity can map onto dynamic capability elements?	Research in this avenue could again take conceptualisations of corporate identity (e.g. Melewar 2003, Tourky et al 2018) and map them against key dynamic capabilities. This could adopt the sensing, seizing and reconfiguring approach like that which was adopted in this research. Or it could adopt other ones, such as the approach by Lin, Su and Higgins (2016).

5.8 Limitation of the study

5.8.1 Qualitative research

The first limitation of this study is that it is qualitative in nature. Whilst this was indeed the most appropriate method for this particular study, using quantitative methods to create more generalizable findings would be a factor to explore in the future. The qualitative multiple case study approach cannot reach the level of generalizability that a quantitative survey approach could offer. However, as this was exploratory research this study offers useful groundwork to continue looking in this area in a quantitative fashion. Adopting this approach would also help further explore and test some of the relationships and links suggested in this study.

5.8.2 The length of the study

Another limitation of this study is the fact that data collection took place over one year. Whilst this is rather long for qualitative research, this stretch of time could be lengthened to a more complete longitudinal study, and possibly even a single case e.g (Priporas 2019). This would allow for a much bigger picture to emerge and the changes in identity could be explored even further. This would also be very interesting to see how the environment changed that the identities were in during this time. Also within the period of this study various points did emerge after data collection, however due to time constraints a boundary had to be put in place. These time constraints of the study also meant that a much longer (e.g. ten year long study) could not be carried out. However moving forwards, longitudinal studies could perhaps provide the greatest amount of rich data to study identity. Another tactic to address this would be possibly to collect data at points over a longer period of time. This approach has been used in similar areas of corporate identity research (Flint et al 2018).

5.8.3 Survivor bias

This idea of the longitudinal study also links into this limitation, the presence of survivor bias. If we are to look at disorientation and its benefits this is perhaps a very useful place to start, studying companies that are still in existence. However, as these companies still exist this naturally means the study may miss the downsides of disorientation that would lead to organisations dissolving. Whilst this was not the central focus of this study so it is not a glaring limitation, but including companies that were no longer running would have added a further richer aspect to the data.

5.8.4 Social enterprise

The other limitation of this study is that it took place in one sector. As such the results may only be applied to the social enterprise sector. However, due to the various natures of the organisations under study i.e. they were not all from one industry, this means the results could still be meaningful for other sectors. However, in order to overcome this limitation future research into other forms of business models would help explore the nature of disorientation. Social enterprises were chosen for this study because they offered useful sector to study the aspects that we needed to. Related to this, these organisations were all of similar sizes, so doing further research into organisations of various sizes would also be beneficial to gain a greater understanding or the constructs under investigation.

5.9 Conclusion

This chapter has highlighted the key areas of discussion and the contributions of the research. This thesis predominantly contributes to developing the literature around corporate identity orientation. This contributes to the one paper Balmer (2013) that currently exists on this subject, however as was shown in the literature review there are

many that touch on similar ideas, which allowed conceptually the development of corporate identity disorientation. This research therefore predominantly builds on these ideas. In the process this also led to a greater understanding of orientation which helped to contribute to the literature in this respect. So whilst the focus of the research was on disorientation, it became evident in the data analysis that the relationship between these two was more complex than thought and it made more sense to approach both topics. Although admittedly there is more focus given to corporate identity disorientation. To help further explore corporate identity disorientation and orientation the dynamic capabilities perspective was employed

In regards to the theoretical contributions there were four key contributions made:

- Introduction of strategic disorientation

- Exploration of the relationship between orientation and disorientation

- Conceptualization of corporate identity disorientation

- Exploration of the relationship between corporate identity disorientation and dynamic capabilities

Further to this there were also contributions made towards practice and they were as follows:

- Going through a state of disorientation could potentially be useful

- Make sure a balance is kept by still keeping a focus on the corporate identity (i.e. orientation)

There were also future areas for research that were covered in this chapter. Earlier in the chapter we gave various research areas that focused on each research question, and then later chose some key areas that could be focused. The list of key research areas to focus on were:

- The components of corporate identity orientation/disorientation

- The nature of strategic disorientations

- The phase transition of disorientation

- Future exploration of which types of capabilities cause more disorientation

- Further exploring of exaptation and adaptation in dynamic capabilities.

