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**Master of Business Administration International Business**  
**LCMB7035 Dissertation**

## **Bold Reinvention or Heritage Dilution?**

A Qualitative Analysis of Jaguar's 2024 Rebrand and the Perceived Risk  
of Brand Heritage Equity Erosion

### **Dissertation**

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Word count: 16,239

Submission date: 25 September 2026

Submitted in partial fulfilment of the requirements for the Master of Business Administration.

## **Declaration**

I declare that this dissertation is my own work. All sources used have been acknowledged and referenced in accordance with University requirements. This work has not been submitted previously for another academic award. Any use of generative artificial intelligence is disclosed in the following AI Use Acknowledgement. I accept responsibility for the accuracy, interpretation and final wording of the dissertation.

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## **AI Use Acknowledgement**

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## **Acknowledgements**

I would like to thank my supervisor, Jean Wang. I would like to thank her for her guidance, detailed feedback and encouragement throughout this dissertation. I am also grateful to the academic staff of the University of Wales Trinity Saint David. I am also grateful to the Institute of Inner-City Learning for the support provided during the MBA International Business programme. Finally, I thank my family and friends for their patience and encouragement during the research and writing process.

# Abstract

This dissertation examines how a centrally managed heritage-luxury repositioning is framed and interpreted across international contexts. It utilizes Jaguar's 2024 rebrand as a bounded empirical setting. It addresses the tension between strategic reinvention and heritage continuity. It also deals with issues between strategic reinvention and legitimacy roles of authenticity. The study makes use of an interpretivist secondary qualitative design. Qualitative content analysis organized and coded 34 attributable public documents. These documents were published between 18 November 2024 and 31 March 2025. Theoretically sensitized coding connected the corpus with the literature, Meanwhile, abductive thematic interpretation developed higher-order patterns. It also retained negative cases and source-dependency controls. In this analysis, four themes were identified. First, selective continuity through originality and provenance. Second, a legitimacy gap between identity launch and product evidence. Third, a standardised global identity activated through different cultural platforms and framed by internationally located sources. Fourth, perceived brand-equity risk alongside strategic necessity. The findings indicate that managerially selected heritage does not automatically become publicly recognised continuity. It also demonstrates that product and capability evidence can revise earlier legitimacy judgements. Internationally located sources framed the repositioning through different editorial and professional concerns. However, the corpus cannot establish market-level differences or realised commercial outcomes. As a result, the study offers an evidence-informed conceptual refinement. It recommends clearer continuity architecture. It also suggests, better sequencing of identity and product proof. Furthermore the suggestions include, separate governance of the global core and contextual activation.

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## List of Abbreviations

**EV**    Electric vehicle

**IB**    International Business

**JLR**    Jaguar Land Rover

**MNE**    Multinational enterprise

**RQ**    Research question

**UWTSD**    University of Wales Trinity Saint David

# Glossary

**Heritage continuity:** The selective preservation and future use of historically meaningful values, symbols, capabilities and narratives.

**International heritage translation:** The communication and contextual interpretation of centrally authorised heritage meaning across international settings.

**Legitimacy:** Source judgements concerning whether the rebrand appears authentic, transparently explained and credible.

**Perceived brand-equity risk:** A publicly articulated possibility that recognition, distinctiveness, prestige, credibility, trust or attachment may weaken; it is not realised erosion.

**Source dependency:** A relationship in which publications repeat a common release, interview, image, specification or circulating claim and therefore cannot be treated as independent corroboration.

**Source-situated interpretation:** Public meaning attributable to a particular official, editorial or professional source rather than representative consumer, market or national opinion.

# **Chapter 1 - Introduction**

## **1.1 Introduction**

Although radical rebranding is commonly viewed as a marketing strategy, it can also emerge as an international business problem for a multinational heritage luxury-firm. A firm intending to retain a global position needs to adhere to one strategic direction across markets and simultaneously acknowledging that its inherited identity can indicate different meanings in different regional, national and professional contexts. Historical prevalence, symbolic distinction, and controlled meaning can prove to be commercial assets, but may become an obstacle in the path of attracting new customer base or responding to technological and competitive shifts. For this reason, this issue can become severe in the luxury market sector. Reinvention or rebranding can be a useful tool for creating strategic opportunities. On the other hand, it can also trigger a risk of stakeholders no longer believing in the continuity of the brand's legitimacy.

This research analyzes this specific issue through the lens of Jaguar's 2024 rebranding outcome. Jaguar can provide a bounded empirical context, but not a theoretical contribution. This dissertation analyses the relation between radical rebranding with heritage preservation, authenticity, transparency, and source-situated stakeholder interpretation. Perceived brand-equity risk is the main concern of the study. One possible argument from public sources shows that prestige, recognition, credibility may become weak. This design may not be able to provide proper sales effects, a representative public judgment and long-term customer-based brand equity.

Chapter 1 presents different factors such as research problems, focused gaps, objectives, international context and research questions. Also provides information on scope, key conceptual boundaries before outlining the remaining chapters

## **1.2 International business and research background**

Multinational enterprises must combine strategic coordination with sensitivity to heterogeneous markets. According to Ghoshal and Nohria (1989), multinational structures are internally differentiated as national units face different environmental and resource conditions. Rugman and Verbeke (2004) further challenge the assumption that global strategies operate uniformly, arguing that many firms and competitive advantages prove to be regionally limited. These contributions concern multinational organizations

as opposed to rebranding specifically. However, they establish an important principle. That is, a globally announced strategy does not enter identical interpretive environments.

In the case of heritage-luxury firms, the difficulty is not only operational adaptation. It also concerns the cross-border transfer of meaning. Kostova (1999) argues that transnational transfer becomes effective when a practice is institutionalised in a recipient context. This does not happen when it is formally adopted. Brand meaning is not an organisational practice in the narrow sense. Therefore, the theory cannot be transferred uncritically. Nevertheless, it provides a useful International Business distinction between transmitting an authorised message and achieving contextual legitimacy. A headquarters may define a coherent identity. Meanwhile, audiences situated in different markets interpret its heritage, modernity and credibility through different cultural and institutional reference points.

International luxury research makes this tension more concrete. Aiello et al. (2009) find that country-of-origin and brand effects may change on the basis of countries and product categories. This indicates that provenance cannot be considered as a universally stable cue. Liu et al. (2016), studying luxury retailers entering China, show that firms can adapt communications and at the same time retain central control of core identity. However, they also provide caution that excessive localisation may create confusion regarding brand identity and origin. Their fashion and China-specific setting may prove to be a limiting factor in the process of direct transfer to luxury automotive rebranding. Even so, the study exposes the strategic dilemma relevant here. For example, too little adaptation may make a heritage narrative unintelligible. On the other hand, too much adaptation may weaken the coherence and distinction which support luxury positioning.

Brand recognition should be considered as a material dimension to this cross market problem. Urde, Greyser and Balmer (2007) defines heritage through certain factors which include longevity, core values, symbols, track record and firm commitment to history. Heritage does not provide nostalgia alone. It can establish a connection between present image, past credibility, and future strategy. Nevertheless, its impact relies on interpretation. A firm can retain a historical value while changing recognizable visual presentation. It can also preserve old symbols, but manipulate their strategic meaning. Therefore, the preservation of heritage in this research indicates selective continuity and future strategy oriented interpretation of meaningful historical values, symbols, narratives and capabilities and does not agree with rigid continuity of the past systems.

Rebranding research similarly establishes a distinction between superficial change and strategic repositioning. Muzellec and Lambkin (2006) frame corporate rebranding as a process that may destroy, transfer or create brand equity. Merrilees and Miller (2008) on the other hand, emphasise continuity of core values, linkage between old and new positions and stakeholder support. These perspectives show why a radical visual reset cannot be evaluated only as design. It must be judged in relation to the intended competitive position. It should also be judged on the basis of the credibility of the transformation and the treatment of inherited value. For a multinational heritage-luxury firm, that judgement also travels across borders.

### **1.3 Jaguar as the empirical context**

Jaguar publicly launched a reimagined identity on 18 November 2024, describing the change as a complete transformation that would recover the founder-associated ethos of "Copy Nothing" through a new creative philosophy and visual language (Jaguar, 2024a). On 3 December 2024, the company unveiled the Type 00 design concept at Miami Art Week as a physical expression of its future electric-luxury direction, while invoking British heritage, provenance and selected historical symbols (Jaguar, 2024c). These are official statements of strategic intent. They do not demonstrate that external stakeholders accepted the claimed continuity, that the repositioning succeeded internationally or that brand equity changed.

Jaguar is theoretically significant as several conditions that are usually examined separately occur together in one bounded event. The company suspended familiar product-led communication during a period without new production vehicles. Apart from that, it introduced an intentionally disruptive identity and targeted a substantially different luxury position. Simultaneously, it justified the breakthrough founder ethos and selected provenance. The identity was then activated through international art, fashion and sport settings instead of only through conventional automotive channels (Jaguar, 2024d; 2025a; 2025b). These combined features make the case revealing for examining where strategic reinvention and heritage preservation reinforce or contradict one another.

The case is used as a critical empirical context. Its value is contingent upon exposing the explanatory limits of any single perspective. Heritage theory should deal with radical future positioning. Apart from that, trust must be considered alongside evidence sequencing. International strategy must explain how a centrally authored identity becomes intelligible in different contexts. The dissertation compares authorised Jaguar

communication with attributable UK-based, international media. It also compares the communication with professional interpretations. These sources reveal situated public sensemaking as opposed to a statistically representative view of consumers.

## **1.4 Research problem and focused gap**

The practical problem is that multinational heritage-luxury firms may need radical repositioning to remain competitively relevant. On the other hand, the same change can disturb the identity resources that differentiate them. Managers must decide which inherited meanings are strategically essential and which expressions can change. They must be able to determine how the resulting identity can remain coherent and still intelligible across markets. Communication alone cannot resolve the problem if claims of continuity are not viewed as authentic, transparent and trustworthy by relevant stakeholders.

Existing research explains particular parts of the problem. Heritage and rebranding scholarship address continuity and change. Authenticity and trust research deal with legitimacy. Apart from that, luxury research handles symbolic distinction. International Business research addresses global coordination, adaptation and contextual transfer. The central gap is narrower compared to the absence of one combined branding model. Existing research does not adequately explain how a centrally managed heritage-luxury repositioning is translated across international contexts, when the firm must preserve a coherent strategic core and cannot assume that inherited meaning will remain equally intelligible outside its managerial origin.

This dissertation addresses that focused International Business gap through a bounded public-document study of one centrally directed repositioning along with its internationally located public framings. It does not compare national markets or claim that the selected sources represent consumers in those markets. Instead, it examines how authorised heritage claims travel into differently located editorial and professional contexts. Apart from that, it also evaluates what parts of the strategic meaning remain legible. Lastly, it analyzes where source-situated interpretations expose tension between global coherence and contextual intelligibility before realised market outcomes can be established.

The principal argument refers that withholding the symbols is not sufficient enough for the preservation of heritage between the process of radical rebranding. The other important factors include, whether the strategic shift demonstrate the inherited meaning

in a bona fide manner across different context and whether the interpretation of that relationship by the source groups is pure, intelligible and trustworthy. If the connection creates doubt, brand-equity risk will emerge, whether or not it manifests any commercial downfall.

## **1.5 Research aim, objectives and questions**

### **1.5.1 Research aim**

To examine how a heritage luxury brand balances radical strategic reinvention with heritage preservation, authenticity, transparency and stakeholder trust during international repositioning, using Jaguar's 2024 rebrand as an empirical context.

### **1.5.2 Research objectives**

1. To critically synthesise how heritage brand management, authenticity, transparency, trust, luxury repositioning and global branding explain the tensions of radical brand transformation.
2. To analyse how Jaguar/JLR's 2024 communication frames strategic reinvention, authenticity, heritage preservation and international modernisation.
3. To examine how internationally located public sources frame Jaguar's heritage-luxury repositioning and the strategic tensions visible across those source-situated accounts.
4. To develop evidence-informed conceptual and managerial insights for multinational heritage luxury firms undertaking radical repositioning.

### **1.5.3 Research questions**

1. What tensions emerge between strategic reinvention and heritage preservation when a heritage luxury brand undertakes radical rebranding?
2. How are authenticity, transparency and trust used to legitimise or contest the relationship between rebranding and heritage preservation?
3. How do internationally located public sources frame Jaguar's heritage-luxury repositioning, and what strategic tensions are visible across those source-situated accounts?
4. What theoretical and managerial insights can be derived from Jaguar's 2024 rebrand for managing perceived brand-equity risk during heritage-luxury repositioning?

