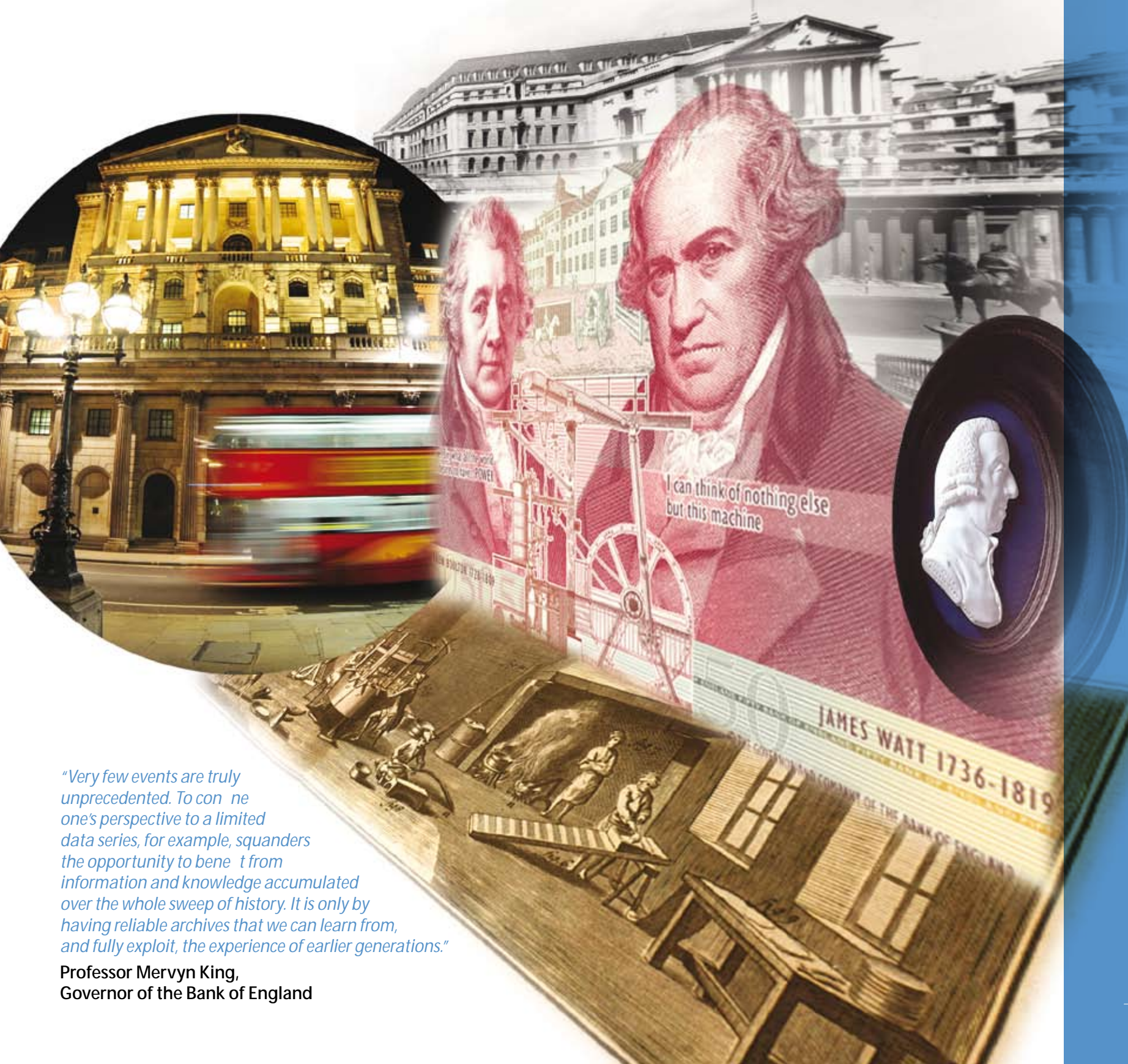




Corporate Memory

A guide to managing business archives



"Very few events are truly unprecedented. To confine one's perspective to a limited data series, for example, squanders the opportunity to benefit from information and knowledge accumulated over the whole sweep of history. It is only by having reliable archives that we can learn from, and fully exploit, the experience of earlier generations."