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APPENDICES

APPENDIX 1: Example of notes made on Nvivo

What are we beginning to see emerging? Perhaps a few different things really. Community. Idrntity, learning curves or learning experiences. But lots of adaptation to the external environment for identity. Maybe not the mission and vision, this seems like it stays central. In some respects. But the things around this seem to be changing.

Hide the identity....remember this has more in it really. The pitching elements. Could this mean a time and aplace for identity to come in. Could suggest more about the ideas of the as and when approach shown in the literature.

Do these organisaitons benefit from a few best practices being allowed in? This comment seems a bit silly now that I write it.

Lots of interesting stuff coming out that we need to think about.

Dangers of that you cant espond to eevrything in the enviornment
What can you contorl and predict and what can you not?
What capabilities can we teach organisations that will help them through this? And at what stages. It certainly seems in the beginning this is needed a bit more. Could we look at when the best times to have advice is

How do organisations develop the capabilities they need to to bes help their identity?

identity is never finished until the end.

The idea of wasted advertising from Hoffman, this is interesting as some of this disorientation elements could be vital from a growth perspective. Is it these elemetns that help organisations grow. This could fit again in particularl when looking at when this stuff would be useful.

Is the thought process of disorientation and dynamic capabilites....is the key developing active and passive sensing. But actually disorientation can happen at many stages amongts DC...even reconfiguring could potentially be confusion for a short period...but on the whole is more of a reorientation period.

Seizing. It is important to know WHAT NOT TO SEIZE. THis is an important capability in itself. How do we keep this in with dynamic capabilities?

Does the recognisable element in fact work...becasue this consistency needs to help build the memory structures that Byron Sharp suggests in his work. However. Where do we fit in amongst this? Does the disorientaiton actually help reach more medium buys or bigger audiences. Or again...it can be complex inside...but the expresison needs to be simple. It helps create a richer simplicity. This is beginnings of the thoughts we have on these areas.

Also think about how unconsciously this process could take place. They may not know all the instances where this has happened. an unconscious process could very well ead to reconfiguring without really knowing where this came from. So we are looking at the instances they remember in order to gain a fuller picture of this.

APPENDIX 2 : Example annotations from Interview

Example of annotations from an interview

1. What are we beginning to see emerging? Perhaps a few different things really. Community. Idrntity, learning curves or learning experiences. But lots of adaptation to the external environment for identity. Maybe not the mission and vision, this seems like it stays central. In some respects. But the things around this seem to be changing.

2. Hide the identity....remember this has more in it really. The pitching elements. Could this mean a time and aplace for identity to come in. Could suggest more about the ideas of the as and when approach shown in the literature.

3. Do these organisaitons benefit from a few best practices being allowed in? This comment seems a bit silly now that I write it.

4. Lots of interesting stuff coming out that we need to think about.

5. Dangers of that you cant espond to eevrything in the enviornment

6. What can you contorl and predict and what can you not?
7. What capabilities can we teach organisations that will help them through this? And at what stages. It certainly seems in the beginning this is needed a bit more. Could we look at when the best times to have advice is

8. How do organisations develop the capabilities they need to to bes help their identity?

9. identity is never finished until the end.

10. The idea of wasted advertising from Hoffman, this is interesting as some of this disorientation elements could be vital from a growth perspective. Is it these elemetns that help organisations grow. This could fit again in particularl when looking at when this stuff would be useful.

11. Is the thought process of disorientation and dynamic capabilites....is the key developing active and passive sensing. But actually disorientation can happen at many stages amongts DC...even reconfiguring could potentially be confusion for a short period...but on the whole is more of a reorientation period.

12. Seizing. It is important to know WHAT NOT TO SEIZE. THis is an important capability in itself. How do we keep this in with dynamic capabilities?

13. Does the recognisable element in fact work...becasue this consistency needs to help build the memory structures that Byron Sharp suggests in his work. However. Where do we fit in amongts this? Does the disorientaiton actually help reach more medium buys or bigger audiences. Or again...it can be complex inside...but the expresison needs to be simple. It helps create a richer simplicity. This is beginnings of the thoughts we have on these areas.

14. Also think about how unconsciously this process could take place. They may not know all the instances where this has happened. an unconscious process could very well ead to reconfiguring without really knowing where this came from. So we are looking at the instances they remember in order to gain a fuller picture of this.