## 1.6 Significance and intended contribution

The study contributes academically by placing heritage-luxury rebranding inside an International Business problem of global coordination and contextual interpretation. It uses **international heritage translation** as a bounded analytical term for the way centrally authorised inherited meaning is communicated and made intelligible across contexts. The public-document evidence cannot demonstrate market-level translation or national response. It can show how internationally located sources frame the same repositioning. It can also demonstrate how those framings connect heritage continuity to legitimacy and perceived brand-equity risk.

The intended contribution should be considered as a conceptual refinement informed by evidence. A single empirical context and non-representative document corpus cannot establish a general law for heritage brands, countries or luxury sectors. It can clarify how established concepts relate in an early repositioning episode. It may be able to identify propositions for later comparative testing. From a managerial perspective, the study may help multinational firms distinguish enduring heritage meanings from changeable expressions. It can assess whether strategic claims are supported by transparent evidence. It can also anticipate where global coherence may conflict with contextual intelligibility.

## 1.7 Scope, delimitations and key terms

The study uses qualitative content analysis in order to organise and code public documents. It theoretically sensitises coding to connect the corpus with Chapter 2. It also utilizes abductive thematic interpretation for developing higher-order patterns and explanations. No participants were recruited. Apart from that, no survey, interview or customer sample was used. This was a question-method decision as opposed to only a time-saving choice. The research questions concern how strategic claims and source-situated interpretations were publicly constructed during a defined rebranding event. The relevant object of analysis is the attributable public record itself. For example, official JLR communication and internationally located media, automotive, design and marketing commentary within the approved event window. Academic literature supplies sensitising concepts. Although it is not treated as empirical stakeholder reaction.

Primary consumer research would answer a different question. A survey could estimate attitudes only after defining a sampling frame, markets, customer status and measurement scales. However, it could not reconstruct how the early public narrative

developed. Cross-national interviews could add depth. On the other hand, they would introduce a small retrospective participant sample and might not be able to represent international consumers. Conducting either method credibly across several markets within the ten-week project period would also exceed the approved design. Public documents instead provide contemporaneous, traceable and ethically low-risk evidence which can be compared across source roles and contexts. The trade-off is explicit. The study can explain public meaning-making and perceived risk. On the other hand, it cannot measure consumer prevalence, trust levels or realised brand equity. As a result, primary and longitudinal research is reserved for later testing of the interpretations developed here.

Five terms control the analysis. **Strategic rebranding** means deliberate change to identity, positioning, promise, audience or market direction. **Heritage preservation** indicates selective continuity and future-oriented use of historically meaningful values, symbols, capabilities and narratives. **International heritage translation** refers to the communication and contextual interpretation of centrally authorised heritage meaning across international settings. **Source-situated interpretation** means public sensemaking attributable to a particular official, editorial or professional source. **Perceived brand-equity risk** manifests an articulated possibility that recognition, distinctiveness, prestige, credibility, trust or attachment may weaken.

The dissertation does not use "heritage dilution", "heritage-equity erosion" or "brand damage" as established findings. These phrases may appear only as attributed or contested interpretations. The study will not calculate consumer trust, infer sales effects or claim that all stakeholders within a country share one view. English-language public sources also limit access to interpretations expressed in other languages. Apart from that, the short event window limits conclusions about long-term outcomes.

## 1.8 Dissertation structure

Chapter 2 critically reviews multiple aspects, such as strategic reinvention, heritage preservation, legitimacy, international heritage translation and perceived brand-equity risk. Chapter 3 explains a range of features, such as interpretivist secondary qualitative design, source selection, dependency controls, qualitative content analysis and abductive thematic interpretation. On the other hand, Chapter 4 contributes to reporting evidence-led themes without treating public discourse as representative market opinion. After that, Chapter 5 interprets those themes against the literature. It also answers the

four research questions. At the end, chapter 6 concludes against the aim and objectives as well as states the bounded contribution. It also acknowledges limitations as well as presents evidence-grounded recommendations and future research.

## **1.9 Chapter conclusion**

This chapter has positioned radical heritage-luxury rebranding as a problem of multinational strategy and cross-market meaning. Jaguar provides a bounded context in which a complete-reset narrative, selected heritage claims and an international luxury ambition can be evaluated together. The dissertation addresses a focused gap concerning how inherited meaning is translated, legitimised and publicly interpreted during radical repositioning. Chapter 2 now develops the critical theoretical argument required to analyse that problem.

## Chapter 2 - Critical Thematic Literature Review

### 2.1 Review purpose, scope and central argument

This chapter develops the theoretical explanation for one focused International Business problem. It analyzes how a centrally managed heritage-luxury repositioning is communicated across international contexts when the firm seeks global coherence but cannot assume uniform intelligibility. Jaguar is not analysed here beyond defining the later empirical application. The literature review instead establishes the debates and analytical boundaries needed to answer the four research questions.

The review is selective as opposed to encyclopaedic. Multiple factors, such as brand equity, heritage, authenticity, transparency, trust, rebranding, luxury and international strategy are included only where they explain one of four linked issues. These are as follows: the tension between strategic reinvention and heritage preservation, the legitimacy of continuity claims, the cross-border translation and interpretation of heritage and the construction of perceived brand-equity risk. This structure reduces duplication between adjacent concepts. It also prevents branding theory from displacing the dissertation's International Business purpose.

The chapter's central argument is that heritage preservation cannot be achieved by retaining familiar symbols alone. During radical international repositioning, a firm must select which inherited meanings remain strategically valuable. After that, they should translate them into a credible future position and communicate them across contexts which may not interpret history, luxury or modernity uniformly. Authenticity, transparency and trust shape the legitimacy of that translation. On the other hand, source-situated public interpretations show whether the relationship between past and future is framed as coherent reinvention or possible dilution. **Perceived brand-equity risk** refers to an articulated possibility that recognition, distinctiveness, prestige, credibility, trust or attachment may weaken. It does not prove that commercial erosion has occurred.

The constructs are used as sensitising concepts for qualitative content analysis and abductive thematic interpretation. The review compares theoretical assumptions, methods and contexts before deriving a bounded interpretive framework. Each major debate identifies its relevance to the research questions. It also determines limits that must govern later analysis.

From a methodological perspective, public documents are treated as situated accounts as opposed to neutral fact containers (Bowen, 2009). Hence, Chapter 3 uses

qualitative content analysis in order to preserve document provenance. It organises categories before making an abductive interpretive move from coded material to higher-order themes. Braun and Clarke (2006) and Nowell et al. (2017) provide background on iterative theme development and qualitative trustworthiness. On the other hand, later reflexive thematic-analysis literature informs awareness of researcher judgement. The dissertation does not claim to use reflexive thematic analysis as a standalone method.

## **2.2 Strategic reinvention versus heritage preservation**

### **2.2.1 From visible rebranding to strategic transformation**

Corporate rebranding research manifest disagreement over how deeply change must reach before it becomes strategically meaningful. Stuart and Muzellec (2004) emphasise motives and visible identity elements such as names, logos and slogans. Muzellec and Lambkin (2006) take a broader position by asking whether rebranding destroys, transfers or creates brand equity. Merrilees and Miller (2008), supported by Miller, Merrilees and Yakimova's (2014) synthesis, place greater weight on continuity of appropriate core values, leadership, internal alignment and stakeholder support. It also prioritizes linkage between old and new positions. The contrast is significant as well. A design-centred account describes what changed. On the other hand, a strategic account asks whether the change reorganises the brand promise, target audience and sources of competitive value.

According to Van den Bosch, de Jong and Elving (2005), visual identity can support visibility, distinctiveness, authenticity, transparency and consistency. However, their reputation-oriented account reinforces instead of removing the need to distinguish a coherent visual system from evidence of strategic transformation.

Zhao, Calantone and Voorhees (2018) sharpen this distinction by separating identity change from alterations to strategy, promise and target customers. Kashmiri and Mahajan (2015) similarly find that responses to corporate name changes depend on strategic rationale and marketing capability. These outcome-oriented studies caution against the notion that novelty itself creates value. However, they are less able to explain how multiple public source groups interpret a transformation before performance evidence develops. Their emphasis on market response also risks treating equity as a final result instead of examining the contested sensemaking through which risk is first articulated.

Dynamic-capabilities theory shifts the debate from communication to organisational renewal. Teece, Pisano and Shuen (1997) describe dynamic capabilities as the integration, building and reconfiguration of competencies in changing environments. Applied cautiously, this suggests that radical repositioning becomes credible when new communication connects to changes in a range of aspects, such as technology, design, product architecture, market selection and organisational capability. Although a public rebrand cannot prove the existence of such capabilities. Fiss and Zajac (2006) show why strategic change is accompanied by sensegiving. It also demonstrates for what reason it may involve decoupling between symbolic framing and substantive implementation. The two perspectives are complementary. However, they are not interchangeable. Dynamic capabilities explain what renewal may require. Symbolic-management theory explains why communicated renewal can still be contested.

The evidence behind these positions is also uneven. Rebranding principles are often derived from managerial cases. As a result they illuminate processes without establishing how contested meanings develop outside the firm. Event-based outcome studies offer stronger comparisons. However, they usually observe market response after a change, when strategy, execution and external conditions are difficult to separate. Dynamic-capabilities theory operates at the organisational level. On the other hand, public interpretation operates at the level of discourse. Treating these levels as interchangeable would allow an ambitious announcement to stand in for capability. It may also permit early criticism to stand in for strategic failure. The more defensible conclusion is that identity change, organisational renewal and stakeholder recognition are related tests which must be examined separately.

The literature supports a demanding definition of **strategic rebranding** as deliberate change to several factors, such as identity, positioning, promise, audience or market direction. It does not support equating visual disruption with strategic transformation. In the case of RQ1, the relevant tension is whether radical expression makes a future position distinctive while retaining a credible connection to valuable inherited capabilities. For RQ4, the managerial implication depends on certain conditions. Organisations must demonstrate how the new promise is enabled.

### **2.2.2 Heritage as continuity, selection and renewal**

Heritage theory complicates strategic renewal due to the fact that it treats the past as both a resource and an arena of interpretation. Urde, Greyser and Balmer (2007) define brand heritage through multiple aspects, such as track record, longevity, core

values, symbols and an organisational belief that history matters. Balmer (2011) develops a multi-temporal view in which past, present and future identity layers coexist. These approaches reject the idea that heritage is simply age. Meanwhile, their organisation-centred framing can imply that managers determine which past is authoritative.

Stakeholder-oriented research contests that level of control. Balmer and Burghausen (2015) distinguish corporate heritage, heritage brands and organisational heritage. Burghausen and Balmer (2015) on the other hand, frame management as stewardship. Rindell, Santos and de Lima (2015), separate corporate heritage claims from image heritage held by consumers. The difference proves to be fundamental. Managers may select a history for strategic use, although audiences retain memories and associations that do not disappear when the official narrative changes. Stewardship is negotiated instead of being unilateral.

Pecot and De Barnier (2017) further distinguish heritage from inheritance, nostalgia, retro styling and authenticity. Their future-oriented account aligns with Pecot, Valette-Florence and De Barnier's (2019) treatment of heritage as a temporal perception. This position opposes a preservationist assumption that continuity requires visual immobility. Orth, Rose and Merchant (2019) nevertheless demonstrate that reduced visual continuity can create confusion and lower heritage perceptions under particular conditions. The findings do not establish that familiar design must always be retained. They show that removing recognisable cues increases the burden on other forms of continuity.

The value of heritage is similarly conditional. Merchant and Rose (2013) connect nostalgia to attachment. Pecot et al. (2018) link heritage cues to perceived quality and willingness to pay. Although nostalgia may privilege established audiences and constrain future relevance. Pfannes et al. (2021) show that heritage narratives can draw on several factors, such as founders, technology, struggle, place and temporal links. It can provide several continuity resources beyond retro aesthetics. Rindell and Santos (2021) add that heritage authenticity emerges through signs and stakeholder expectations as opposed to objective history alone. Therefore, the literature supports **heritage preservation** as selective continuity and future-oriented translation of historically meaningful values, symbols, capabilities and narratives.