**Professor Mervyn King,
Governor of the Bank of England**

Foreword

History is more or less bunk, declared Henry Ford in 1916. The company that bears his name is not so dismissive of its 106-year past. Ford's US website has a prominent heritage section with eye-catching pages celebrating Ford's contribution to automotive history. Ford is not alone in seeking to capitalise on its history. Many firms value a continuous thread from yesterday to tomorrow, in order to convey their past successes, company stability, and future possibilities.

Why do they do this? More and more companies are integrating their corporate history into positive messages to affirm that they have seen, survived, and often grown through times of economic challenge and uncertainty. Across the globe communications and marketing teams are re-engineering corporate branding and identity to emphasise their pasts. Most successful companies have secret commercial weapons in the form of their archives, an often under-used asset that can be used to increase brand awareness, build commercial identity and help grow business.

Information is a powerful business tool that can be turned to corporate advantage. Companies already know that research and development information is valuable, but the knowledge, experience and investment locked in company archives is an asset that can underpin core business.

Business archives contain the evidence that gives a company its edge or marks it out as different and special, making it stand out from its competitors. The brewing company Bass is a very special case in trademark law as it was granted the first registered trademark ever issued anywhere in the world, giving Bass a name and trademark distinction no other product will ever have. And how many company archives and vaults contain information that is worth its weight in gold, such as the recipe for Pimms No.1 Cup or HP sauce?

This booklet is designed to help the business community maximise their own archives and records collections, and to use this business information asset effectively to improve performance, explore new markets and above all to succeed in today's competitive global markets. The following pages show how successful companies are using their archives to exploit their uniqueness and gain an edge over the competition.

Natalie Ceeney
Chief Executive, The National Archives

What are business archives?

- A unique asset which every company has.
- Business archives capture the knowledge and experience of working for your company.
- Business archives can be documents, fms, photographs, oral testimonies, adverts, electronic records.
- Business archives are created as part of everyday work – they are integral to your company and exist as part of your normal business.

Why do companies manage their archives?

Around 20% of FTSE 100 companies and many private companies employ professional archivists to actively exploit their business records. **Why?**

Growth

Archives can be used in marketing and customer relations to increase **brand knowledge** and awareness. Archives have direct commercial value as a source of new **product innovation** – they are literally full of ideas that can be rediscovered and repackaged for today's market, delivering authentic classic, retro and vintage styles.

Differentiation

Every company is unique – with its own **story of achievement**, company culture, **reputation**, products and people. Telling your story through product literature, websites and employee induction materials can create the kind of **loyalty and pride** that in tough markets leverages a real competitive advantage.

