

INDEX

- Aaker, D.A. 121, 125
Aaker, D.A. and Joachimsthaler, E. 119
ABN AMRO 201
‘aborescent systems’ 13–14
‘abstraction of the customer’ 29–30
actualising tendencies 52–4, 135–6, 145–7
 and employer abuse 147
advertising 44
 see also marketing
Aker Kvaerner 211, 240
Alamein (Bungay) 196–7
Amazon 143
Ambler, T. and Barrow, S. 138
American Marketing Association (AMA), on ‘brands’ 23
‘antimemory’ 12
anxiety and decision-making 26, 214
Apache 77
Apple Computers 87–8, 201–2
 Genius Bar 137–8
Argyris, C. 50
Aristotle 55–6, 202
Arneson, Hal 74–5, 147
The Art of Innovation (Kelley) 76
Ashforth, B. 66, 154
Ashforth, B.E. and Mael, F. 146, 148
Ashkanasy, N.M. 206
Aspen Institute 63
assemblage model 8–9, 10–16
 characteristics 11–13
 participatory cultures 183–8
 participatory leadership 193–214
 constraints and challenges 14
 freedom and boundaries 136
 decision-making processes 220–4
 described 11, 224–6
 elements involved 84, 224–7
 ‘control’ mechanisms 136–7
 evaluation 217–18, 227–43
 key aims 14
attitude of employees, recruitment considerations 143–4
automotive industry
 and entrainment 76
 and market research 30
Back to the Floor (BBC) 29
Backhaus, K. 142
Baecker, D. 137
Bailey and Schechter 121

- Bakan, J. 3
- Bakhtin 175, 184, 194
- Bakken, T. and Hernes, T. 182
- Bang, H. 58
- Bangle, Chris 208
- Bass, M.R. 193, 206
- Baxter International 69
- 'becoming' and states of change 9–10
- behavioural branding 65–71
- Bell, Chip 155–6
- Belova, O. 175
- benchmarking data 226
- Bennis, Warren 198
- Berle, A. and Means, G.C. 3
- Berlin, I. 136
- blogs 116–17
- Bloom, Harold 178
- BMW 208–9
- Bohm, D 82–3, 200
- Bono, J.E. and Judge, T.A. 206
- Booz Allen Hamilton 63
- boundaries in organisations 149, 165
- BP 207–8
- brand building
- barriers 68
 - 'inside-out' approach 49–79
 - employee – customer entrainment 71–7
 - influence of employee engagement 51–7
 - significance of values 57–65
 - 'outside-in' approach 21–47
 - communicating findings 42–4
 - customer participation 35–8, 45–6
 - market research issues 28–34
 - understanding customer needs 27–8, 35–8
- Brand Code (Gad) 35–6
- brand definition exercises 68–71
- brand delivery 65–71
- and brand definition exercises 68–71
 - keys to success 70
- brand elements 119–28, 224–7
- described 119
 - evaluated 227–30
 - and financial value 123–8, 230–1
 - tangible and intangible components 121
- brand equity 119–27, 226–7
- and brand value (financial) 123–7, 229–30
- 'brand mind-space' 113–14
- brand orientation index (BOI) 95–6
- brand 'promise', and brand 'delivery' issues 4
- brand statements 35–7
- and consistency 37
- branding governance 218–20
- critiques 2
 - decision-making processes 220–4
 - benefits of better data use 223–4
- brands and branding
- background history 21–3
 - concepts and definitions 23–7
 - changing nature of 81–3
 - models 23, 24
 - conflicts and dissonance
 - communication issues 25
 - identity vs. image 25
 - critiques 2
 - function and roles 24–7
 - rewards of ownership 27
 - social purpose 26–7
 - identifying characteristics and values 37, 38–41, 57–65
 - commitment issues 65
 - complexity vs. diversification 40–1
 - importance to organisations 57–65
 - internal vs. external orientations 60
 - negative outcomes 39–40
 - research on use by organisations 63
 - separate brand entities 138–9
 - success characteristics 123–4