Luxury theory intensifies the selection problem. Kapferer and Bastien (2009) emphasise multiple aspects, such as symbolic distance, selectivity, creativity, time and

controlled scarcity. On the other hand, Fionda and Moore (2009) describe luxury identity as a system involving design, price, communication, distribution, leadership and heritage. Ko, Costello and Taylor (2019) find no single settled definition of luxury. Berthon et al. (2009) distinguish enduring, material and symbolic dimensions. Together these studies undermine simple rules about what a luxury brand must preserve. Historical continuity may support distinction. However, luxury also requires creativity and cultural vitality. A heritage firm that protects every established expression may become strategically static. One that discards recognisable meaning may lose the basis of its exceptionalism.

This disagreement cannot be resolved by counting retained symbols. Organisation-centred heritage models privilege managerial stewardship. On the other hand, consumer-image and semiotic accounts treat heritage as partly owned through memory and expectation. Experimental evidence on visual continuity isolates particular cues. Meanwhile, its controlled settings do not reproduce a multinational luxury transformation in which product, price, audience and distribution also change. Luxury frameworks, conversely, explain the need for creative distance. However, these may normalise disruption without specifying when novelty ceases to be recognisably rooted. The literature identifies a genuine tension as opposed to a best-practice formula. Managers can select continuity, although they cannot unilaterally determine whether that selection is recognised as heritage.

This debate answers RQ1 by replacing a binary choice between change and preservation with a question of strategic selection. This selection concerns what should remain, what can change and how is continuity made visible. It also creates an International Business issue. The selected heritage must support one multinational position. It should remain interpretable beyond its home context, a problem developed in Section 2.4.

## **2.3 Authenticity, transparency and trust as legitimacy mechanisms**

Authenticity is often invoked as proof of survival of heritage. However, the literature offers competing standards for making that judgement. Beverland (2005), studying luxury wine, associates authenticity with heritage, craftsmanship, place, quality and commitment. Grayson and Martinec (2004) distinguish indexical authenticity, based on evidence or genuine connection, from iconic authenticity, based on resemblance to an expected original. Beverland, Lindgreen and Vink (2008) add literal, approximate and

moral forms. They show that a claim can be historically plausible and still be rejected as insincere or inconsistent with perceived values.

Measurement studies bring clarity and also expose disagreement. Morhart et al. (2015) emphasise continuity, credibility, integrity and symbolism. On the other hand, Napoli et al. (2014) prioritise quality commitment, sincerity and heritage. Soedergren's (2021) review shows that authenticity research spans objective, constructive and existential traditions. A universal score hides the fact that stakeholders may use different criteria. One source may require material evidence linking new products to historical capability. Another source may accept symbolic resemblance. On the other hand, a third may judge whether the organisation appears morally faithful to an imagined identity. For this dissertation, authenticity is consequently a source-level judgement that a new brand expression appears real, credible and narratively connected to meaningful identity. It does not refer to an objective property that the researcher can certify.

Transparency concerns a different part of legitimacy. Schnackenberg and Tomlinson (2016) define organisational transparency through disclosure, clarity and accuracy. Their model implies that stakeholders need enough intelligible and reliable information to evaluate change. However, disclosure volume is not the same as explanatory quality. A radical rebrand may clearly state its aspirations. Meanwhile, it may remain silent about trade-offs, implementation or the relationship between old and new value. Transparency therefore concerns whether the rationale and supporting evidence are communicated in a way that permits informed judgement.

Trust is related, although it should not be collapsed into either authenticity or transparency. Chaudhuri and Holbrook (2001) connect brand trust and affect to loyalty and performance; Delgado-Ballester and Munuera-Alemán (2001) connect trust to commitment. Both studies primarily measure consumer relationships after trust has formed. They offer useful dimensions. However, they do not explain how confidence is publicly negotiated during a contested change. Hatch and Schultz (2003) provide a bridge by connecting multiple factors, such as organisational vision, culture and external image. On the other hand, Balmer (2001) creates a distinction between corporate identity, communication and image. Their alignment logic suggests that trust becomes vulnerable when a new external claim appears disconnected from organisational identity or conduct.

Da Silveira, Lages and Simões (2013) challenge the concept of static managerial identity. They consider identity to be dynamic. This may complicate alignment.

Disagreement does not automatically prove inconsistency as identity can evolve through interaction. Fournier (1998) and Escalas (2003) show that brands participate in relationships and identity connections which firms do not own completely. Consequently, public resistance may represent attachment to prior meaning. However, it cannot be treated as a population-level trust decline. It is evidence of contested legitimacy only when attributed to a situated source.

The three mechanisms can now be separated consistently. **Authenticity** asks whether the new expression appears true to meaningful identity. **Transparency** analyzes the possibility of the reason, evidence and trade-offs being communicated clearly and accurately. **Trust** asks if the organisation and its promised future are considered credible. Fiss and Zajac's (2006) distinction between framing and substance explains why these mechanisms interact without becoming identical. Transparent communication may reveal a weak strategic connection. Trust may depend on evidence accumulated beyond the rebrand itself.

For RQ2, the analytical task is not to determine a true authenticity or trust score. Rather, it is to compare how official and external source groups use multiple factors, such as evidence, continuity, sincerity, clarity and organisational conduct to legitimize or contest the rebrand. With regard to RQ4, the debate implies that multinational managers cannot manufacture legitimacy through heritage claims alone. They must make the relationship among identity, strategy and capability open to credible scrutiny.

## **2.4 International heritage translation and source-situated interpretation**

### **2.4.1 From global consistency to contextual transfer**

International branding research commonly frames cross-market strategy as a balance between consistency and adaptation. Alden, Steenkamp and Batra (1999) demonstrate how firms use global consumer-culture positioning across Asia, North America and Europe. Steenkamp, Batra and Alden (2003) find that perceived brand globalness can create quality and prestige, although consumer ethnocentrism conditions the effect. According to Özsomer (2012), globalness and local iconness may reinforce or conflict depending on market and category. Zou and Cavusgil (2002) broaden the issue beyond communications by conceptualising global marketing strategy through standardisation, configuration-coordination and integration.

These studies explain why coherence can create value. However, they may overstate the reach of a singular global meaning. Rugman and Verbeke (2004) argue that multinational activity and advantage are often regional as opposed to genuinely global. Ghoshal and Nohria (1989) show that multinational structures differentiate in response to heterogeneous subsidiary environments. Neither study examines brand heritage directly. On the other hand, both challenge an assumption embedded in some global-brand research. It challenges the notion that centrally specified meaning will operate uniformly wherever communication is distributed.

The comparison also reveals a level-of-analysis problem. Zou and Cavusgil (2002) theorise global marketing strategy at firm level. Steenkamp, Batra and Alden (2003) and Özsomer (2012) explain consumer perceptions of globalness or localness. Firm-level integration may be operationally coherent even when audiences interpret its meaning differently. Meanwhile, favourable global-brand perceptions do not prove that the organisation has coordinated the underlying transformation. The present study cannot infer internal integration from a consistent campaign. It cannot also infer international acceptance from repeated external language. It can examine whether public sources perceive coherence, contextual fit and strategic credibility. This distinction keeps the International Business analysis connected to evidence available in the corpus.

Kostova's (1999) contextual theory of transnational transfer provides a more demanding lens. Transfer success depends on country, organisational and relational embeddedness. It also relies on institutionalisation in the recipient unit. A brand narrative is not a strategic organisational practice. On the other hand, public audiences are not subsidiaries. As a result, direct equivalence would be misleading. The transferable insight is narrower. Formal adoption or transmission does not guarantee contextual legitimacy. In this dissertation, **international heritage translation** means adapting inherited meaning so that it remains strategically coherent and locally intelligible across national contexts. It is not a literal linguistic translation and does not require a different identity in every market.

Heritage research partly anticipates this problem. Hakala, Lätti and Sandberg (2011) distinguish brand heritage from cultural heritage. They identify history, continuity, values, product associations and visual symbols in an international setting. Their framework recognises national and cultural distinctiveness. However, it does not fully explain how a radical new position changes the transfer process. A heritage claim that was legible

under an established identity may not retain the same meaning after visual, product and audience cues have shifted.

Country-of-origin and luxury research adds empirical tension. Aiello et al. (2009) show cross-national and cross-category variation in country-of-origin and luxury-brand effects. According to Shukla (2012), social, personal and functional luxury values differ between developed and emerging-market contexts. Seo and Buchanan-Oliver (2015) portray luxury as a global industry shaped by sociocultural change. Meanwhile, Tynan, McKechnie and Chhuon (2010) treat luxury value as co-created through experiences and relationships. Collectively, these authors reject the idea that heritage or luxury value is simply transmitted intact from headquarters to market.

There is also an implicit disagreement on the nature of provenance. According to heritage scholarship, origin and track record are labeled as continuity mechanisms. On the other hand, international luxury studies show that the value attached to origin depends on category and market. Country-of-origin meaning may strengthen distinction in one context. Simultaneously, it may require explanation in another context. Removing provenance may prove to be damaging for a heritage claim. However, displaying it prominently does not guarantee relevance. Therefore, international heritage translation should be able to preserve the strategic substance of origin. It should allow its significance to be interpreted through context-specific knowledge.

Liu et al. (2016) offer the most direct comparison by examining luxury-fashion internationalisation into China. Their qualitative evidence suggests that firms adapt communication and can retain central control of core identity. Over-localisation may confuse identity and country of origin. The study's fashion sector, managerial sample and China focus limit transfer to automotive public discourse. Its value lies in demonstrating that standardisation and localisation should not be considered as mutually exclusive decisions. Firms can protect central meanings while adapting how those meanings become intelligible. The unresolved question is which elements qualify as central during radical instead of incremental repositioning.

The studies also differ in what they treat as evidence of successful internationalisation. Consumer studies infer value from measured perceptions. Apart from that, multinational-strategy studies infer coordination from organisational configurations. Transfer theory focuses on institutionalisation within recipient units. None directly captures early public interpretation of a radical heritage reset. Country comparisons can reveal heterogeneity. However, broad developed or emerging

categories risk hiding differences among media, specialists, customers and non-customers within the same market. Consequently, this dissertation uses the literature to identify an integration-responsiveness problem.

#### **2.4.2 Source-situated interpretation**

Stakeholder interpretation connects cross-border strategy with public meaning. Rindell, Santos and de Lima (2015) show that image heritage can differ from official heritage claims. Da Silveira et al. (2013) treat identity as dynamic and socially engaged. Meanwhile, Tynan et al. (2010) describe luxury value as co-created. These perspectives oppose a transmission model in which the firm is the sole author and audiences simply receive meaning. They do not imply that every response has equal analytical status. Official communication, national media and sector specialists differ in purpose, access, expertise and commercial interest.

This dissertation uses **source-situated interpretation** to mean public sensemaking attributable to a particular official, editorial or professional account. Official sources reveal strategic intent and authorised continuity claims. Although, they cannot verify acceptance. Internationally located media reveal framing within identifiable editorial contexts. However, they do not represent national populations or markets. Automotive, design and marketing professionals offer sector-specific judgements. Expertise does not make their assessments objective. Comparing these positions preserves disagreement without aggregating them into a fictional global public opinion.

This source-sensitive position also qualifies co-creation claims. If meaning is socially produced, it does not follow that every visible reaction carries equal strategic weight. Official communication may omit trade-offs. Controversy-led media may amplify conflict. Apart from that, professional commentators may privilege category expertise over buyer experience. Hence, the appropriate comparison is not headquarters versus a homogeneous public or one country versus another. It is among differently situated accounts, with factors such as authorship, purpose, evidence, dependency and location retained. That approach narrows generalisability although strengthens analytical validity for RQ3.

The International Business implication appears to be more precise than a general call to localise. Multinational firms must decide which meanings require global consistency, where explanation should vary and how provenance interacts with contextual expectations. A critical source located in one country does not prove failure

in that market. Similarly, a favourable international article does not prove successful transfer. RQ3 asks how internationally located sources frame the repositioning. It also checks what tensions are visible across those source-situated accounts. RQ4 concerns what conditional lessons can be drawn without generalising beyond the corpus.

## **2.5 Perceived brand-equity risk and strategic implications**

Brand-equity theory specifies what may be perceived as vulnerable during radical repositioning. Aaker (1991) conceptualises equity as assets and liabilities associated with awareness, associations, perceived quality and loyalty. Keller (1993) defines customer-based equity through differential response produced by brand knowledge. Yoo, Donthu and Lee (2000) operationalise equity dimensions. Christodoulides and de Chernatony (2010) on the other hand, show persistent conceptual and measurement plurality. These models are valuable as they identify recognition and meaning as value-bearing. Their limitation is primarily methodological. They normally require consumer or market data. They cannot convert public commentary into a measured equity outcome.