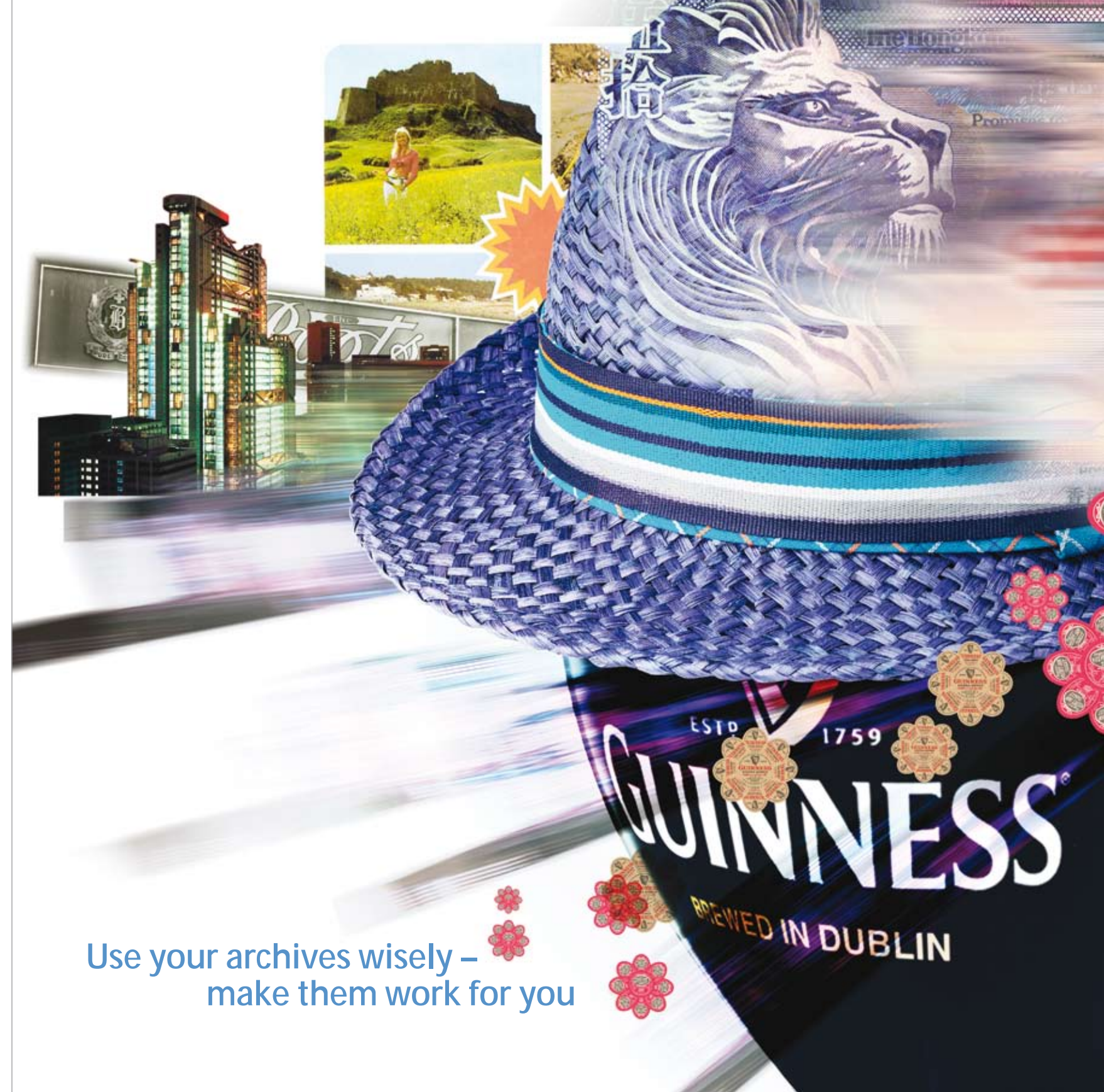
Protection

The archive is the memory of your business – holding **knowledge and evidence** of commercial activities, forgotten when people move on. Archives can provide evidence against hostile litigation, trademark infringement, or assault on reputation. More routinely, they are an unparalleled source of **management information**.

Exposure to the corporate memory shows today's employees, from boardroom to shop floor, that your company has weathered political and economic uncertainties, technological and organisational change, growth and recession.

Whatever your business, whatever your sector, by keeping archives you capture today's experience, knowledge and company know-how for tomorrow's management team. It's a powerful tool, it's company-generated and it's yours... so don't throw it away – make it work for you.

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Use your archives wisely –
make them work for you

Today, Thomas Cook UK & Ireland is the second largest leisure travel group in the UK with around 17,000 employees. It is now part of Thomas Cook Group plc

Thomas Cook is the world's best-known name in travel, thanks to the inspiration and dedication of a single man

During the Second World War, a deal was brokered to save the company from financial collapse and the organisation was sold to Britain's four mainline railway companies. In 1948 the firm became state-owned as part of the nationalised British Railways



Thomas Cook survived the recession of the 1970s – a recession which saw the collapse of several travel firms – and enhanced its reputation for providing excellent service by launching a Money Back Guarantee scheme in 1974

