

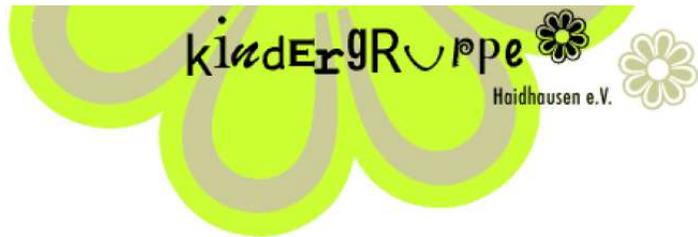
**Linking strategy-as-practice knowledge and  
multi-stakeholder brand  
meaning co-creation:**

**Insights from a small, non-commercial institutional  
context**

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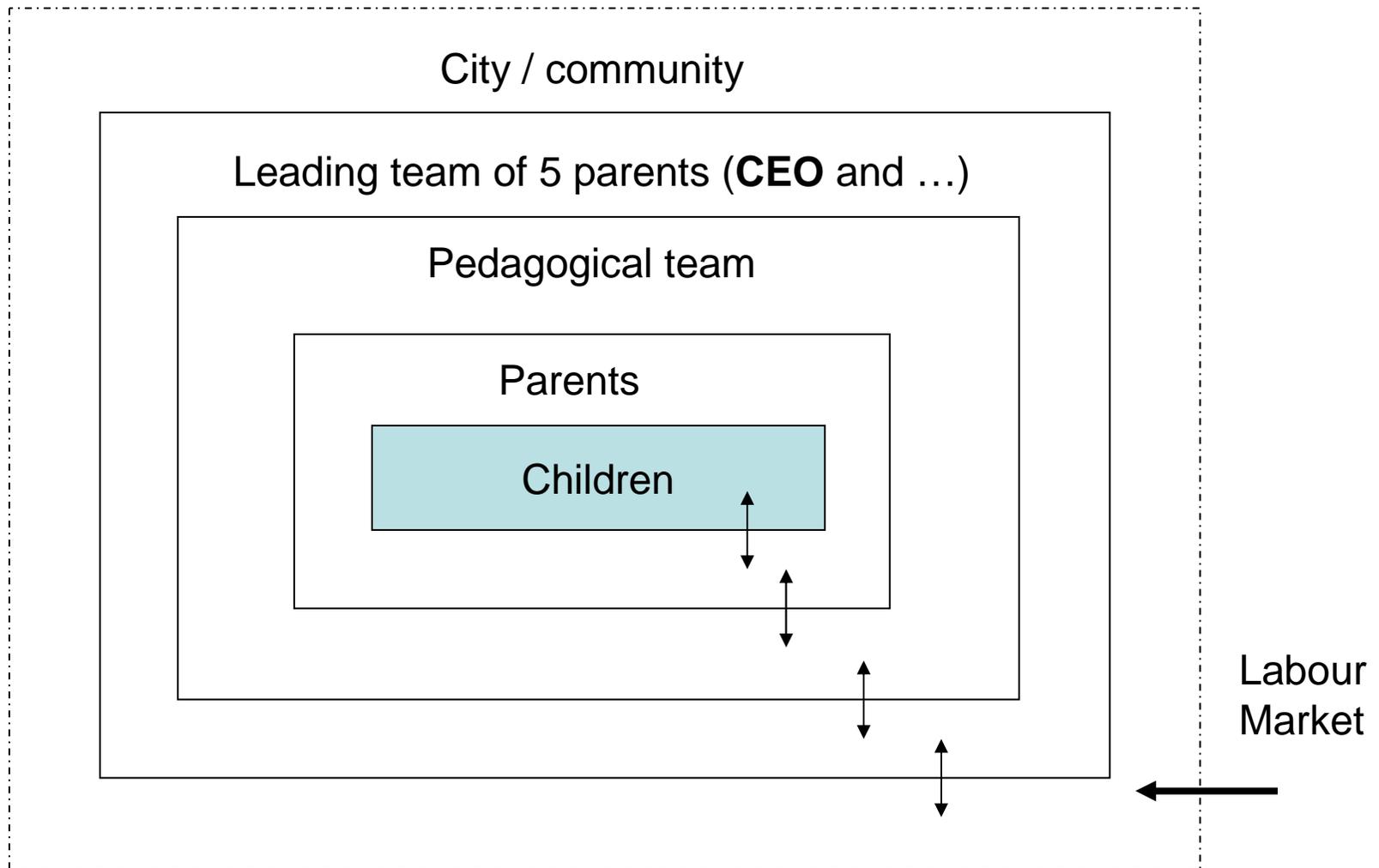
# Our paper is about ...