- terminology 81–3
- using customer-based research 35–8
 - use of codes and mission statements 35–7
 - use of entertainment concepts 44–5
- Bratton, William 28–9
- Breen, B. 208–9
- buildings and organisations 171–2
- Built to Last* (Collins and Porras) 64–5
- Bungay, Stephen 196–7
- Burmann, C. and Zeplin, S. 71

- Cache, Bernard 185
- Cameron, K. and Quinn, R. 50, 53, 167, 234–5
- categorisation of customers 30–1
- Chan Kim, W. and Mauborgne, R. 28–9, 52, 133
- change theories 8–10
- charisma and leadership 206
- Chenet, P. *et al.* 71, 232
- Chip Heath 52
- choice making *see* decision-making
- citizenship 54–5, 153–4
 - dimensions 54
- ‘climate’ of an organisation 154–5
- The Cluetrain Manifesto* (Levine *et al.*) 6
- co-creation 76–7, 107–10
 - see also* innovation and creativity
- Coca-Cola 44–5
 - use of entertainment concepts 44–5
- Coke Red Lounges 44
- ‘collective intelligence’ 45, 54
- Collins, J. 150, 206
- Collins, J. and Porras, J. 64–5, 68
- commitment
 - business benefits 152
 - and leadership 207–8
 - to organisations 152–3
 - to values 65, 68, 111–12
- communication
 - and direct marketing 116–17
 - and employee recruitment 144–5
 - and employee retention 153–4
 - and leadership 209–10
 - outside organisations 42–6
 - within organisations 4, 25, 42–3
 - barriers 165
 - and brand definition 68–71
 - key requirements 98–9
 - of leadership visions 209–10
 - marketing – other departments 4, 7, 42–3
- competency development 114–15
- Competitive Strategy* (Porter) 50
- computer software industry 35–6, 76–7, 227
- connectivity 187
 - creation of internal barriers 149
 - examples 187–8
 - models 136
 - see also* assemblage model; communication
- consistency and brands 37–8
- Constant, Benjamin 56
- consumers *see* customers
- consumption and self-identity 26–7
- ‘conversational spaces’ theory 153
- Corporate Culture 4
- corporate memory, as constraint 12
- corporate social responsibility (CSR) 139–40
- creativity *see* innovation and creativity
- credibility 205–6
- critiques of branding 2
- CSR (corporate social responsibility) 139–40
- culture and branding
 - evaluation and measurement 234–8
 - relationship described 26
 - see also* organisational culture
- customer advocacy 110
- customer service, telephone
 - conversations 38
- customer value, defined 7