Relationship theory broadens the risk beyond recognition. Fournier (1998) conceptualises consumer-brand relationships. Meanwhile, Escalas (2003) links brand connections to reference groups. Chaudhuri and Holbrook (2001) connect trust and affect to loyalty and performance. These studies explain why identity disruption may matter. However, they cannot justify attributing comments from journalists or professionals to consumers generally. Public sources can articulate possible disconnection, prestige loss or weakened credibility. Although they cannot establish that those outcomes have occurred across a customer base.

Luxury theory also complicates the direction of risk. Kapferer and Bastien (2009) suggest that distance, selectivity and non-conformity can support luxury. Therefore, unfamiliarity or controversy need not automatically signal failure. Berthon et al. (2009) emphasise both preservation and ephemerality. They imply that cultural renewal may require aesthetic disruption. According to Fionda and Moore (2009), factors such as identity, heritage and design are dependent on each other. For example, disruption that is not integrated with the wider luxury system may weaken coherence. The same radical act can be framed as necessary distinction or avoidable rupture. The outcome depends on how the future position and inherited value are connected.

The disagreement exposes a temporal problem in brand-equity reasoning. Awareness and controversy may increase at the same time when familiar associations

are weakened. On the other hand, a narrower luxury audience may be strategically intended as opposed to evidence of failure. Cross-sectional criticism cannot show whether attention develops into recognition as well as the possibility of recognition developing into preference. It is not able to determine whether displaced existing customers are replaced by the intended clientele. Equally, a successful launch cannot be inferred from visibility alone. Brand-equity theory is most useful here as a map of value-bearing objects at risk.

The concept of **perceived brand-equity risk** resolves this evidential problem without emptying the analysis of strategic meaning. It captures attributed claims that factors, such as recognition, distinctiveness, prestige, credibility, trust or attachment might weaken. It also allows opportunity interpretations, such as renewed relevance or stronger luxury distinction, to remain visible. Risk is not coded as negative sentiment alone. A source must connect its evaluation to a value-bearing brand dimension and stakeholder relationship. It should also link its assessment with the credibility of the strategic position.

This construct is intentionally kept more limited compared to brand equity which is based on the customer. It records what a traceable source treats as vulnerable and the reasoning offered. Its strength is that it makes early interpretive risk analysable before market outcomes exist. Its weakness is that source discourse may be selective, commercially motivated or controversy-led. The study should conduct a comparison between the quality and position of all accounts.

In the case of RQ4, the literature supports four provisional analytical expectations. First, radical expression requires an explicit account of which heritage meanings continue. Second, international consistency should protect core meaning. Third, transparency should connect identity claims to capabilities, products and implementation instead of relying on symbolism alone. Fourth, managers should distinguish early interpretive risk from realised performance. They should monitor both over time. These expectations can play a role in guiding later interpretation. However, these are not hypotheses and cannot be validated by a single non-representative document corpus.

## **2.6 Critical synthesis, focused gap and conceptual framework**

The reviewed streams converge on the importance of continuity, legitimacy and contextual meaning. On the other hand, they remain divided over agency, level and

outcome. Rebranding and dynamic-capabilities research emphasises managerial strategy and implementation. Heritage and identity research shows that firms do not fully control inherited meaning. On the other hand, authenticity and trust research identifies competing legitimacy standards. Apart from that, international strategy and branding research explains coordination and adaptation. However, it often separates organisational context from stakeholder interpretation. Lastly, brand-equity research usually measures outcomes after they can be observed.

No single stream can answer the dissertation's questions independently. Rebranding principles without heritage theory cannot identify what continuity should mean. Heritage theory without International Business will not be able to explain cross-market intelligibility. On the other hand, international strategy without authenticity cannot evaluate legitimacy. Lastly, authenticity judgements which lack equity boundaries can overstate the commercial meaning of public criticism. As a result, the required contribution is integrative. However, integration must preserve the differences among constructs instead of combining them into a broad impression of brand success or failure.

The central gap is one International Business problem as opposed to a list of missing branding connections. **Existing research does not adequately explain how a centrally managed heritage-luxury repositioning is translated and interpreted across international contexts when global strategic coherence must be maintained although inherited meaning cannot be assumed to remain uniformly intelligible.** The gap is especially visible during early public interpretation, before customer or market outcomes can be established. Existing streams illuminate coordination, heritage, legitimacy or equity separately. However, they do not fully connect centrally authorised meaning with internationally located, source-situated interpretation under this temporal constraint.

This dissertation addresses the gap through a theory-led secondary qualitative analysis of one bounded empirical context. Its intended contribution is an evidence-informed conceptual refinement. It does not indicate a universal causal law, a validated new model or a claim that Jaguar represents all heritage brands. The literature-derived framework makes the analytical sequence explicit:

**Centrally managed strategic rebranding -> selected heritage continuity -> legitimacy evidence -> internationally located source framings -> perceived brand-**

equity risk or opportunity -> evidence-informed conceptual and managerial refinement.

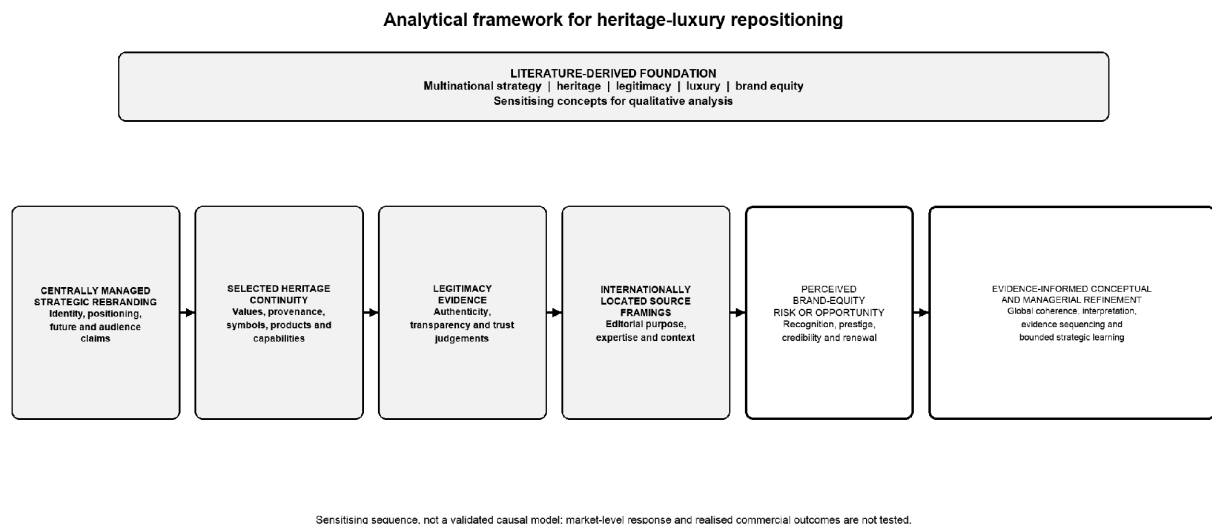


**Figure 2.1. Analytical framework for heritage-luxury repositioning**

The sequence differs from a statistical mediation model. Strategic claims are compared with how sources identify continuity and cross-border meaning. After that, legitimacy judgements are examined within those source accounts. Perceived risk is coded only where a possible value consequence is articulated. Contradictory and opportunity readings are retained. This logic aligns the four research questions. First, RQ1 concerns the strategic continuity-change tension. Second, RQ2 deals with legitimacy mechanisms. Third, RQ3 handles framings in internationally located public sources. Fourth, RQ4 concerns bounded conceptual and managerial implications.

The framework is a set of sensitising relationships to be assessed and refined. It is not a model that this design can validate. Evidence may support a relationship when a traceable source links strategic claims, continuity, legitimacy and a possible value consequence. It may refine the relationship when product evidence changes an earlier interpretation. It may expose a boundary when source dependency, editorial purpose or missing market evidence prevents a stronger inference. Chapter 4 reports evidence-informed conceptual refinement and boundary conditions as opposed to model confirmation.

## 2.7 Construct boundaries and qualitative indicators

The constructs are operationalised as qualitative coding guides instead of survey variables. The table prevents key terms from drifting across later chapters while leaving room for unexpected themes and negative cases.

**Table 2.1. Construct boundaries and qualitative indicators**

| Construct                                            | Working definition                                                                                                                                                                                                   | Qualitative coding indicators                                                                                                                                                                                           | Analytical boundary                                                                                                                        |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic rebranding and international repositioning | A deliberate change to identity, positioning, promise, audience or market direction intended to alter the firm's cross-market competitive position.                                                                  | Claimed scope and rationale; target audience or market; technology and capability narrative; relationship between old and new positioning; global coordination or adaptation.                                           | A new logo or campaign is not treated as proof of deeper organisational transformation or international acceptance.                        |
| Brand authenticity                                   | A source-level judgement that the new brand expression appears real, credible, integral and narratively connected to a meaningful identity.                                                                          | Continuity; credibility; integrity; symbolism; originality; indexical evidence; narrative fit; claims of being genuine, borrowed, artificial or performative.                                                           | Authenticity is coded as an interpretation, not established as an objective property.                                                      |
| Transparency and trust                               | Perceived clarity, disclosure and accuracy of the rebrand rationale, and confidence in the organisation's claims and future conduct.                                                                                 | Explanation and evidence; acknowledgement of trade-offs; clarity or omission; consistency between claim and action; confidence, doubt or distrust.                                                                      | Transparency does not automatically establish trust; no consumer trust score is calculated.                                                |
| Heritage preservation and international translation  | Selective continuity and future-oriented adaptation of historically meaningful values, symbols, capabilities and narratives so they remain strategically coherent and locally intelligible across national contexts. | Founder or origin references; core values; provenance; visual, product or capability continuity; past-present-future links; country-of-origin meaning; global consistency; contextual adaptation or selective deletion. | Preservation does not mean unchanged appearance; international translation is contextual meaning-making, not literal language translation. |
| Source-situated interpretation                       | The attributable way in which official, editorial or professional sources make sense of, evaluate and position the rebrand.                                                                                          | Recognition; resonance; ambivalence; confusion; resistance; legitimacy; perceived audience; international framing; source position, purpose and dependency.                                                             | These are public accounts, not representative customer, market or national opinion.                                                        |
| Perceived brand-equity risk                          | A publicly articulated possibility that rebranding weakens future value-bearing associations, relationships or status.                                                                                               | Loss of awareness or recognition; diluted quality or prestige; weakened distinctiveness; loyalty or attachment risk; trust and credibility risk; audience disconnection; strategic opportunity or threat.               | The study cannot establish realised sales, loyalty, financial or customer-based equity change.                                             |

This operationalisation also clarifies source roles. Official Jaguar or JLR communication is analysed for strategic intent and authorised. On the other hand, automotive, design and marketing professionals are analysed for sector-specific judgements. Visibility of location, source position and dependency has been maintained. The categories are not treated as independent market observations.

## 2.8 Chapter conclusion

The literature does not support a simple opposition between reinvention and preservation. It shows that multinational heritage-luxury firms must select which elements should be retained. After that, these elements should be connected with

credible strategic capability. They should translate it across contexts. Any assumption regarding uniform interpretation should be dismissed. Authenticity, transparency and trust can be utilized in order to conduct separate legitimacy tests. Stakeholder accounts will be used to determine if those tests are satisfied or contested. Meanwhile, perceived brand-equity risk identifies possible value consequences without converting discourse into proof of commercial damage.

The chapter's contribution is a focused International Business framework connecting multiple strategic aspects, such as rebranding, heritage continuity and legitimacy. It also links internationally located source framing and perceived brand-equity risk. The empirical question is how these relationships appear in public accounts of Jaguar's 2024 rebrand. Chapter 3 translates the framework into a public-document corpus which is analysed through qualitative content analysis and theoretically sensitised coding. After that, it goes through abductive thematic interpretation. Apart from that, the framework retains the boundary between perceived risk and realised equity change.

## **Chapter 3 - Research Methodology**

### **3.1 Completed design and rationale**

The study examined strategic reinvention, heritage preservation and perceived brand-equity risk through a three-part analytical sequence. Qualitative content analysis organised and coded the heterogeneous public documents. On the other hand, theoretically sensitised coding connected explicit and interpretive categories to Chapter 2. Apart from that, it also retained an open category. Abductive thematic interpretation developed higher-order patterns and explanations by moving between coded evidence, negative cases and theory. Jaguar served as a bounded empirical context for a wider International Business problem. The design was not a company history or an evaluation of internal performance. Its secondary public evidence could explain how meanings and risks were articulated. However, it could not establish several factors, such as customer-based equity erosion, market-level differences, sales effects or causality.