APPENDIX 3: Consent Form
MIDDLESEX UNIVERSITY

GUIDELINES AND TEMPLATES FOR A
PARTICIPANT INFORMATION SHEET (PIS) AND CONSENT FORM

1.   Study title

"Exploring the relationship between identity confusion and innovation."

In this study we will be exploring how states of identity confusion can possibly benefit organisations and how this helps organisations respond to their environment.

2.   Invitation paragraph

You are being invited to take part in a research study. Before you decide it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

3.   What is the purpose of the study?

The aim of this study is to explore the relationship between identity confusion and dynamic capabilities. With the rising importance of identity to organisations, there is the opportunity to explore the lack of identity, or confusion around this particular area. Multiple case studies are therefore being carried out to explore this relationship further. This research (and writing up) should last until early 2018.

4.   Why have I been chosen?

You have been selected as a stakeholder of the organisation you belong to, and thus have relevant experience to help us answer the research question. We will be studying roughly 5 participants per organisation. However, this number will rely on when we believe no new information is being uncovered and data saturation is reached.

5.   Do I have to take part?

It is up to you to decide whether or not to take part. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. If you decide to take part you are still free to withdraw at any time and without giving a reason.

6.   What will happen to me if I take part?

You should say how long the person will be involved in the research, how long the research will last (if this is different), how often they will need to visit a clinic (if this is appropriate) and how long these visits will be. State what exactly will happen e.g. tests, interviews, etc.?   What are the participant's responsibilities? Set down clearly what you expect of them.

As a participant, you will be taking part in a semi-structured interview that will last roughly one hour. However, there may be the occasional follow up question that I may need to contact you about, to clarify certain points that may be mentioned during the interview.

Please note that in order to ensure quality assurance and equity this project may be selected for audit by a designated member of the committee. This means that the designated member can request to see signed consent forms. However, if this is the case your signed consent form will only be accessed by the designated auditor or member of the audit team.

7.   What do I have to do?

What does taking part actually entail? For example, a questionnaire, a semi-structured interview, focus groups etc. You should also give an indication of the length of time that the research will require if the participant consents to take part.

12.   Will my taking part in this study be kept confidential?

'All information that is collected about you during the course of the research will be kept strictly confidential. Any information about you which is used will have your name and address removed so that you cannot be recognised from it.'

All data will be stored, analysed and reported in compliance with the Data Protection Legislation of the relevant country where the study is being conducted.

13.   What will happen to the results of the research study?

You should be able to tell the participants what will happen to the results of the research. Please state if this research will be published as part of an undergraduate or postgraduate dissertation. When are the results likely to be published? Where can they obtain a copy of the published results? Suggest participants contact the researcher for the results. You might add that they will not be identified in any report/publication.

14.   Who has reviewed the study?

You **must** give the full name of the Research Ethics Committee(s), which reviewed the study (you do not however have to list the members of the Committee), e.g., the Middlesex University, School of Health and Social Sciences, Health Studies Ethics sub-Committee.

15.   Contact for further information

You should give the participant a contact point for further information. This **must** be yours and your supervisor's name, work/university address, work/university telephone number and e-mail address. (Please do not disclose personal home and mobile telephone numbers on the PIS)

Remember to thank your participant for taking part in this study.

The participant information sheet should be dated and given a version number.

The Participant Information Sheet should state that the participant would be given a copy of the information sheet and a signed consent form to keep.

Participant Identification Number:

CONSENT FORM

Title of Project: Exploring the relationship between corporate identity disorientation and dynamic capabilities

Name of Researcher: Luke Devereux

1. I confirm that I have read and understand the information sheet dated ....……………..…for the above study and have had the opportunity to ask questions.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree that this form that bears my name and signature may be seen by a designated auditor.

4. I agree that my non-identifiable research data may be stored in National Archives and be used anonymously by others for future research. I am assured that the confidentiality of my data will be upheld through the removal of any personal identifiers.