- customer – organisation relationships
assemblage principles 12–13
enhancing connections 107–10
 through direct contact 228
entrainment (synchronicity) 33–4,
 71–7
- customers
 participation in brand
 developments 35–8, 45–6
 through employee interactions
 71–7, 107–10
 using PMO 107–10
 self-identities and brand
 choices 26–7
 understanding needs
 delivering consistency 37–8
 recognising increasing
 sophistication 6
 recognising individuality 30
 through market research and
 ‘abstraction’ 27–32
 through proximity 27
- data interpretation 31, 109, 218–20
 and benchmarking 225–6
 benefits 223–4
 and presentation 240–3
 see also evaluation and measurement
- De Chernatony, L. 204
- De Chernatony, L. and
 Dall’Olmo Riley, F. 119–22
- De Chernatony, L. and
 McDonald, M. 23, 24, 65, 125
- DeLanda, M. 9, 99, 243
- de-territorialisation concepts 12, 97,
 148
- Debray, R. 26, 58, 66, 68, 209
- decision-making
 in assemblage branding 220–4
 customers 8–9
 self-identities and brand
 choices 26–7
 employees, and group think 70,
 147–9
 organisations, linear causality 7–8
 see also organisational structures
- delegation 190
- Deleuze, G. 108, 2356, 242
- Deleuze, G. and Guattari, F. 4, 8–10,
 10–16, 82–3, 136–7
- democracy in organisations 55
- Denison, D.R. 167, 195–6, 235–6
- Denison, D.R. and Mishra, A. 67, 235
- departmentalisation 31
- deviation in brands 35
- differentiation of organisations 142
- ‘Digital Hub’ strategy 87–8, 201–2
- direct contact marketing 228
- discourse *see* communication;
 narrative in organisations
- disengaged employees 156
- distrust in organisations 52
- diversity considerations, in brand
 defining 70
- Doblin Group 29
- ‘Double Vortex Model’ (De
 Chernatony and
 Dall’Olmo Riley) 120–2
- Douglas, M. 37, 97, 99
- Drucker, Peter 2, 6, 10–11, 22
- Drummond, John 4
- Dunbar, R. 132
- Dutton, J. and Dukerich, J. 111
- Dyson *et al.* 121
- Easyjet 64
- Eco, Umberto 42, 71
- Edvinsson, L. and Malone, M. 6, 134
- Ehrenzweig, A 97
- Ellsberg, Daniel 185–6
- emotional intelligence (EI) 140–1
- Emotional Intelligence* (Goleman) 141
- employees 51–7, 132–59
 connecting with customers 71–7
 development and support
 strategies 150–8
 disengaged 156
 distrust issues 52
 engagement strategies 51–7,
 110–15
 building identification and
 internalisation 145–9

- and citizenship 54–5, 153–4
- individuality vs. consistency of approach 66
- motivations 52–3, 151, 154–6
- and retaining staff 150–8
- self-actualisation tendencies 52–4, 135–6, 145–7
- value to organisation 66–8
- functional and emotional attributes 229–34
- homogeneity concerns 147–8
- measuring performance 229–34
- recruitment considerations 138–45
- retention strategies 150–8
 - and commitment 152–3
- roles within organisations 132–8
 - impact on brands 5–6, 38
 - key individuals 157
 - providing intellectual capital 134–5
- types 151
- employer brand 138–9
- entertainment concepts 44–5
- entrainment 33–4, 71–7
 - company examples 72–5
 - and recruitment 142–3
 - and sensing 181–2
 - and size/scale of organisations 75–6
- ethical behaviour, and values development 63
- Europe
 - meeting stakeholder needs 4
 - product- vs. service-based economies 5
- evaluation and measurement
 - brand equity and marketing efforts 228–9
 - human resources 229–34
 - leadership 238–40
 - organisational culture 234–8
 - and data presentation 241–3
- Farris, Nelson 75, 139–40
- feedback on leadership 214
- financial value, and brand equity 123–7, 229–31
- Flint, J. 30
- Foreign Affairs* (Gaddis) 199
- 4 Ps (product, promotion, price and place) 35, 42–3, 87
 - and Toyota 57
- freedom 186
 - vs. organisational membership 136
- Fukuyama, F. 136, 204
- Gad, T. 35, 113
- Gaddis, J.L. 199
- Gagliardi, P. 146, 154, 171, 181
- Gallup, on employee engagement 151
- Gehry, Frank 185
- GenJam 10
- Gerstner, Lou 99–100, 182, 207, 218
- Goldsmith, M. and Morgan, H. 65, 68
- Goleman, D. 141
- governance groups 222–3
- GrameenPhone (Bangladesh) 93–5, 97
- grassroots market research 28–9
- Gratton, L. 54, 55
- Greenpeace 108–9, 166, 173–4
- Groundwork of the Metaphysics of Morals* (Kant) 3
- group identities 147–9
 - and boundary creation 165
- group think 70, 147–8
- group tribalism 149, 165, 189
- group work 73
- ‘groups’, and ‘organisation’ 162–3
- Hampton, G.M. and Hampton, D.L. 92
- Handy, C. 136
- Hansen, Inge 211
- Harrah 109
- ‘the health of the brand’ 125
- Helios scheme (BP) 207–8
- Henley Centre for Forecasting 6
- Herbst, P. 137
- Herzberg, F. *et al.* 50, 52, 135