The unit of analysis was one attributable public document published within the approved event window. Each document was treated as a situated account with a particular author, purpose, location and evidential limit. An official release represented authorised strategic intent. On the other hand, a UK or international media article represented editorial framing instead of the opinion of a country. This distinction made it possible to compare claims and interpretations without turning source groups into artificial populations.

Excluding primary consumer data followed from the research questions. The study asked how public strategic claims and interpretations were constructed during a defined event. Hence, the contemporaneous public record was the object of analysis as opposed to a substitute for survey respondents. A survey would have required predefined constructs and a cross-market sampling frame. It would also need a defensible distinction among current customers, former customers and intended prospects. Interviews could have added depth, although it would have produced a small retrospective participant sample. Either method would answer a different question and could not be implemented credibly across markets within the ten-week project period. The chosen design provided traceable international evidence. Simultaneously, it accepts that prevalence, consumer trust and realised equity must be tested later through primary and longitudinal research.

## **3.2 Philosophical position and design architecture**

The study adopted an interpretivist and social-constructionist orientation. Heritage, authenticity, transparency and risk were treated as meanings made visible through multiple factors, such as language, symbols, narratives and contextual judgements. This was coherent with questions about how sources framed and contested the relationship between a brand's past and future (Creswell and Creswell, 2018).

The reasoning applied a combination of induction and abduction. Close reading allowed categories and counter-readings to develop from the corpus. Meanwhile, the literature sensitised coding to multiple aspects, such as heritage continuity, legitimacy, international framing, luxury distinction and perceived brand-equity risk. Abduction occurred when provisional patterns were compared with the literature. It was revised in those cases where negative cases, source purpose or later product evidence complicated the initial explanation. The framework was not imposed as a causal model. It was not even validated. It supplied sensitising relationships that the evidence could support, qualify or bound.

The methodological choice was qualitative and mono-method. The strategy was a limited public-document study instead. It did not conduct an explanatory single-company case study. The time horizon was cross-sectional and retrospective. It covered documents which were published from 18 November 2024 to 31 March 2025. This period captured multiple information, namely, identity launch and Type 00

Alternative designs were rejected in order to fit. Positivist measurement required variables and a defined population. The public-document corpus could not provide this. Critical realism could create a distinction between public representation and deeper organisational mechanisms. However, there was no internal evidence in order to test those mechanisms. Discourse analysis could examine language and power more intensively. Conversely, it would offer less transparent comparison across source groups and value-bearing categories.

## **3.3 Evidence base, search and source selection**

Purposive criterion sampling was used as relevance, source role and evidential quality mattered more than numerical representativeness. A candidate had to fall within the event window and provide accessible English full text. It needed to substantially address Jaguar's rebrand or repositioning. In addition to that, it was required to identify an author and contain material relevant to at least one research question. Exclusionary

measures were taken in cases where materials, such as duplicates, translated repetitions, unattributed reposts, individual social-media, private material, inaccessible full text and out-of-window items appeared.

The search trail was dated and reproducible at the level appropriate to a qualitative public-document study. Method sources were checked on 22 August 2026 through multiple factors, such as publisher pages, DOI records, university repositories and scholarly indexes. Empirical identification and screening were completed on 30 August 2026 through the Jaguar Media Newsroom. This targeted searches of the named news, business, automotive, design and marketing outlets. Search strings combined the event terms with the conceptual categories instead of relying on the phrase “Jaguar rebrand” alone.

**Table 3.1. Search strategy and selection controls**

| Search route and date                                                                                                                                  | Example query families                                                                                         | Filters                                                                   | Analytical use                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------|
| Publisher pages, DOI records, university repositories and scholarly indexes, 22 August 2026                                                            | qualitative content analysis; thematic interpretation; secondary qualitative data; coding quality; reflexivity | Methodological relevance; stable publisher or DOI record                  | Method design and quality criteria only                           |
| Jaguar/JLR Media Newsroom, 30 August 2026                                                                                                              | Jaguar reimagined; Type 00; Miami Art Week; NBA All-Star; Paris Fashion Week                                   | Official publication; event window; unique English text                   | Authorised strategy, heritage and international activation claims |
| AP, Guardian, CNN, Independent, Euronews, Bloomberg, WIRED, Forbes and AAP, 30 August 2026                                                             | Jaguar rebrand + heritage; EV luxury; customer; controversy; stock claim                                       | Attributable full text; substantive RQ relevance; event window            | Situated media framing and counter-claims                         |
| Marketing Week, Marketing Dive, Creative Review, The Drum, Design Week, Top Gear, Car and Driver, Creative Boom, InsideEVs and Autocar, 30 August 2026 | Jaguar Type 00 + design; luxury; identity; heritage; strategy                                                  | Identified author or organisation; sector relevance; accessible full text | Automotive, design and marketing interpretation                   |

Forty-eight candidates were recorded. Four duplicates or translated versions and five out-of-window sources were excluded. Apart from that, one undated unstable page, two individual-comment sources and one item without accessible full text were excluded. The final corpus consisted of 34 documents. Out of these 34 documents, six were official, 14 media and 14 professional accounts. Appendix B records each exclusion and Appendix A identifies every included document.

**Table 3.2. Source-screening outcome**

| Screening stage                        | Records | Decision                                                                |
|----------------------------------------|---------|-------------------------------------------------------------------------|
| Candidates identified                  | 48      | Assessed against date, access, attribution, uniqueness and RQ relevance |
| Duplicate or translated repetition     | 4       | Excluded                                                                |
| Outside the event window               | 5       | Excluded                                                                |
| Undated or unstable publication record | 1       | Excluded                                                                |

| Screening stage                           | Records | Decision                                  |
|-------------------------------------------|---------|-------------------------------------------|
| Individual social-media or forum comments | 2       | Excluded under method and ethics boundary |
| Mirror or unavailable full text           | 2       | Excluded                                  |
| Unique documents included                 | 34      | 6 official, 14 media and 14 professional  |

The appraisal recorded multiple factors, such as authority, purpose, relevance, evidence, independence, dependency and possible bias. Official documents were authoritative about Jaguar's declared strategy. News accounts supplied editorial framing. However, it often prioritised novelty and conflict. Apart from that, professional sources offered category expertise without representing customers. Independence was not assumed merely because outlets differed. Several materials, such as wire copies, translated versions, mirrors and syndicated repetitions were excluded. Where several retained articles repeated the same Jaguar statement, management interview or widely circulated claim, the common origin was recorded. In this case repetition was not treated as independent corroboration. A retained article contributed separately only when it added an attributable editorial, professional or fact-checking interpretation. The source matrix preserved a range of information, such as author, outlet, date, location, URL, source role, inclusion decision, coded evidence and limitation. This implements Madden and Tarabochia's (2021) requirement to assess secondary qualitative material for fit, context and the questions it can legitimately answer.

### 3.4 Content analysis and abductive thematic interpretation

Qualitative content analysis was first used to organise and code the documents as the corpus contained official releases, news reports, opinion pieces and interviews. It also included professional analyses which required a consistent provenance-preserving structure. It established what each document claimed. Along with that, it also established source role and any dependency on earlier material. It connected explicit and interpretive categories to Chapter 2. It did not force every passage into the framework. Abductive thematic interpretation was subsequently used to develop higher-order patterns and explanations. Vaismoradi, Turunen and Bondas (2013) distinguish content analysis from thematic analysis. On the other hand, they recognise their shared concern with patterned meaning. This study preserves that distinction instead of presenting the two stages as interchangeable.

This hybrid approach was preferable to reflexive thematic analysis alone. This is due to the fact that research questions required transparent comparison across heterogeneous document types. Reflexive thematic analysis is valuable when themes

are developed through the researcher's situated engagement with a dataset. However, when used alone it would not provide the same structured record of source provenance, document role, dependency, category presence and inclusion decisions required here (Braun and Clarke, 2021a; 2021b). The study draws on reflexive principles for acknowledging researcher judgement. However, it does not claim to conduct standalone reflexive thematic analysis.

The coding process took place at two levels. Manifest coding recorded explicit references to a range of elements. They are as follows: reinvention, heritage, authenticity, luxury, international modernisation, audience change and risk. Interpretive coding evaluated how those references constructed continuity, legitimacy, confusion and opportunity. Document frequencies were retained only as descriptive audit information. It showed category coverage within this purposefully developed corpus. They were not treated as prevalence estimates, independent observations or evidence of market-level differences. Meaning, source purpose, dependency, contradiction and evidential support remained decisive.

The analysis followed six documented stages, informed by Kuckartz and Rädiker (2019), Saldaña (2021), Braun and Clarke (2021a) and Linneberg and Korsgaard (2019):

1. **Corpus preparation:** each document received an identifier and provenance record. Duplicates were removed.
2. **Coding-frame development:** sensitising categories from Chapter 2 were defined alongside an open category for unanticipated meanings.
3. **First-cycle coding:** relevant passages were coded for a range of aspects, such as strategic reinvention, continuity, discontinuity, authenticity evidence, transparency gap, trust, international intelligibility, luxury distinction, perceived risk and opportunity.
4. **Constant comparison:** codes were compared across official, editorial and professional source positions. They were also compared across internationally located accounts. Dependency, ambiguity and negative cases were retained.
5. **Abductive thematic interpretation:** related categories were organised into four higher-order themes and eight findings. After that, it was checked against complete documents, contrary evidence, theory and the four research questions.

**6. Audit and reporting:** 56 evidence units connected sources, codes, findings and RQs. Several materials, such as source register, exclusion log, codebook and evidence dictionary preserved the path from document to theme.

Table 3.3 demonstrates how short extracts were coded. The extract was never treated as self-explanatory: interpretation was checked against its full document, source purpose and contrary evidence.

**Table 3.3. Illustrative evidence-to-code trail**

| Source                | Short verified extract              | Initial code                                   | Theme and RQ | Interpretive decision                                                     |
|-----------------------|-------------------------------------|------------------------------------------------|--------------|---------------------------------------------------------------------------|
| O01, Jaguar (2024a)   | "complete reset"                    | Strategic reinvention; radical discontinuity   | T1; RQ1      | Officially acknowledges rupture rather than presenting incremental change |
| O01, Jaguar (2024a)   | "Copy Nothing"                      | Founder ethos; heritage continuity             | T1; RQ1      | Uses originality as the selected bridge between past and future           |
| P02, Ritson (2024)    | "update itself ... be itself too"   | Continuity tension; stakeholder contestation   | T1; RQ1      | Challenges managerial selection without proving consumer rejection        |
| P07, Kew (2024)       | "didn't feature a single car"       | Transparency gap; product absence              | T2; RQ2      | Identifies an evidence-sequencing problem in the early launch             |
| O04, Jaguar (2024d)   | "global platform"                   | International activation; cultural translation | T3; RQ3      | Connects British provenance to an international art setting               |
| M07, McManagan (2024) | "Jaguar doesn't have a stock price" | Negative case; outcome boundary                | T4; RQ4      | Rejects a viral financial-damage claim while retaining perceived risk     |

A passage could carry more than one code when it connected necessity with discontinuity or authenticity with product evidence. Supportive, critical and ambivalent readings were all retained. RQ1 organised reinvention and heritage. RQ2 organised authenticity, transparency and trust. Apart from that, RQ3 sorted out international translation and source position. Lastly, RQ4 coordinated perceived risk and strategic implications. No automated sentiment scoring or statistical topic model was used. AI-supported suggestions remained provisional. They were checked against the attributable documents and evidence trail.

### 3.5 Reflexivity and trustworthiness

The researcher's prior exposure to the public controversy created two plausible biases. First, expecting radical change in order to damage heritage. Second, over-correcting by treating controversy as proof of successful attention. Chapter 2 also supplied sensitising concepts which could encourage the researcher to find the framework in the data. These assumptions were addressed explicitly instead of claiming analytical neutrality. The researcher recorded a pre-analysis boundary that criticism was not evidence of erosion. It also recorded that visibility was not evidence of success and official intent was not evidence of acceptance.

Reflexive control operated throughout coding. Source purpose and location were retained along with each extract. Critical claims were compared with opportunity readings. Candidate themes were checked against full documents. Apart from that, the false stock-price claim was retained as a negative case. Category definitions and disputed interpretations were documented in decision memos. Where the data did not distinguish national response from publication-level framing, the claim was reduced to source-situated interpretation. This process did not remove subjectivity. However, it made the researcher's role and corrective decisions visible.

