

# Contents

<b>1</b>	<b>Introduction — 1</b>
1.1	When Business Organizations Remember their Past — 1
1.2	Aims, Approach, and Structure — 5
<b>2</b>	<b>A Cultural Perspective on Organizational Remembrance in Corporations — 9</b>
2.1	Key Qualities of Modern Business Organizations and a Spotlight on Cultural Phenomena — 9
2.2	Identity and Image in Organizations as Cultural Categories — 18
2.3	Memory and Remembrance in Organizations — 22
2.4	Organizational Cultures of Remembrance as a Conceptual Nexus — 29
<b>3</b>	<b>Empirical Research Design — 36</b>
3.1	Description of the Fieldwork Setting at the Time of Investigation — 37
3.2	A Compact History of AUDI AG — 44
3.3	Mix of Qualitative Methods in Organizational Ethnography — 50
3.4	Fieldwork as a Social Process — 62
<b>4</b>	<b>Audi Tradition in its Role as the Official Carrier of Organizational Remembrance — 69</b>
4.1	The Corporate History Department in Relation to the Company — 69
4.2	Formalized Areas of Tradition Work and Structures — 74
4.3	Remembering the Corporate Past through Thematic Lenses — 80
4.4	Short Summary — 85
<b>5</b>	<b>Purposes and Cultural Forms of Organizational Remembrance — 86</b>
5.1	Retaining Physical Proof of One's Existence — 86
5.2	Legal Protection of Trademark Rights — 94
5.3	Historical Accountability — 97
5.4	Corporate Identity Construction in Public Relations — 104
5.5	Brand Identity Construction in Marketing — 116
5.6	Direct Economic Utilization — 129
5.7	Satisfaction of Entertainment Demands — 133
5.8	Short Summary — 136

<b>6</b>	<b>Multiple Stakeholders of the Corporate Past — 137</b>
6.1	Internal Stakeholders — 138
6.2	Semi-internal Stakeholders — 151
6.3	External Stakeholders — 157
6.4	Network of Remembrance, Collaboration, and Conflict — 167
6.5	Short Summary — 181
<b>7</b>	<b>Organizational Remembrance as a Historical Process of Evolution and Differentiation — 182</b>
7.1	The Default Mode of Organizational Forgetting — 183
7.2	Phase One: Remembering a Little and Forgetting a Lot — 186
7.3	Phase Two: Gathering and Protecting — 193
7.4	Phase Three: Going Public on a Grand Scale — 202
7.5	Phase Four: Hitting the Apex — 206
7.6	The Economic Cycle of Organizational Remembrance and Beneficial Factors Advancing the 'Tradition Cause' — 209
7.7	Short Summary — 214
<b>8</b>	<b>The Emergence of Historical Consciousness among the Workforce — 216</b>
8.1	Historical Consciousness as a Member's Mental Competence — 216
8.2	Factors Influencing the Development of Historical Consciousness — 230
8.3	Short Summary — 246
<b>9</b>	<b>Construing Organizational Reality through Retrospection — 248</b>
9.1	Explaining the Reasons for Contemporary Market Conditions — 248
9.2	Tracing the Roots of Common Working Practices — 252
9.3	Justifying the Existence of Corporate Conflicts — 256
9.4	Evaluating the Quality of Corporate Life — 262
9.5	Short Summary — 267
<b>10</b>	<b>Constructing Identities in Light of the Corporate Past — 269</b>
10.1	Identifying with Contemporary Business Success — 269
10.2	Processing Changes in Brand Image — 274
10.3	Evoking a Positive Organizational Identity — 283
10.4	Achieving Concreteness of Identity — 288
10.5	Coping with Identity Threats — 296
10.6	Short summary — 301

**11 Conclusion — 304**

**11.1 Review and Discussion of Key Empirical Insights — 305**

**11.2 Implications for Managerial Practice — 322**

**11.3 Generalizability and Limitations of this Empirical Study — 326**

**11.4 Issues for Future Research & Outlook — 330**

**12 Appendix — 334**

**12.1 Research Opportunities and Sampling of Respondents — 334**

**12.2 Supporting Material for Fieldwork — 337**

**Primary Material Cited — 347**

**Academic Works Cited — 357**

**Subject index — 374**