During the first quarter of the twentieth century – a period which saw the introduction of winter sports holidays, tours by motor car and commercial air travel – the firm of Thos Cook and Son dominated the world travel scene

CASE STUDY Marketing and customer relations



Thomas Cook Group plc

The name Thomas Cook is one of the world's best-known in the travel business, thanks to the inspiration and dedication of a single man. Thomas Cook began his international travel company in 1841, with a successful one-day rail excursion at a shilling a head from Leicester to Loughborough on 5 July. From these humble beginnings Thomas Cook launched a whole new kind of company devoted to helping Britons see the world.

Thomas Cook Group plc possesses a unique collection of archive material covering all aspects of the company's history from the founder's first excursion on 5 July 1841 to the present. This material is held in the Company Archives, which functions as a corporate memory, offering an information service to the company's various departments and to interested members of the public, as well as providing research facilities for academics, journalists and picture researchers from all over the world.

Images of historical brochure covers from the archives appear within all current mainstream company travel brochures to demonstrate the company's depth of experience and provide a quiet reassurance of confidence and quality to customers. The entire range of Thomas Cook guidebooks and timetables is being rebranded to reflect the fact that the company has been in the publishing business since 1873. Information and images including historical guidebooks and timetables from the archives have provided inspiration for the designers.

In 2009, Thomas Cook's marketing team creatively used archive images from the collection to promote the 140th anniversary of Cook's first tour to Egypt in a two-page spread within Thomas Cook's Signature Egypt brochure. This was followed through with archive information used in the press release, and archive images used to produce the cover of a special anniversary guidebook. This created a strong brand identity and a unique promotional aspect to the campaign and product.

In 2008 – the 200th anniversary of Thomas Cook's birth – Thomas Cook Tours arranged anniversary tours, again using archive images to promote the brand. Thomas Cook Sport in 2007 offered a special boxing package to see Ricky Hatton fight in New York. A similar package (to see the Tunney-Dempsey world heavyweight fight) was offered by Thomas Cook in 1927 (exactly 80 years earlier) and archive material relating to the 1927 tour was used to promote the 2007 tour. Thomas Cook Sport has also used archive material to promote football, rugby, cricket and Formula One packages.

Facsimiles from the archives, such as framed brochure covers, are regularly used as sought-after corporate gifts for VIPs including CEOs of hotel chains, cruise lines or foreign Ministers of Tourism, and as staff awards. Thomas Cook Group plc CEO Manny Fontenla-Novoa points out that, "Very few companies in any industry sector can boast such a rich history and heritage".

 thomascook.com



DIAGEO

Diageo plc

GUINNESS® is the world's most famous stout, created and founded by the legendary Arthur Guinness. In 1759, Arthur took over a small four-acre brewery at St James's Gate Brewery in Dublin. Today, GUINNESS® beer is truly a global brand, enjoyed in over 150 countries around the world.

The Guinness Archive collection reflects this remarkable 250 years of Guinness history. The collection contains records dating from 1759, as well as photographs, film, video, memorabilia, posters, maps, bottles and other objects documenting the history of the company and the brand across the world.

The heritage of GUINNESS® lies at the heart of the brand and the Archive collection is used by a range of business units across Diageo, the parent company, to promote and protect the brand. Some of the activities the Archive team have been involved in to celebrate 'Guinness 250' are outlined below.

The Archive team works closely with public relations and marketing departments around the world to provide marketing support on the heritage of the brand. This year, major support has been provided to reflect ongoing global marketing campaigns celebrating 250 years of the brand. A new website resource for the media covering the 'Guinness 250' story was created and written in conjunction with the Archive team, featuring over 1,000 historical photographs and documents from the collection. In addition, old GUINNESS® television adverts from the past 50 years were revived from the Archive and shown on national television.