- Heyer, Steven J 44
 'homogenerator' (Schirmacher) 188
 HP 31
 human resource issues
 measuring drivers 229–34
 recruitment considerations 138–45
 retention and development of
 staff 150–8
 see also employees
The Human Side of Enterprise
 (McGregor) 22
 Huygens, Christiaan 33
 Hydro Way 35
- IBM 218
 Ice Hotel (Arctic Circle) 144
 'identification' issues 66, 137, 145–9
 see also values
 Ikea 66, 208
 Ind, N. 115, 194–5
 Ind, N. and Watt, C. 70, 76, 99, 144,
 148
 individuality vs. consistency issues
 66–7
 information overload 31
 information systems 219–20
 information technologies 6
 innovation and creativity 41–2, 72
 and diversification 40–1
 and employee – customer
 entrainment 72, 76, 107–10
 environmental conditions
 required 153–4
 leadership roles 157, 200–6
 and market research 30–1
 problems with memory and
 culture 200
 trust and anxiety issues 213–14
 'inside-out' approach to
 branding 49–79
 merger with 'outside-in'
 approaches 102
 'instrumental values' (Schwartz) 62
 'integration strategies', and
 recruitment 142
 Intel 87
- intellectual capital 134–5
 International Harvester 156–7
 International Survey Research (2002)
 study 67
 Internet, online organisations 45
 ISR, on employee commitment 152
 IT industry 100–1
- J. Sainsbury 111
 Janis, I 147
 job satisfaction 52–4
 Jobs, Steve 87, 136
 Johnson, Samuel 5
- Kamprad, Ingvar 208
 Kant, I. 3
 Kapferer, J.N. 40–1, 119, 121, 122
 Kaplan, R. and Norton, D. 112
 Katz, D. 54
 Kaupas, Natas 144
 Kee-hung, L. and Cheng, E. 89
 Keeley, Larry 29
 Keller, K.T. 119, 121, 125
 Kelley, Tom 76
 Kelly, E., Leyden, P. and GBN 196
 Klein, N. 3, 26
 knowledge economies 6
 knowledge flow 31
 Koestenbaum, P. 200
 Koestenbaum, P. and Block, P. 56,
 59–60, 132, 156, 205, 214
 Kohli, A.K. and Jaworski, B.J. 88–9,
 91–2
- Lawer, C. and Knox, S. 110
 leadership
 key roles 226
 recognition of marketing 40–1
 and change facilitation 157
 and market orientation 89
 relationship with culture, HR and
 brand building 239
 support for PRO approaches 106
 see also participatory leadership
 leadership programmes 239–40
 Levine, R. *et al.* 6