Trustworthiness was supported through comparison across multiple aspects, such as source roles, full-document checking, dated search log, explicit inclusion and exclusion decisions, a source matrix as well as a codebook. It was also supported by 56 traceable evidence units and a transparent workbook. Repeated claims were traced to their immediate origin. They were not treated as multiple independent confirmations. Linneberg and Korsgaard (2019) emphasise explicit decisions about meaningful segments and code development. On the other hand, Braun and Clarke (2021b) caution against treating one quality procedure as universal. Due to the fact that one researcher completed the analysis, no inter-coder reliability claim is made. Credibility rests instead on an auditable evidence-to-code-to-theme trail and negative-case retention. It also relies on dependency controls and clear boundaries on transferability.

### **3.6 Ethics and data management**

The project was low-risk secondary research with no participants, recruitment, consent, interviews, surveys, observation or payment. Ethical care still required accurate representation and exclusion of confidential or unauthorised material. Additionally, it required restrained quotation and Harvard attribution. Public names were used only as bibliographic identifiers. No personal profiles of writers, commentators or spokespersons were created.

Files were stored in the student's password-protected UWTSD OneDrive folder. The access was limited to the student and authorised University personnel. A password-protected local working copy supported analysis. The study remained within the approved public-source boundary. Any addition of private groups, social-media datasets, interviews, surveys or personal-data analysis would require ethics review before use.

### **3.7 Limitations and conclusion**

The event-specific corpus cannot represent all heritage-luxury firms or international markets. Public sources may overrepresent controversy. Apart from that, official sources are self-presentational. External accounts may repeat influential framings. The dependency controls reduce double-counting although cannot make retained publications fully independent. English-language selection excludes interpretations in other languages. On the other hand, the short event window cannot establish long-term reputation, loyalty or sales effects. Manual single-researcher interpretation also prevents statistical reliability testing. These limits can be mitigated through a range of elements, such as explicit criteria, duplicate checks, dependency notes, source-role comparison, negative cases and the traceable evidence trail without eliminating them.

This chapter has documented the completed sequence which starts from qualitative content analysis. It goes through theoretically sensitised coding. The last part of this sequence is abductive thematic interpretation. It has explained why primary consumer data were outside the research question and how 48 candidates became a 34-document corpus. Furthermore, it demonstrates how repetition and dependency were handled. Lastly, it explained the process in which extracts became codes and higher-order themes. Chapter 4 reports the resulting patterns as source-situated public meanings.

## Chapter 4 - Findings and Results

### 4.1 Introduction

This chapter reports the results of qualitative content analysis, theoretically sensitised coding and abductive thematic interpretation of public communication surrounding Jaguar's 2024 rebrand. Jaguar is used as the empirical context for examining a broader International Business problem. The problem concerns how a centrally managed heritage-luxury repositioning is framed in internationally located public sources whilst preserving a coherent strategic core. The analysis addresses the four research questions by using 34 English-language documents published between 18 November 2024 and 31 March 2025. The corpus comprises six official Jaguar communications and 14 business-media accounts. It also includes 14 automotive, design or marketing-industry analyses.

Four connected themes were developed. **Selective continuity through originality and provenance. A legitimacy gap between identity launch and product evidence. Standardised global identity with context-specific cultural activation. Conditional brand-equity risk alongside strategic necessity.** These themes report meanings present in the documents. It does not indicate consumer attitudes or national opinion. References to risk describe possible consequences articulated by sources. They do not demonstrate realised changes in sales, loyalty or brand equity.

### 4.2 Corpus profile and analytical overview

Table 4.1 shows the final source composition. Official documents established the intended strategy. Media sources showed how it was publicly framed. Apart from that, professional sources supplied specialist interpretations of design, luxury and automotive positioning. None was treated as neutral by default. Official material proved to be authoritative about the intent which was declared. Media coverage was independent. Lastly, professional commentary offered expertise. It did not represent a wider customer population.

**Table 4.1. Final corpus by source group**

| Source group                  | Documents | Analytical role                                                            | Main evidential boundary                             |
|-------------------------------|-----------|----------------------------------------------------------------------------|------------------------------------------------------|
| Jaguar official communication | 6         | Authorised strategic intent, design rationale and international activation | Cannot establish external acceptance or outcomes     |
| News and business media       | 14        | Situated reporting, controversy, counter-claims and public framing         | Editorial selection may amplify novelty and conflict |

| Source group                              | Documents | Analytical role                                                        | Main evidential boundary                                    |
|-------------------------------------------|-----------|------------------------------------------------------------------------|-------------------------------------------------------------|
| Automotive, design and marketing analysis | 14        | Specialist judgement on continuity, luxury fit and strategic execution | Expert accounts are not representative stakeholder evidence |
| Total                                     | 34        | Cross-source qualitative comparison                                    | Event-specific, English-language and non-representative     |

The coding frame recorded document-level category presence as an audit aid instead of counting repeated words. These frequencies are retained in the transparency workbook. However, they are not used here to infer prevalence, consensus or evidential weight. The purposive documents are not independent observations. Several discuss the same launch materials, management statements or widely circulated claims. Thus, the findings depend on multiple elements, such as meaning, provenance, source purpose, dependency and contrary evidence attached to coded passages. A recurring claim is analytically important only when the documents add distinct framing or evidence.

**Table 4.2. Themes and principal findings**

| Theme                                                       | Principal finding                                                                                                                                                            | Main RQ |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| T1. Selective continuity through originality and provenance | The reset was framed as a return to an original creative principle, while continuity moved from a familiar identity system to selected founder, symbol and product cues      | RQ1     |
| T2. Legitimacy gap and product clarification                | The car-free launch created an explanatory gap; Type 00 added tangible strategic evidence but did not settle authenticity or trust judgements                                | RQ2     |
| T3. International cultural activation                       | Jaguar kept a central identity while adapting activation to art, fashion and sport contexts; external interpretations remained source-situated                               | RQ3     |
| T4. Conditional equity risk and strategic necessity         | Sources connected risk to recognition, audience replacement, credibility and luxury fit, but counter-readings treated radical change as necessary and outcomes as unresolved | RQ4     |

## 4.3 Theme 1: selective continuity through originality and provenance

### 4.3.1 Radical change framed as a return to originality

Jaguar's official narrative did not deny discontinuity. It called the change a "complete reset". It placed the new identity within "Exuberant Modernism", a different luxury tier as well as an all-electric future. Continuity was instead anchored in founder William Lyons's "Copy Nothing" principle (Jaguar, 2024a; 2024b). These short formulations made the paradox visible in the source text. Jaguar claimed that it could be most faithful to its heritage by refusing to reproduce its familiar appearance. The past was used as permission for change in lieu of as a fixed design template.

Some professional sources accepted the strategic logic. Design Week reported that management regarded insufficient distinctiveness as the underlying problem. On the

other hand, top Gear's management interview located Jaguar's strongest heritage in periods of low-volume exclusivity instead of in every later model (Dowdy, 2024; Horrell, 2024). From this view, radicalisation restored an entrepreneurial attitude and selective luxury position. However, Ritson (2024) argued that Jaguar needed to "update itself" and at the same time also needed to "be itself too". This opposing interpretation favoured revitalisation of valuable existing meaning over redefining what the brand represented. The disagreement was not simply whether history mattered. It concerned which history counted and who could authoritatively select it.

This finding answers the first part of RQ1. Strategic reinvention and heritage preservation were not presented as mutually exclusive. However, preservation became highly selective. Jaguar privileged founder ethos, originality and elite exclusivity. Critics privileged multiple factors, such as recognisable design assets, British performance associations and accumulated stakeholder meaning. A broader heritage-brand comparison similarly treated familiar products and symbols as cultural identity resources (Kellman, 2024). Radical rebranding created tension as managerial selection could be internally coherent. It may still be read externally as abandonment.

#### **4.3.2 Heritage moved from familiar symbols to product-level cues**

The new identity retained the leaper as a provenance mark and placed it alongside multiple elements, such as new device mark, wordmark, strikethrough and primary-colour system (Jaguar, 2024a). Early design commentary recognised the retained symbol and still judged the broader fashion-led visual language disconnected from established technical and automotive cues (Williams, 2024). Marketing Dive likewise described a comprehensive new system in which heritage was present (Adams, 2024). Continuity had not disappeared. Instead, its visibility and hierarchy had changed.

Type 00 made the selective approach more tangible. Jaguar connected the name to earlier Type models and zero tailpipe emissions. On the other hand, long-bonnet proportions, the leaper and British design references linked the concept to provenance (Jaguar, 2024c). Automotive sources reached mixed conclusions from the same features. Top Gear interpreted the long, low form and "Type" nomenclature as a reworking of E-Type ambition (Barlow, 2024). Car and Driver identified similar continuity cues and called the hard-edged, monolithic treatment a major departure (Miller, 2024). Bloomberg also foregrounded radical divergence despite treating the concept as the identity's product anchor (Elliott, 2024).

Fowler's later assessment located continuity in proportions, detailing and the brass leaper which had been less legible in campaign imagery (Fowler, 2024b). This does not prove that physical exposure would persuade customers. It shows that continuity was carried by embodied design cues that a logo-led launch could not fully communicate. The central RQ1 tension was consequently temporal as well as symbolic. The brand asked external audiences to accept a discontinuous identity before all the intended continuity evidence was visible.

#### **4.3.3 Theme contribution to RQ1**

Theme 1 answers RQ1 by showing that reinvention and preservation were negotiated through selective continuity instead of balanced as equal quantities. The official account preserved originality, provenance and selected product cues. Critical accounts preserved recognisability. It also accumulated associations and stakeholder memory. The tension emerged due to the fact that a strategically coherent selection by management did not automatically become stakeholder-recognised heritage. The theme supports the framework's rebranding-to-preservation relationship. In addition to that, it also refines it. Preservation is a contested judgement. It is not a managerial input that can be assumed.

### **4.4 Theme 2: a legitimacy gap between identity launch and product evidence**

#### **4.4.1 The car-free sequence created an explanatory gap**

The first campaign intentionally omitted vehicles and promised a later reveal. Jaguar's teaser disclosed bold proportions along with the Miami setting. However, it offered limited evidence about how the new visual world related to an operating product (Jaguar, 2024b). Media and professional accounts repeatedly framed this as a gap between the scale of the identity claim and the product evidence which were available. Repetition is not treated as independent confirmation. The finding rests on the distinct reasons and examples supplied across attributable sources. The pattern concerns the adequacy and sequencing of explanation.

Early accounts repeatedly connected the absence of a car to confusion. Associated Press reported concern that familiar associations with elegant British performance had been abandoned (Associated Press, 2024). Forbes and CNN showed how the incomplete product story was rapidly interpreted through anti-“woke” frames and

uncertainty about the intended buyer (Murray, 2024; CNN, 2024). The Guardian retained Jaguar's argument that it needed to escape automotive stereotypes. However, it also showed how this rationale competed with politicised backlash (Abdul, 2024). Top Gear's concise observation that the launch “didn't feature a single car” illustrates the evidential gap around which the early interpretation developed (Kew, 2024). Removing earlier social content further allowed reinvention to be equated with erasure before the concept appeared.

Professional design criticism focused less on politics and more on category coherence. Creative Review found the identity difficult to connect to Jaguar's product function. Meanwhile, the Drum later judged some campaign copy and art direction insufficiently integrated even after the reveal (Williams, 2024; Banks, 2024). Across these accounts, transparency referred to showing the relationship among purpose, heritage selection, audience change and product capability. Repetition of words such as boldness or originality did not automatically provide that relationship.

The finding addresses RQ2 by showing that trust was mediated by communicative sequence. The strategic rationale may have existed before launch. However, public legitimacy depended on whether sources could inspect evidence supporting it. In the gap between identity reveal and product reveal, external narratives supplied their own explanations. As a consequence, visibility expanded faster than strategic intelligibility.

#### **4.4.2 Type 00 strengthened credibility without producing consensus**

Type 00 added evidence beyond visual identity. Jaguar described it as the “physical manifestation” of the transformation. It disclosed multiple aspects, such as dedicated electric architecture, projected range, production intention, materials and a distinctive design language (Jaguar, 2024c). The Independent found that the concept made the direction tangible and preserved disagreement about originality, resemblance and higher-tier pricing (Fowler, 2024a). Marketing Week's selected marketer responses were similarly divided. Some regarded the vehicle as evidence that the campaign had a defensible creative logic. Meanwhile, others continued to see a strategic mistake (Innes, 2024). The Drum and Creative Boom concluded that the product made the symbols and new positioning more intelligible, although neither claimed market acceptance (Banks, 2024; Cowan, 2024).