The collection also serves to inspire the creation of new merchandise products, licensed by the GUINNESS® brand. From t-shirts and mugs to posters, the heritage of the

GUINNESS® brand is celebrated and brought up-to-date in a contemporary way. Designers utilise the archive collection and the knowledge of the archivists to create new merchandise, based on past advertising. Commemorative packaging has been specially designed for 'Guinness 250' using archive photographs, and a range of limited edition products inspired by the Archive collection have been produced.

"[In exploring the Archive,] I found that the brand comes alive for the licensees, they begin to recognise the provenance, heritage and longevity of the brand. This recognition is channelled down the line into creating commercial product ideas for the GUINNESS Official Merchandise range."

Niamh Carney, Product Development Manager, Diageo Global Licensing

Like any business, Diageo actively protects its intellectual property. The Archive collections are used by the Diageo Legal department on an ongoing basis to prove cases of copyright and trademark infringement. The range and extent of the collection allows the legal team to successfully challenge infringement cases across the world.

 guinness.com



Images used supplied by the Guinness Archive and are copyright of Diageo



GUINNESS beer is not black but rather ruby red because of the addition of roasted barley

The iconic toucan ad campaign of the 1930s remains recognisable today

In 2009 the Guinness® Company celebrated 250 years since Arthur Guinness signed a 9,000-year lease on the St James's Gate brewery

10 million glasses of GUINNESS beer are enjoyed every day around the world



Boots UK

The archives at Boots UK contain a wealth of material relating to over 160 years of health and beauty retailing. They are consistently used to support brand marketing, and as inspiration for the development of new products. A recent example is the new global beauty brand – Boots Original Beauty Formula – that was launched simultaneously in the USA and Europe in February 2009 and is proving to be a great success.

“The aim was to create a modern brand that had a vintage look and feel. The designer drew inspiration from the style originally used.”

Judith Wright, Boots UK Archivist

The company has successfully taken inspiration from the past and translated it into viable consumer products. Using customer insights and trends analysis, Boots identified a demand for high quality skincare products that embodied traditional ‘purist’ values in terms of product formulation and quality. The product development team was tasked with creating a new global beauty brand with an authentic 1920s look and feel.

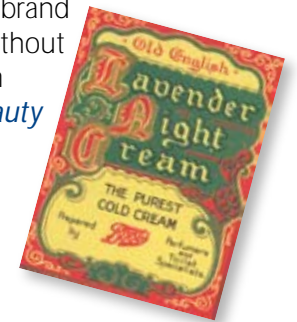
The product developers, working in collaboration with the company’s archivists, had access to specific historical product knowledge and market information across the 160 years the company has been trading. Together they were able to identify and adapt original ingredients and merchandising for the modern market. Once the bath, body and face product formulations were agreed, they went on to create appropriate packaging, nomenclature and style so that all aspects of the new customer offer had authentic retro appeal.

Annabel Franks, Head of Beauty Brands at Boots UK, says, *“This range brings back to life the best of our amazing formulation and packaging archive, celebrating the tradition and history which makes Boots the great brand it is today.”*

Using the archives to develop this brand has had significant PR appeal and the story of Original Beauty Formula’s research and development has been well-received by the press and helped market the new brand. The advantage here is that the brand has historical integrity, it’s not merely a marketing construct, since by re-using genuine product information Boots UK has created something authentic, albeit within the context of modern manufacturing and quality assurance processes.

This innovative use of Boots UK’s design and packaging archive delivered the new global beauty brand to market, quickly and cost-effectively without compromising the company’s reputation for product quality and efficacy. *“The beauty industry and press absolutely loved it,”* says **Clare Stafford, Boots UK, Public Relations Team.**

boots.com



By the 1930s, there were over 1,000 Boots stores selling a wide range of products, including the new cosmetic range No7 and the sun care brand Soltan

The creation of the National Health Service in 1948 led to a vast increase in dispensing

Today, Boots is the UK’s leading health and beauty retailer, with around 2,600 outlets, from local community pharmacies to large health and beauty stores

The Boot family began trading in 1849, selling herbal remedies from a small store in Goose Gate, Nottingham

The Boots Company PLC is the owner of the Boots logo and the trademark Boots Original Beauty Formula