- Levitt, Theodore 21–2
- Lévy, Pierre 45, 54
- Lexus 76
- linear causality 7–8
- Linux, entrainment strategies 76–7
- listening to customers 34
- logos 119, 121, 123
- Lorraine, T. 188
- Loveman, Gary 109
- Luhmann, N. 51, 164, 171
- Lyotard, Jean-François 173
- McCarthy, E.J. 35, 86
- McGovern, G. and Quelch, J.A. 39
- McGregor, Douglas 22
- Mack, A. 77
- Macrae, C. 5
- Maister, D. 67
- ‘management by expectations’ 203–4
- managers
- performance evaluations 238–40
 - roles
 - creating successful environments 154–8
 - as mentors 154
 - setting boundaries 137
- Manville, B. and Ober, J. 55, 56–7
- mapping processes (Kaplan and Norton) 220
- market orientation 88–90
- applications 90–2
 - described 88
 - implementation barriers 92, 101–2
 - and ‘participatory’ market orientation (PMO) 92–102, 105–28
- market research 27–8
- challenges and criticisms 28–34
 - concerns about relevancy 7–8, 30–1
 - data interpretation issues 31–2, 218–20
 - data misuse 32
 - following trends 30–1
 - information isolation 31
 - purpose and value 28
 - use of data 218–24
- marketing
- background history 21–3
 - challenges 43–6, 86–7
 - communicating problems 4, 7, 42–3
 - ‘corrupting’ influences 3
 - concept outlines 21–3
 - definitions of branding 23–7
 - functions and roles 21–3
 - effectiveness issues 3–4, 86–8
 - relationship with financial performance and brand equity 229–31
 - within engineering/scientific-based organisations 39–40
 - strategic significance 42–4, 229–31
 - using participatory approaches 105–28
 - building internal engagement 110–15
 - connecting and co-creating 107–10
 - enhancing financial value 123–7
 - integration and consistency issues 115–18
- marketing communication 116–17
- direct contact methods 228
- ‘Marketing Myopia’ (Levitt) 21–2
- Maslow, A. 50, 146
- Matsunoo, K. *et al.* 90
- ‘mavericks’ 148–9
- May, T. 12
- ‘meaning’ in employment 151, 154–6
- measurement of performance *see* evaluation and measurement
- memory, as innovation constraint 12, 200
- mentors 154, 213
- Meyers, D. 77
- Mill, John Stuart 56
- Mintzberg, H. 32

- Mintzberg, H., Ahlstrand, B. and Lampel, J. 8, 50
 'mission command' adaptive systems 197
 mission statements 35–7
 Mitchell, A. 4, 25–6, 33
 Moderna Museet 153–4, 167–71, 189–90, 211–13
 monopolistic behaviours 2
 Morgan, G. 136
 Morner, M. 45
 Morris, P. 184, 194
 Morse, G. 133
 motivation factors
 employees 52–4
 and 'meaning' in employment 151, 154–6
 self-actualisation and psychological growth 52–4, 135–6, 145–7
 management misunderstandings 133–4, 156
 Mozilla 77
 Naess, B.E. 211
 Nancy, J.-L. 26, 34, 162, 180
 narrative in organisations 173–80
 encouraging flow 176–80
 retelling and distortions 183
 see also storytelling cultures
 Narver, J.C. and Slater, S.F. 88–9, 91–2
 negative actions of organisations 2–3
 networking 154–5
 in participatory cultures 183–8
 see also communication;
 participatory market orientation (PMO)
 New United Motor Manufacturing Inc (NUMMI) 53, 156
 New York Port Authority 139
 New York Transit Police 28–9
 Nike
 employee-customer connections 75
 employing 'storytellers' 179
 recruitment strategies 145
 and 'sweat shop' associations 3
 effect on employees 139–40
 values 58
 Nittve, Lars 153–4, 167–71, 189–90, 211–13
No Logo (Klein) 3
 nomadology 136–7, 153
 'norms' in organisations 58–9
 NUMMI *see* New United Motor Manufacturing Inc
 observer effect 167
 OCAI (Cameroon and Quinn) 167, 235
 Öhrvall, Sara 32, 76
 online organisations 45
 Open Source Movement 45, 77
 openness and transparency 44, 150–1, 185–8
 Organ, D.W. 53
 organisation – customer relations *see* customer – organisation relationships
 organisational culture 161–90
 and climate 154–5
 concepts and understandings 161–73
 mapping reinforcement and change 171
 evaluation and measurement 166–7
 influences of values and norms 58–9
 participatory approaches 183–8
 and sense-making 180–3
 use of narrative 173–80
 Organisational Culture Assessment Instrument (OCAI) 167, 235
Organisational Culture and Leadership (Schein) 22, 164–5
 organisational development (OD) theories 50–1
 organisational sense-making 180–3