6. I understand that my interview may be taped and subsequently transcribed.

7. I agree to take part in the above study.

_____

                _____

                _____

Name of participant   Date   Signature

_____

                _____

                _____

Name of person taking consent Date   Signature
(if different from researcher)

_____

                _____

                _____

Researcher   Date   Signature

1 copy for participant; 1 copy for researcher;

APPENDIX 4 Topic Guide Drafts

Interview Guide Version 1

Question	Topic	Literature
INTRODUCTION		
1. Could you please tell me about the identity of the organisation?	**Introduction**	Adapted from corporate identity literature
2. Is identity an important part of the organisation? If **so why?**	**Introduction**	Literature on identity orientation/management
ORIENTATION		
3. How does the organisation, if you do, take measures to control the identity?	**Orientation**	CIO and management lit
4. How do you think your identity has changed over time?	**Orientation**	Balmers invariance and the diachronic nature of identity
5. Have you ever found a time where you found your identity to be restricting in some way?	**Orientation**	Rigid structures, and complexity and dynamic capabilities
DISORIENTATION		
6. Can you describe any times where you were unsure of your identity?	**Disorientation**	Disorientation lit, organisational ambiguity, confusion
7. How long did this last?	**Disorientation**	Disorientation lit
8. Do you ever specifically take actions that get you out of your comfort zone, or try things that are different for your organisation?	**Disorientation**	Dynamic capabilities, seizing literature, improvisation
9. How did this affect your organisation in a negative way?	**Disorientation**	Leads from previous question
10. How did this affect your organisation in a positive way?	**Disorientation**	Leads from above
11. Do you think it is important for organisations to get out of their comfort zone? Why?	**Disorientation**	Seizing. Emtrepreneurial, identity development
12. Do you think organisations can benefit from being disrupted? If so why?	**Disorientation**	Failure, confusion, complexity, dynamic environments,
13. How does the organisation	**DC:**	

transform and exploit existing knowledge in the organisation?	**Regenerative capabilities**	
14. How does the organisation use existing resources in new situations?	**Leveraging capabilities**	
15. How do you feel that you learn as an organisation?	**Learning capabilities**	
16. Can you describe any times that what you have learnt has impacted your identity?	**Learning capabilities**	
17. How do you explore new opportunities in the environment that you are in?	**Renewing capabilities**	
18. How do you seize upon the opportunities that you see from your environment?	**Seizing capabilties**	
19. How do you create and absorb new knowledge about the identity?	**Knowledge creation**	
20. How do you create new knowledge from external sources e.g networks?	**Knowledge integration**	
21. How do you disseminate knowledge about the identity?	**Knowledge integration**	
22. How do you integrate this knowledge?	**Knowledge integration**	

Interview Topic Guide Version 2

Question	Topic	Literature
INTRODUCTION		
1. Could you please tell me about the identity of the organisation?	**Introduction**	Adapted from corporate identity literature
2. Is identity an important part of the organisation? If **so why? DON'T BE TOO LEADING**	**Introduction**	Literature on identity orientation/management (Balmer 2013)
ORIENTATION		
3. How does the organisation control the identity?	**Orientation**	CIO and management lit
4. How do you think your identity has changed over time? Can you provide examples? Why/how have you?	**Orientation**	Balmer's invariance and the diachronic nature of identity (Balmer 2011) (Otubanjo, 2012b; Schmeltz, 2014).
5. Have you ever found a time where you found your identity to be restricting in some way? Can you give examples?	**Orientation**	Rigid structures, and complexity and dynamic capabilities (Leitch and Davenport 2011; Painter-Morland 2013)
DISORIENTATION		
6. Can you describe any times where you were unsure of your identity?	**Disorientation**	Disorientation lit, organisational ambiguity, confusion (He and Barusch 2009) (Eskey et al. 1957)
7. How long did this last? And why?	**Disorientation**	Disorientation lit (Hakala 2011) (Olson 2005)
8. Do you ever specifically take actions that get you out of your comfort zone, or try things that are different for your organisation? Could you give examples, and why?	**Disorientation**	Dynamic capabilities, seizing literature, improvisation (Teece 1997;2012, (Cunha and Cunha 2006)
9. How did this affect your organisation in a negative way?	**Disorientation**	Leads from previous question