By February 2025, prototype photographs suggested that key Type 00 features were moving toward production (Rimell and Page, 2025). This increased capability credibility

compared with a purely speculative concept. It still could not answer whether the production vehicle would deliver the promise. Additionally, it was not able to answer if the vehicle can attract the intended audience or preserve equity. Similarly, management's reported research with approximately 1,000 prospective clients across the UK, North America, Europe and China supported an international rationale (Horrell, 2024).

Authenticity in the corpus was thus neither a fixed property nor a simple verdict. It was supported when founder ethos, symbols, product form and future capability formed a coherent account. It was contested when the new signs appeared generic, disconnected or insufficiently evidenced. Transparency provided inspectable links. On the other hand, trust reflected the credibility attributed to those links. These concepts interacted although remained analytically distinct. It answered RQ2 without converting them into unmeasured variables.

#### **4.4.3 Theme contribution to RQ2**

Theme 2 answers RQ2 by identifying an evidence sequence as opposed to three independent attributes. Authenticity claims became more credible when continuity could be connected to product and capability. Apart from that, transparency determined whether that connection was inspectable. Lastly, trust reflected the credibility sources assigned to it. Type 00 narrowed the legitimacy gap. However, it did not erase earlier interpretations or create consensus. The theme supports the framework's legitimacy mechanisms. Although it refines them as temporal and recursive. Later evidence can alter an earlier judgement.

### **4.5 Theme 3: standardised global identity with context-specific cultural activation**

#### **4.5.1 One identity, different cultural platforms**

Official activity retained the same central narrative. However, it changed its cultural setting. At Miami Art Week, Jaguar gave British artists a “global platform” and combined them with Miami colour, art, architecture and fashion references (Jaguar, 2024d). The NBA All-Star activation explicitly celebrated “originality and individual style” through US sport and entertainment culture (Jaguar, 2025a). Paris Fashion Week used French Ultramarine, fashion personalities as well as a planned retail location in Paris's luxury

district (Jaguar, 2025b). The core symbols and “Copy Nothing” story remained stable. Although the activation context changed.

This is evidence of contextual activation instead of full identity localisation. Jaguar did not construct separate national brands. It used globally recognisable cultural platforms in order to make a centrally authored luxury identity visible to different audiences. The approach expanded the competitive reference set beyond automobiles towards fashion, art and entertainment. That move supported international modernisation. On the other hand, it also raised a luxury-fit question. Cultural visibility could increase attention without proving that the brand possessed product credibility, scarcity or heritage coherence.

#### **4.5.2 International interpretations remained situated**

External sources did not produce a single international reaction. US broadcast discussion translated the launch into domestic culture-war and buyer-identity questions (CNN, 2024). On the other hand, US automotive coverage could recognise the same Type nomenclature as well as long proportions and still judge the design radically new (Miller, 2024). WIRED interpreted the repositioning through an intended younger and wealthier global clientele (Oliver, 2024). European business coverage foregrounded pricing, EV competition and dependence on new customers (Lahiri, 2024). An Australian fact-check instead examined the international circulation of a false financial-damage claim (McManagan, 2024).

These accounts are evidence of source framing. It should not be considered that “US consumers”, “European consumers” or any nation responded in a particular way. They show how a standardised message was appropriated through different editorial and professional concerns. As a result, international visibility and international intelligibility were separate. Jaguar achieved broad visibility. However, the meaning attached to that visibility depended on source purpose, product knowledge and the context through which the change was interpreted. RQ3 is answered at that source-situated level. Central consistency may protect strategic coherence. On the other hand, internationally located accounts can still frame the same heritage claim as culturally relevant, strategically unclear or insufficiently credible.

#### **4.5.3 Internationally located source framings**

The corpus included UK-located and international-context documents. However, their unequal mix of official, media and professional material prevented a valid market

comparison. The analysis did not treat category frequencies as evidence that one country or region held a stronger view. Instead, it retained the location and role of each source when interpreting its frame. UK professional and automotive accounts often drew on detailed Jaguar history and commercial context. US broadcast and automotive accounts foregrounded political appropriation, audience identity or design departure. Meanwhile, European business coverage emphasised price and electric-vehicle competition. On the other hand, Australian fact-check tested a circulating financial claim. These are examples of internationally located framing. They support RQ3 by showing that editorial purpose, professional knowledge and information access interact with location when a centrally authored heritage claim travels publicly.

#### 4.5.4 Theme contribution to RQ3

Theme 3 answers RQ3 by showing how internationally located public sources framed a centrally consistent repositioning through different editorial and professional concerns. Jaguar varied cultural activation and retained the central narrative. However, the corpus cannot establish market-level differences or successful national translation. The evidence-informed refinement appears to be modest. Source location matters only in combination with factors, such as outlet purpose, expertise, evidence access and dependency. International Business relevance lies in the interpretive exposure created when headquarters-authored meaning enters heterogeneous public contexts.

### 4.6 Theme 4: conditional brand-equity risk and strategic necessity

#### 4.6.1 Four objects of perceived risk

The corpus connected possible equity erosion to four related objects. First, **recognition risk** concerned the reduced prominence of familiar symbols and performance associations (Associated Press, 2024; Ritson, 2024). Second, **audience-displacement risk** dealt with replacing instead of gradually extending the customer base. Design Week reported an expectation that 80-90 per cent of future buyers would be new to Jaguar, making displacement an intended strategic condition (Dowdy, 2024). Third, **credibility risk** ensured whether a provocative identity could be supported by product and implementation evidence. Fourth, **luxury-fit risk** concerned if factors, such as generic declarations of boldness, fashion-led imagery and substantially higher prices could create the distinction expected against established luxury rivals (Danziger, 2024; Lahiri, 2024).

These risks are dependent on certain conditions. WIRED described a strategy that bypassed much inherited meaning to build a relationship with an almost entirely new audience (Oliver, 2024). Euronews connected intended pricing, EV competition and sales requirements to execution risk as opposed to verified failure (Lahiri, 2024). An especially important negative case was AAP's direct correction that "Jaguar doesn't have a stock price". This alleged rebrand-driven collapse had not occurred (McManagan, 2024). Viral criticism could indicate contestation. Although it could not be converted into financial evidence.

#### **4.6.2 Strategic necessity and opportunity were not residual views**

Opportunity and strategic-necessity readings appeared across official and external source roles. The occurrence was frequently encountered within documents that also articulated risk. This co-occurrence is interpretively important. However, it is not a prevalence estimate. The Guardian compared the controversy with earlier heritage-brand reinventions which were initially rejected and later normalised (Jolly, 2024). The Independent argued that returning to familiar retro codes was not necessarily safer as earlier recognisable Jaguar revivals had not solved its commercial problem (O'Grady, 2024). Top Gear framed the boutique-EV shift as understandable precisely due to the fact that affection and awareness had coexisted with weak market performance (Kew, 2024). InsideEVs treated the attention as achieved and the product to be a possible renaissance. However, it explicitly retains failure as an alternative outcome (Ulrich, 2024).

Product-positive accounts also remained conditional. Morris (2024) considered Type 00 strong enough to justify the attention strategy. However, it deferred buyer acceptance to production evidence. Banks (2024) identified a plausible younger, wealthier market. On the other hand, it criticised aspects of launch coherence. O'Grady's supportive counter-reading observed that Jaguar had not "been this talked-about since 1998". It treated renewed salience as opportunity as opposed to proof of sales (O'Grady, 2024). Marketing Week recorded a further contradiction. Emotional protest could demonstrate attachment to Jaguar, although attachment had not necessarily translated into sufficient prior purchasing (Innes, 2024). Preserving every familiar meaning was not automatically equivalent to preserving strategic value.

RQ4 is answered by treating perceived equity risk as a portfolio of contested possibilities. Radical rebranding may endanger several elements, such as recognition, inherited legitimacy, trust and luxury distinction. It may also restore salience and sharpen

differentiation. Furthermore, it can support entry into a more exclusive international position. The evidence available in the event window cannot determine which path will dominate. It does show that outcome depends on whether symbolic disruption is followed by factors, such as credible product delivery, coherent heritage translation and evidence appropriate to the new luxury promise.

#### 4.6.3 Theme contribution to RQ4

Theme 4 answers RQ4 by separating interpretive exposure from realised outcome. Recognition, audience displacement, credibility and luxury fit were the principal objects of perceived risk. On the other hand, necessity, salience and differentiation were substantive counter-readings instead of residual exceptions. The framework is refined from a one-directional risk chain into dual strategic exposure. Conservative continuity can preserve recognition and still sustain strategic weakness. On the other hand, radical change can create legitimacy risk while opening renewal opportunities.

#### 4.7 Evaluation of the conceptual framework

The four themes provide an evidence-informed refinement of the literature-derived framework. However, they do not validate a new model. Strategic rebranding was connected in the corpus to questions about heritage preservation, legitimacy, source-situated interpretation and perceived equity risk. Later product evidence changed the basis on which earlier authenticity and trust judgements were made. International activation entered differently situated editorial frames. Meanwhile, opportunity readings remained present where a one-directional risk sequence would predict only loss.

**Table 4.3. Findings in relation to the conceptual framework**

| Relationship examined                                            | Evidence in the bounded corpus                                                                           | Evidence-informed refinement and boundary                                                                       |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Strategic rebranding -> heritage preservation                    | T1 showed that radical change immediately raised the question of what inherited meaning remained         | Preservation was selective and contested; managerial continuity did not guarantee recognised continuity         |
| Heritage and translation -> authenticity, transparency and trust | T2 showed that legitimacy depended on visible links among founder ethos, symbols, product and capability | The relationship was sequential and reversible because later product evidence could revise an earlier judgement |
| Legitimacy -> source-situated interpretation                     | T2 and T3 showed different official, media and professional readings of the same claims                  | Source role and editorial purpose mattered alongside geographic context                                         |
| Source-situated interpretation -> perceived brand-equity risk    | T4 connected criticism to recognition, audience, credibility and luxury-fit risks                        | Risk coexisted with necessity and opportunity; interpretation did not establish realised erosion                |

The findings refine the framework into a provisional feedback process in which factors, such as evidence sequencing, cultural activation and source position can alter

the interpretation of continuity over time. This is a conceptual clarification generated from one bounded corpus. Perceived brand-equity risk remains the final analytical boundary. It does not indicate a confirmed commercial result. This evaluation prepares the theory-led discussion in Chapter 5.

## 4.8 Cross-theme synthesis and answers to the research questions

The themes form a connected explanatory sequence. Jaguar first authorised radical change by selecting originality as the central heritage principle. Selective continuity was not fully visible in the car-free launch. For this reason, interpretive and legitimacy gap emerged. Product evidence subsequently narrowed the gap. However, it did not eliminate disagreement. The same central identity was then activated through international cultural platforms, where source-specific frames produced different meanings. Perceived brand-equity risk arose when elements such as discontinuity, weak explanation, audience replacement or luxury credibility threatened valued associations.

**Table 4.4. Evidence-led answers to the research questions**

| Research question | Finding from the corpus                                                                                                                                                                           | Boundary carried forward to Chapter 5                                                                       |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| RQ1               | Reinvention and preservation coexisted through selective heritage: founder ethos, provenance and product cues were retained while familiar visual and market meanings were deliberately displaced | Managerially selected continuity may not equal stakeholder-recognised continuity                            |
| RQ2               | Authenticity depended on narrative and product coherence; transparency supplied inspectable explanation; trust reflected the credibility of those links                                           | No consumer authenticity, transparency or trust score is claimed                                            |
| RQ3               | Internationally located sources framed Jaguar's centrally consistent repositioning through different editorial, professional and contextual concerns                                              | Source accounts do not establish market-level differences or represent countries or international consumers |
| RQ4               | Recognition, audience, credibility and luxury-fit risks were balanced by necessity, salience and differentiation counter-readings                                                                 | The chapter identifies perceived risk, not realised equity erosion or causal effects                        |

## 4.9 Chapter conclusion

The analysis does not encounter a simple brand suicide. The rebrand strategy of jaguar transformed heritage into a strategic resource. Originality and provenance were retained. Meanwhile, elements, such as familiar symbols, audience, assumptions, and category conventions went through rework. The launch sequence established a temporary distinction between symbolic disruption and product evidence. Type 00 contributed to improving the strategic intelligibility. Apart from that, international, cultural activation played a role in extending the new positioning. However, visibility and product clarification failed to produce consensus.