- organisational structures 13–14
 assemblage model 10–16, 12–14,
 83–4
 and climate 154–5
 entrained vs. traditional 33–4
 nomadological 136–7
 ‘rhizome’ vs ‘aborescent’ models
 83, 134, 136, 157
- organisations
 ‘attractiveness’ criteria 50
 determining strategies 7–8, 49–50
 impact of ‘customer power’ 43–5
 moral choices 3
 narcissistic cultures 33
- Orwell, George 210
- ‘outside-in’ approach to brand
 building 21–47
 explained 22
 merger with ‘inside-out’
 approaches 102
- participative cultures 183–8
- participatory leadership 193–214
 in assemblages 196–202
 challenges 199–200
 employee feedback 214
 evaluation 238–40
 key requirements 215
 nature of role 194–6
 relationship with culture,
 HR and brand building 239
 transformational leadership and
 storytelling 202–5
 use of symbolic acts 205–10
 and credibility 205
 and vision 194–6, 198–200
- participatory market orientation
 (PMO) 92–102
 building internal engagement
 110–15
 co-creating with customers 107–10
 connecting with customers
 107–10
 differentiating aspects 106–7
 enhancing brand equity 119–27
 integrated marketing 115–18
 introducing into
 organisations 96–101
 Patagonia 58, 69–70, 74–5, 146–7,
 155–6
 Patterson *et al.* 67
 performance
 characteristics 50
 and employee commitment 152
 and market orientation 91
 measurement systems 14, 228–40
- Perl 77
- personality testing 140–1
- Pfeffer, J. 111 198
- Pfeffer, J. and Sutton, R.I. 109
- Plato 56
- Platt, Lew 31
- PMO *see* participatory market
 orientation
- Podsakoff, P.M. 54–5
- Politics* (Aristotle) 55–6
- Popper, Karl 56
- Porter, Michael 50
- Positioning School of Strategy 50
- power of corporations, criticisms 2–3
- power relations, manager –
 managed 133
- ‘Powered to Perform’ approaches 211
- Pride and Prejudice* (Austen) 145–6
- profit motive 4
- Prospect Theory (Kahneman and
 Tversky) 8
- Proust, Marcel 183
- psychological testing 140–1
- Puma 25
- Quiksilver 58, 72–4, 144
- RATP 164
- Raymond, E.S. 77
- receptivity 182
- recruitment considerations 138–45
 barriers 142
 effective strategies 142–5
 employing ‘mavericks’ 148
 homogeneity issues 147–8
 psychological testing 140–1

- Reichheld, F.F. 150, 152
 'relational-responsive understanding'
 188
Republic (Plato) 56
 retention of employees 150–8
 Rezania, D., Lingham, T. and
 Dolan, S. 183
 rhizome metaphor (assemblage) 83,
 134, 136–7, 185
 Ricoeur, P. 183, 202
 Ries and Trout 23
The Rise of Lifestyle (Baya and
 du Pre Gauntt) 117
 ROIMD (return on investments in
 management development)
 240
 ROM (returns on
 management) 239–40
 Ronnell, A. 32
 Rosenthal, E.C. 26
 Route-128 region 100–1
 Rubin, R.S., Munz, D.C. and
 Bommer, W.H. 206
 Rucci, A. *et al.* 67
 Russo, David 198
- Sadri, G. and Lees, B. 58
 SAS Institute 197–8
 Sartre, J.-P. 30, 163
 Saville, Peter 228
 Saxenian 100–1
 Schacter, D. 181
 Schein, E.J. 22, 59, 164–5, 174, 204
 Schirmacher, W. 188
 Schleh, E.C. 238
 Schumacher, E.F. 13
 Schwartz, S.H. 60
 'value universe' 61–2
 Sears 67
 self-actualisation and psychological
 growth 52–4, 135–6, 145–7
 self-identities
 customers and brand choices
 26–7
 employees 145–9
 seller centricity 7
- Senge, P. 198
 'sense-making' in organisations
 180–3
 service delivery 71–2
 service industries 5
 service-based industries 5–6
 shareholder value
 legal responsibilities towards 3
 meeting needs 3–4
 Shklovsky, Viktor 178
 'shop floor' market research 28–9
 Shotter, J. 29, 184–5, 188
 Shotter, J. and Cunliffe, A. 184
 Siemens-Nixdorf 133–4
 signage 121
 Siguaw, J.A. *et al.* 91–2
 Silicon Valley 53, 100–1
 Simons, R. and Davila, A. 238–9
 Simons, R. *et al.* 66
 Slater, F.S. and Narver, J.C. 88–9,
 91–2
 slogans 119, 121
 Smith, Adam 2–3
 Snøhetta 59
 Snowflake (SAS) 64
 'Social Being' (Nancy) 26
 social identification 148
 software industry, employee
 engagement 76–7
 Soria, Oscar 108–9
 Southwest Airlines 50
 specialisation within organisations 7
 'spider plant' model (Morgan) 136
 de Spinoza, B 30
 sports companies 72–6
 staff turnover 150
 storytelling cultures 149, 174–5
 and brands 25–6
see also narrative in organisations
 'strategies' 7–8, 49–50
 mapping processes (Kaplan and
 Norton) 220
 and recruitment 143
 Sturges, J. *et al.* 135
 successful brands, characteristics
 123–4