10. How did this affect your organisation in a positive way?	**Disorientation**	Leads from above
11. Do you think it is important for organisations to get out of their comfort zone? Why?	**Disorientation**	Seizing. Emtrepreneurial, identity development (Teece 1997;2012, (Cunha and Cunha 2006)
12. Do you think organisations can benefit from being disrupted? If so why?	**Disorientation**	Failure, confusion, complexity, dynamic environments, (Eskey et al. 1957; He and Baruch 2009).
13. How does the organisation transform existing knowledge in the organisation? Why?	**DC: Regenerative capabilities**	DC, sensing and seizing (Teece 1997; 2012) (Kindstrom et al 2011)
14. How does the organisation exploit existing knowledge in the organisation? Why?	**Regenerative**	DC, sensing and seizing. Identity development, change over time. We are looking at the manner of change, not just the fact that change happens. (Teece 1997; 2012) (Kindstrom et al 2011) (Barreles-Molina et al 2014)
15. How does the organisation use existing resources in new situations?	**Leveraging capabilities**	DC
16. How do you feel that you learn as an organisation? Why?	**Learning capabilities**	DC
17. Can you describe any times that what you have learnt has impacted your identity?	**Learning capabilities**	DC
18. How do you explore new opportunities in the environment that you are in? How do you feel this affects your identity?	**Renewing capabilities**	Link 17-21 more with identity
19. How do you seize upon the opportunities that you see from your environment?	**Seizing capabilties**	DC

20. How do you create and absorb new knowledge about the identity?	**Knowledge creation**	DC
21. How do you create new knowledge from external sources e.g networks?	**Knowledge integration**	DC
22. How do you disseminate knowledge about the identity?	**Knowledge integration**	DC
23. How do you integrate this knowledge?	**Knowledge integration**	DC

Interview Topic Guide Version 3

Question	Topic	Literature
INTRODUCTION		
1. Could you please tell me about the identity of the organisation?	**Introduction**	Adapted from corporate identity literature
2. Is identity an important part of the organisation? If **so why? DON'T BE TOO LEADING**	**Introduction**	Literature on identity orientation/management (Balmer 2013)
ORIENTATION		
3. How does the organisation control the identity?	**Orientation**	CIO and management lit
4. How do you think your identity has changed over time? Can you provide examples? Why/how have you?	**Orientation**	Balmer's invariance and the diachronic nature of identity (Balmer 2011) (Otubanjo, 2012b; Schmeltz, 2014).
5. Have you ever found a time where you found your identity to be restricting in some way? Can you give examples?	**Orientation**	Rigid structures, and complexity and dynamic capabilities (Leitch and Davenport 2011; Painter-Morland 2013)
DISORIENTATION		
6. Can you describe any times where you were unsure of your identity?	**Disorientation**	Disorientation lit, organisational ambiguity, confusion (He and Barusch 2009) (Eskey et al. 1957)
7. How long did this last? And why?	**Disorientation**	Disorientation lit (Hakala 2011) (Olson 2005)
8. Do you ever specifically take actions that get you out of your comfort zone, or try things that are different for your organisation? Could you give examples, and why?	**Disorientation**	Dynamic capabilities, seizing literature, improvisation (Teece 1997;2012, (Cunha and Cunha 2006)
9. How did this affect your organisation in a negative way?	**Disorientation**	Leads from previous question

10. How did this affect your organisation in a positive way?	**Disorientation**	Leads from above
11. Do you think it is important for organisations to get out of their comfort zone? Why?	**Disorientation**	Seizing. Emtrepreneurial, identity development (Teece 1997;2012, (Cunha and Cunha 2006)
12. Do you think organisations can benefit from being disrupted? If so why?	**Disorientation**	Failure, confusion, complexity, dynamic environments, (Eskey et al. 1957; He and Baruch 2009).
13. How does the organisation transform existing knowledge in the organisation? Why?	**DC: Regenerative capabilities**	DC, sensing and seizing (Teece 1997; 2012) (Kindstrom et al 2011)
14. How does the organisation exploit existing knowledge in the organisation? Why?	**Regenerative**	DC, sensing and seizing. Identity development, change over time. We are looking at the manner of change, not just the fact that change happens. (Teece 1997; 2012) (Kindstrom et al 2011) (Barreles-Molina et al 2014)
15. How does the organisation use existing resources in new situations?	**Leveraging capabilities**	
16. How do you feel that you learn as an organisation? Why?	**Learning capabilities**	
17. Can you describe any times that what you have learnt has impacted your identity?	**Learning capabilities**	
18. How do you explore new opportunities in the environment that you are in?	**Renewing capabilities**	Link 17-21 more with identity
19. How do you seize upon the opportunities that you see from your environment?	**Seizing capabilties**	
20. How do you create and absorb new knowledge about the identity?	**Knowledge creation**	