**Providing the best possible  
day-care for children**



... and ...



## Resulting interest

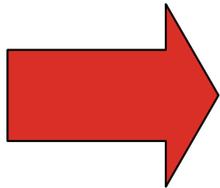
How to manage the different expectations (resulting from the different context) of the relevant kindergarden stakeholders in order to provide the best possible day-care for our children?

# Theoretical lens applied: Strategy-as-practice applied to the context of brand meaning creation (I)

- Strategy is considered a situated, socially accomplished activity, constructed through the actions and interactions of multiple actors.
  - Practice: Strategy as a flow of activities that incorporates
    - Content and process,
    - Intent & emergence,
    - Thinking & acting
  - Practicioners: Actors
  - Practices: Tools and artefacts that people use in doing strategy work, e.g. meetings, workshops, the use of power point slides

## Theoretical lens applied: Strategy-as-practice applied to the context of brand meaning creation (II)

- “Strategy practice occurs within a coexistent and fluid interplay between contexts” (Jarzabkowski, 2004, p. 542)
- During the process of strategy formation, actors more or less consciously select, construct and subscribe to forces external to the organization in accordance with selected and constructed elements of the internal context.

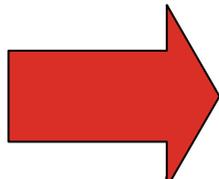


Research gap:

**How do these contexts link and influence strategy formation?**

## Theoretical lens applied: Strategy-as-practice applied to the context of brand meaning creation (III)

- We adopt a multi-stakeholder brand perspective, assuming that brands are no longer owned by management only, but co-created by multiple stakeholders and their relevant contexts.
- Looking empirically at the co-creational practices of brand meaning of diverse stakeholders has so far only recently attracted attention.
- A “brand identity cannot be adequately defined in terms of brand *characteristics* but rather in terms of brand *processes*, such as brand discourse, behavior and activities.” (Hemetsberger and Mühlbacher 2009, p. 5).



Research gap:

**How does brand meaning co-creation practices occur?**

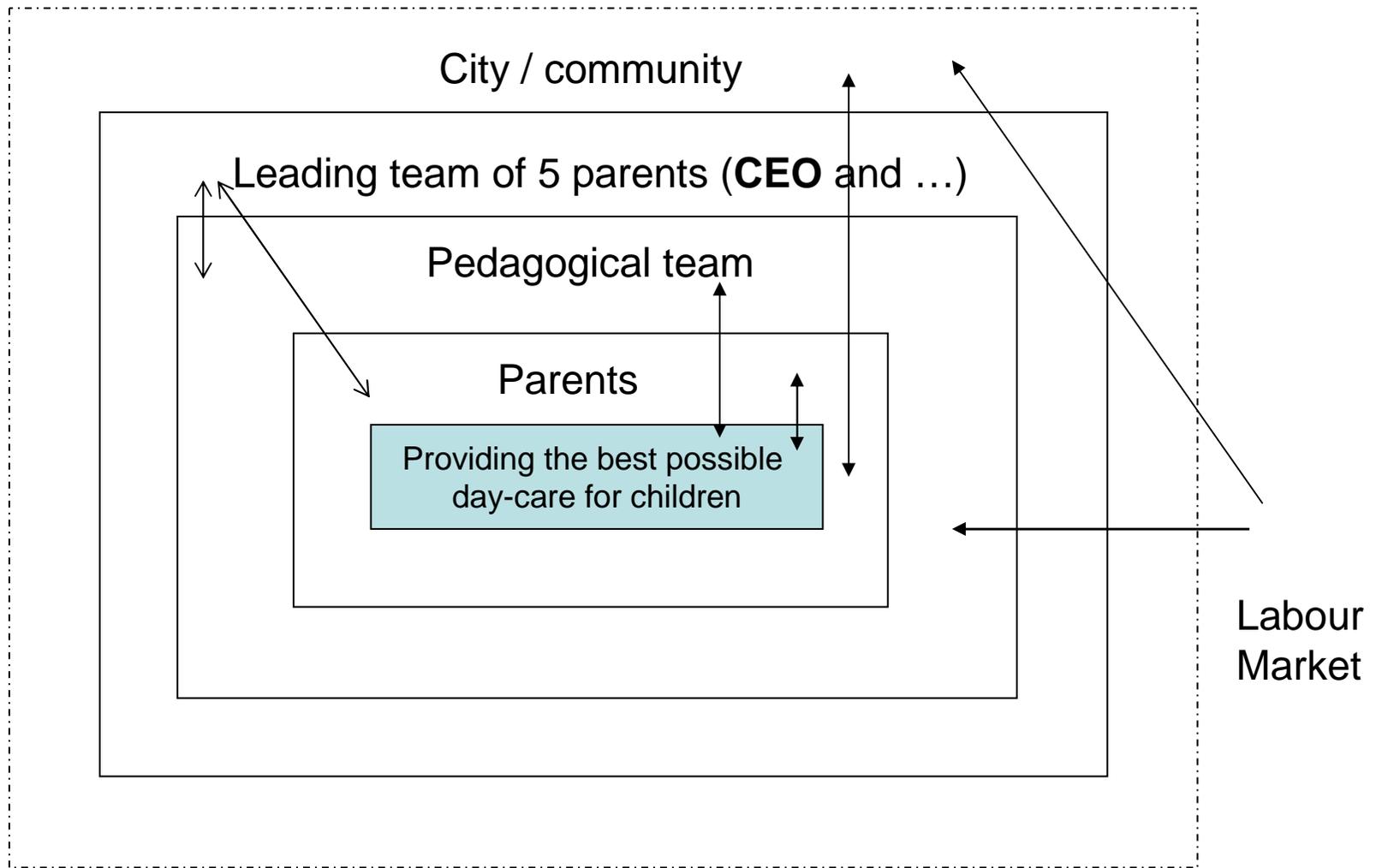
## Resulting research question

How do the contexts of the institution's internal and external stakeholders impact brand meaning co-creation practices?

## Methodology

- Case study and ethnographic approach, which implied drawing on the author's personal experiences as mother and CEO
- Knowledge was generated through participant observation, regular discussions with various stakeholders involved in the co-creation process over the period of investigation, as well as field notes.
- Co-author served as sounding board

# Results



## Discussion (I)

Brand meaning co-creation involves the “actions, interactions and negotiations of multiple actors” (Jarzabkowski, Balogun, and Seidl, 2007, p. 7).

Various contexts and their impact on brand meaning co-creation need to be considered:

*Individual context-dependent* interpretations shape decisions, selected methods and tools to solve personal and business issues and result in differing brand co-creating practices.

Brand co-creation is a particular type of activity that is connected to particular *organizational practices*.

*Market-related contexts* shape the ability to actively co-create the brand meaning.

## Discussion (II)

A brand is not something static, but dynamic, depending on the context, i.e. the result of brand appraisal mutates with the environment where it is perceived.

## Discussion (III)

- P 1: Different contexts impact to varying degree the brand meaning co-creation process.
- P 2: Organizational branding contexts (company internal and external contexts) are permeable, i.e. to varying extent and depending on the socio-cultural context stakeholders, such as employees, capital owners, or any intermediary, may be (need to be) involved in the strategic branding discourse.
- P 3: Brand meaning co-creation processes demand for leaders who are able to influence social interaction practices, aiming to disentangle these interrelated branding contexts.