- symbolic acts 205–10
 models for vision
 communication 209–10
- symbols 123
- Taylor, F.W. 49
- teamwork, and citizenship 54–5
- Telenor 176
- telephone conversations 38
- ‘terminal values’ (Schwartz) 61–2
- territorialisation concepts 11–12,
 97, 148
- Tesco 5, 66
- think tanks 213
- Thomson, K. *et al.* 158–9, 231
- Thyssen, O. 51
- ‘Tipping Point Leadership’ (Chan
 Kim and Mauborgne) 28–9
- Tirole, J. 3
- top-down approaches, to brand
 definition 68
- Toyota 196
 entrainment strategies 76
 organisation values 53, 57
- transactional leadership, described
 197, 206
- transformational leadership
 characteristics 203–5, 213
 described 197
- transmission
 of brands 66
 of visions 209
see also communication
- transparency and openness 44,
 150–1, 185–8
- tribalism 149, 165, 189
- trust and confidence, brand delivery
 problems 4
- trust issues, and leadership 214
- Tsoukas, H. and Chia, R. 162
- Turban, D. and Greening, D. 139
- uncertainty 199
- UNICEF 69
- UNIX software development
 76–7
- ‘value’
 definitions 6–7
 and intellectual capital 134–5
see also financial value; values
- ‘value universe’ (Schwartz) 61–2
- values 37, 57–65
 describing 57
 internal vs. external orientations
 60
 intrinsic to organisations 57–8
 and commitment 65, 68,
 113–14
 and meaning 38–41
 and motivational factors 60–1,
 134–6
 and norms 58–9, 204
 research on use by organisations
 63
 and social responsibility
 139–40
 and tensions 59–60
see also brand delivery
- van Dyke, Chris 75
- van Os, H. 201
- Van Riel, C. 98
- vision and leadership 194–6,
 198–200
 commitment to 207–8
 communication of 209–10
- Visma software 35–6, 227
- Vollmenschen* (Luhmann) 51
- Volvo
 Cross Country vehicle launch 32,
 187–8
 employee engagement 76,
 187–8
 values-tension dialogues 59
- VW motor company 133
- Wal-Mart 50, 117
- Wanamaker, John 228
- The Wealth of Nations* (Smith)
 2–3
- web URLs 121, 123
- Weick, K.E. 82, 185
- Weick, K.E. *et al.* 182

Whetten, D. and Godfrey, P. 58,
66, 146
Wikipedia 45
Wilde, Oscar 107–8, 115

Williams, C.C. 122
The Wisdom of Crowds (Surowiecki)
70
work fulfilment 50, 51–7