21. How do you create new knowledge from external sources e.g networks?	**Knowledge integration**	
22. How do you disseminate knowledge about the identity?	**Knowledge integration**	
23. How do you integrate this knowledge?	**Knowledge integration**	

Topic Guide Version 4

Question	Topic	Literature
INTRODUCTION		
1. Could you please tell me about the identity of your organisation?	**Introduction**	Adapted from corporate identity literature
2. Is identity an important part of the organisation? If **so why?**	**Introduction/orientation**	Literature on identity orientation/management (Balmer 2013)
ORIENTATION		
3. How does the organisation control the identity?	**Orientation**	CIO and management lit
4. How do you think your identity has changed over time? Can you provide examples? Why/how have you?	**Orientation**	Balmer's invariance and the diachronic nature of identity (Balmer 2011) (Otubanjo, 2012b; Schmeltz, 2014).
5. Have you ever found a time where you found your identity to be restricting in some way? Can you give examples?	**Orientation**	Rigid structures, and complexity and dynamic capabilities (Leitch and Davenport 2011; Painter-Morland 2013)
DISORIENTATION		
6. Can you describe any times where you were unsure of your identity?	**Disorientation**	Disorientation lit, organisational ambiguity, confusion (He and Barusch 2009) (Eskey et al. 1957)
7. How long did this period of uncertainty last? And why?	**Disorientation**	Disorientation lit (Hakala 2011) (Olson 2005)
8. Do you ever specifically take actions that get you out of your comfort zone, or try things that are different for your organisation? Could you give examples, and why?	**Disorientation**	Dynamic capabilities, seizing literature, improvisation (Teece 1997;2012, (Cunha and Cunha 2006)
9. How did this affect your organisation in a negative way?	**Disorientation**	Leads from previous question
10. How did this affect your organisation in a positive way?	**Disorientation**	Leads from above

11. Do you think it is important for organisations to get out of their comfort zone? If so, why?	**Disorientation**	Seizing. Emtrepreneurial, identity development (Teece 1997;2012, (Cunha and Cunha 2006)
12. Do you think organisations can benefit from being disrupted? If so why?	**Disorientation**	Failure, confusion, complexity, dynamic environments, (Eskey et al. 1957; He and Baruch 2009).
13. How does the organisation identify opportunities in its external environment?	**Sensing capabilities (Directional change)**	DC, sensing and seizing (Teece 1997; 2012) (Kindstrom et al 2011)
14. How do you feel you adapt to your external environment? Can you think of examples?	**Sensing Capabilities (Adaptation)**	Lin 2016
15. How does the organisation make the best use of existing knowledge within the organisation?	**Absorptive capability (organisational learning)**	DC, sensing and seizing. Identity development, change over time. We are looking at the manner of change, not just the fact that change happens. (Teece 1997; 2012) (Kindstrom et al 2011) (Barreles-Molina et al 2014)
16. Can you describe how you learn as an organisation?	**Absorptive (learning process)**	(Lin et al. 2016)
17. How do you transform this into embedded knowledge within the organisation?	**Absorptive (learning process)**	
18. Can you describe any times that what you have learnt has impacted your identity?		
19. How does the organisation forge new relationships externally?	**Relational capabilities (relationships and social capital acquisition)**	
20. How do you work on internal relationships?		
21. How do you feel you benefit from these relationships?	**Relational capabilities**	
22. Can you describe any times that what you have learnt has impacted your identity?	**Integrative capabilities (communication and coordination)**	
23. How do you create and	**Knowledge creation**	

absorb new knowledge about the identity?		
24. How do you create new knowledge from external sources e.g networks?	**Knowledge integration**	457
25. How do you disseminate knowledge about the identity?	**Knowledge integration**	

Interview Topic Guider Version 5

Question	Topic	Literature
INTRODUCTION		
1. Could you please tell me about the identity of your organisation? *What do you consider the defining and differentiating characteristics of your organisation? Tell me about you mission, vision.*	**Introduction**	Adapted from
2. Is identity an important part of the organisation? *Can you explain the role that identity plays within your organisation? How important? As a heirachy?*	**Introduction/ orientation**	Literature on (Balmer 2013
ORIENTATION		
3. How does your organisation try to control the identity? *Do you keep a tight control over it, or is it more fluid?Can you explain the methods you use to control the identity? Keep the identity consistent?*	**Orientation**	CIO and man
4. How do you think your identity has changed over time? Can you provide examples? Why/how have you? *Have you changed a lot since you started out? Are you different now to when you started? Have you ever turned to an outside source?*	**Orientation**	Balmer's inva of identity (Balmer 2011 2014).
5. Have you ever found a time where you found your identity to be restricting in some way? Can you give examples? *At the beginning perhaps?*	**Orientation**	Rigid structu capabilities (Leitch and D 2013)
DISORIENTATION		
6. Can you describe any times where you were unsure of your identity? *Have you ever turned to an external agency to help with your identity? Have you ever been confused about certain aspects of your identity?*	**Disorientation**	Disorientatio confusion (He and Baru
7. How long did this period of uncertainty last? And why do you think this was? *Was it a brief period, or did this last some time?*	**Disorientation**	Disorientatio (Hakala 2011
8. What brought this period to an end? **CUT OUT?**	**Disorientation**	

9. Do you ever specifically take actions that get you out of your comfort zone, or try things that are different for your organisation? Could you give examples, and why?	**Disorientation**	Dynamic capa... improvisation... (Teece 1997;2...
10. How did this affect your organisation in a negative way? *Financial risks? Time risks? Lost confidence?*	**Disorientation**	Leads from p...
11. How did this affect your organisation in a positive way? *Do you feel you benefited in any way from getting out of your comfort zone?*	**Disorientation**	Leads from p...
12. Do you think it is important for organisations to get out of their comfort zone? Why?	**Disorientation**	Seizing. Entre... (Teece 1997;2...
13. Do you think organisations can benefit from being disrupted? If so why? *Examples?? CUT?*	**Disorientation**	Failure, confu... environments... (Eskey et al. 1...
DYNAMIC CAPABILITIES		
14. ?	**Reconfiguring capabilities**	DC, sensing a... (Teece 1997; (Kindstrom et...
15. How does the organisation use existing knowledge in the organisation? Why? *How do you use the knowledge that people have? REPETITION??*	**Reconfiguring capabilities**	DC, sensing a... change over t... manner of cha... happens. (Teece 1997; (Kindstrom et... (Barreles-Mo...
16. Have you always used the knowledge in this way? Have you developed best practices?		
17. How does the organisation use existing resources in new situations? Examples? *Have you ever used something you already have, in a new situation?*	**Leveraging capabilities**	
18. Could you describe your learning process as an organisation? Why? *How do you go about learning as an organisation?*	**Learning capabilities**	
19. Can you describe any times that what you have learnt has impacted your identity? *Use examples from themselves*	**Learning capabilities**	

20. How do you look for new opportunities in the environment that you are in? *How do you monitor your environment for new opportunities? How do you form new relationships?*	**Renewing capabilities**	Link 17-21 m
21. How do you seize upon the opportunities that you see from your environment?	**Seizing capabilities**	
22. How does the knowledge you gain impact the the identity?	**Knowledge creation**	(Lin et al 201
23. How do you create new knowledge from external sources such as networks, relationships?	**Knowledge integration**	
24. How do you integrate this knowledge?	**Knowledge integration**	

APPENIDX 5 Ethics Approval

The Burroughs
Hendon
London NW4 4BT

Main Switchboard: 0208 411 5000

08/12/2016

APPLICATION NUMBER: 1073

Dear Luke Devereux

Re your application title: Disorientation and Dynamic Capabilities

Supervisor: Eleonora Keith TC Dinnie Melewar Pantano

Thank you for submitting your application. I can confirm that your application has been given approval from the date of this letter by the Business School REC.

Please ensure that you contact the ethics committee if any changes are made to the research project which could affect your ethics approval.

The committee would be pleased to receive a copy of the summary of your research study when completed.

Please quote the application number in any correspondence.

Good luck with your research.

Yours sincerely

David Kernohan

Chair David Kernohan

Business School REC