Therefore, the principal result is contingent upon certain conditions. Radical transformation was described as creating perceived heritage-equity risk. This is due to the fact that sources could not recognize the selected continuity and inspect the strategic rationale. In addition to that, the sources also failed to connect new luxury claims with credible capabilities. The same transformation was framed as necessary in cases where inherited recognition appeared strategically insufficient. Chapter 5 evaluates these source-situated findings against the literature without converting them into market-level or causal claims.

## Chapter 5 - Discussion

### 5.1 Introduction

This chapter answers the research questions by interpreting Chapter 4 against the competing explanations in Chapter 2. In order to avoid conceptual overlap, the discussion uses four linked terms consistently. **Strategic rebranding** for the intended change. **Heritage continuity**, so that the inherited meaning claim persist. **Legitimacy**, to establish judgements about authenticity, transparency and trust. Lastly, **perceived brand-equity risk** for possible value consequences articulated by sources. The International Business issue is whether a centrally managed repositioning remains intelligible when it enters internationally located public contexts. Jaguar provides limited evidence for conceptual refinement. It does not provide a universal rule, a market comparison or a realised commercial outcome.

### 5.2 RQ1: strategic reinvention and negotiated heritage preservation

RQ1 is best understood as a conflict between **managerially selected continuity** and **publicly recognised continuity**. Jaguar's use of founder originality, provenance and product cues supports Pecot and De Barnier's (2017) future-oriented view. This view suggests that heritage can serve present strategy as opposed to requiring retrospective imitation. It also fits Balmer's (2011) multi-temporal account, in which continuity links past, present and intended future without reproducing every prior expression. The evidence nevertheless shows that strategic selection does not settle what external interpreters recognise as heritage.

However, the findings qualify organisation-centred heritage models. Urde, Greyser and Balmer (2007) identify track record, values and symbols as strategic heritage resources. On the other hand, Jaguar's case shows that managers can select these resources without securing agreement about their meaning. Critics privileged accumulated British performance associations and familiar distinctive assets. Meanwhile, the official narrative privileged the founder's anti-imitation ethos. This divergence supports Rindell, Santos and de Lima's (2015) distinction between corporate heritage claims and image heritage held by stakeholders. Heritage preservation is not completed when management identifies continuity. It can be provisionally achieved when selected continuity remains recognisable and legitimate to relevant interpreters.

Orth, Rose and Merchant (2019) find that reduced visual continuity can increase confusion in heritage-brand redesign. The Jaguar evidence qualifies a simple preservationist reading. Later recognition of provenance in Type 00's form and detailing shows that visual discontinuity was not equivalent to total deletion. The evidence-informed refinement is a **continuity burden**. When familiar surface cues are reduced, multiple factors such as provenance, product design, capability and narrative coherence must carry more of the connection between past and future. This is an interpretive proposition for later testing.

The distinction between strategic rebranding and transformation is also important. Merrilees and Miller (2008) along with Miller, Merrilees and Yakimova (2014) emphasise linkage between old and new positions. They also prioritize leadership and stakeholder support. Jaguar's declared electric architecture, product intent and higher luxury position suggest a change deeper than a logo. This approach is consistent with Zhao, Calantone and Voorhees' (2018) separation of identity change from strategy change. However, the event-window evidence cannot verify implementation. Teece, Pisano and Shuen's (1997) dynamic-capabilities logic explains why product and technological reconfiguration would prove to be significant. Fiss and Zajac (2006) on the other hand, explain why strategic framing can still become decoupled from substance. As a result, RQ1 is answered conditionally. Reinvention and preservation can coexist. On the other hand, radical change transfers the burden of continuity from familiarity to demonstrable strategic and product connections.

### **5.3 RQ2: legitimacy through authenticity, transparency and trust**

RQ2 concerns legitimacy instead of three interchangeable labels. Authenticity asks whether the new expression is credibly connected to meaningful identity. Meanwhile, transparency deals with the possibility of rationale, evidence and trade-offs being open to evaluation. Finally, trust concerns confidence in the promised future. Treating them as related and distinct avoids inflating every criticism into a general trust failure.

The pre-product launch exposed the importance of sequencing. Grayson and Martinec (2004) distinguish indexical authenticity which is grounded in evidence, from iconic authenticity grounded in resemblance. The initial campaign had an impact in weakening iconic resemblance. At the same time, it supplied limited indexical product evidence. This did not prove inauthenticity. However, it left fewer publicly visible resources through which authenticity could be judged. Type 00 later provided

architecture, proportions, materials and production intent. Morhart et al.'s (2015) dimensions of continuity, credibility, integrity and symbolism prove to be useful. However, the findings suggest that their relative importance changes across a rebrand sequence. When symbolism is highly discontinuous, product and conduct evidence become more consequential.

Transparency operated in a similar manner. Schnackenberg and Tomlinson (2016) define transparency through disclosure, clarity and accuracy. Jaguar disclosed an ambitious creative philosophy. However, clarity about the relationship among heritage selection, audience replacement, capability and product arrived in stages. The resulting legitimacy gap proved to be a temporary mismatch between the magnitude of the identity claim and the evidence available to interpret it. External political and cultural narratives filled that space before the product was revealed. This develops Fiss and Zajac's (2006) sensegiving argument by showing that timing affects who gets to define a strategic transformation publicly.

Trust could not be inferred from either criticism or approval. Hatch and Schultz (2003) argue that corporate branding is contingent upon the alignment between vision, image and culture. Da Silveira, Lages and Simões (2013) consider identity to be dynamic as well as socially engaging. The mixed post-reveal interpretations support the latter qualification. Disagreement can persist even when a product makes the new vision more coherent. Some sources saw Type 00 as evidence of a credible strategic direction. Others regarded the continuity claim as selective or generic. The study does not certify alignment or measure trust. It shows that trust judgements become more favourable when claims, provenance and capability are mutually reinforcing. However, it may remain contestable as stakeholders apply different authenticity standards (Soedergren, 2021).

RQ2 is answered through an evidence sequence within legitimacy. Authenticity requires a credible relationship to meaningful identity. Transparency makes that relationship and its trade-offs open to evaluation. Meanwhile, trust reflects confidence in the promised future. Explanation must connect symbolic change to strategic evidence as opposed to repeat aspirational language.

## **5.4 RQ3: internationally located source framings**

RQ3 asks how internationally located public sources framed Jaguar's heritage-luxury repositioning. It also demonstrated what tensions were visible across those accounts.

The official use of Miami art, US sport and Paris fashion resembles Liu et al.'s (2016) finding that luxury firms can adapt communication and still maintain central identity control. However, the corpus shows contextual activation and editorial framing. It does not manifest consumer response or market-level localisation. The defensible empirical claim is that the same central story entered different cultural platforms. It was interpreted through different source purposes.

Global consumer-culture positioning can produce prestige and cross-market coherence (Alden, Steenkamp and Batra, 1999). Perceived globalness may be able to create value (Steenkamp, Batra and Alden, 2003). The selected sources nevertheless attached different concerns to Jaguar's international visibility. These concerns include political appropriation, buyer identity, pricing, electric-vehicle competition, provenance and luxury credibility. Because these accounts differ in genre, access and dependency, the variation cannot be attributed to nationality alone. Thus, visibility did not establish shared intelligibility within the evidence available.

Zou and Cavusgil (2002) conceptualise global marketing strategy through standardisation, coordination and integration. Ghoshal and Nohria (1989) and Rugman as well as Verbeke (2004) on the other hand, stress heterogeneous and often regionally bounded environments. The Jaguar material connects these perspectives only at the level of public interpretation. A centrally coherent brand strategy encountered different editorial and professional frames. It does not show that Jaguar's positioning was implemented differently by subsidiaries. It also does not prove that the positioning was received differently by representative national markets. The International Business insight is narrower and useful. Headquarters-authored meaning acquires interpretive exposure when it travels. Managers need evidence about both source context and eventual market response before treating visibility as successful transfer.

Kostova's (1999) transfer perspective remains an analogy as public communication is not an organisational practice. Another reason is that media sources are not subsidiaries. Its limited value is the distinction between transmission and contextual legitimacy. Aiello et al. (2009) independently show that country-of-origin and luxury effects vary by market and category. However, the present study cannot test such effects. RQ3 is answered within the evidence boundary. Internationally located sources framed the same repositioning through different editorial and professional concerns. This reveals a tension between global narrative consistency and context-sensitive explanation without establishing national preference.

## **5.5 RQ4: perceived brand-equity risk and strategic necessity**

RQ4 asked what theoretical and managerial insights follow for managing perceived brand-equity risk. Chapter 4 identified four risk objects. Such as recognition, audience displacement, credibility and luxury fit. These correspond partly with Aaker's (1991) awareness and association assets. These also align with Keller's (1993) brand-knowledge logic. However, the study cannot apply customer-based equity models as outcome measures as its evidence consists of public source accounts. Christodoulides and de Chernatony's (2010) account of measurement plurality reinforces the need to distinguish an articulated risk from demonstrated equity change.

The most important result is that risk and strategic necessity did not emerge as opposites. Both readings appeared across the purposive corpus and sometimes within the same account. This co-occurrence is interpretive. Kapferer and Bastien (2009) treat selectivity, distance and non-conformity as sources of luxury distinction. On the other hand, Berthon et al. (2009) connect luxury to both preservation and ephemerality. Radical unfamiliarity can create salience and symbolic distance. Fionda and Moore (2009), show that multiple elements, such as heritage, design, price, communication and distribution form an interdependent luxury system. Disruption becomes dangerous when the new signs are not supported by a coherent product and market architecture.

This produces a dual strategic exposure. Preserving familiar meaning can protect recognition. On the other hand, it may leave an underperforming position insufficiently distinctive. Radicalising the brand can create relevance. However, it may weaken inherited legitimacy. The false stock-collapse claim is important as it prevents public controversy from being treated as financial proof. Conversely, positive concept reviews cannot establish buyer acceptance. The appropriate managerial question is not whether backlash is good or bad. The appropriate questions are as follows: which value-bearing dimension is at risk, which strategic opportunity is being pursued and what later evidence would distinguish temporary interpretation from durable outcome.

RQ4 is answered through disciplined separation. Early source-situated risk should be monitored as a leading signal concerning several factors, such as recognition, coherence, credibility and prestige. It should not be conflated with lagging evidence such as qualified demand, retention, pricing power, market entry or financial performance. This distinction preserves the usefulness of brand-equity theory without making causal claims the design cannot support.

## 5.6 Conceptual and International Business implications

The study addresses the focused literature gap by clarifying how established concepts relate within one bounded rebranding episode. The evidence informs four conceptual refinements. It does not validate a new model.

**Table 5.1. Evidence-informed conceptual refinements and implications**

| Conceptual refinement     | Bounded interpretation                                                                                                                                        | Managerial implication                                                                                         |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| R1. Selective continuity  | Heritage preservation involves managerial selection but remains open to source-situated recognition or contestation                                           | Specify which values, symbols, capabilities and provenance cues are retained, translated or retired            |
| R2. Evidence sequencing   | Radical symbolic change creates a larger legitimacy burden when product and capability evidence lag                                                           | Sequence identity, rationale and product proof so external narratives do not occupy an avoidable evidence gap  |
| R3. International framing | A standardised identity can coexist with adapted cultural activation, while internationally located sources frame it through different purposes and knowledge | Protect the global strategic core while testing explanation and market response separately in priority markets |
| R4. Dual exposure         | Perceived equity risk and strategic renewal opportunity can coexist before outcomes are known                                                                 | Monitor interpretation and commercial outcomes separately, using different evidence and time horizons          |

These refinements describe a provisional recursive process. Source interpretation can require further explanation. On the other hand, product evidence can revise earlier legitimacy judgements. Their originality lies in relating evidence sequencing along with source-situated international framing to the established tension between strategic selection and recognised heritage. The International Business builds a connection between global coordination and interpretive exposure across internationally located public contexts. However, it explicitly leaves market-level reception and organisational implementation untested.

The focused gap is addressed in three bounded respects. First, the analysis does not assume that authorised heritage becomes recognised heritage. Second, it identifies temporal sequencing as relevant to public legitimacy when symbolic change precedes capability evidence. Third, it separates international visibility from source-level intelligibility. It also creates a distinction between early perceived risk and later market outcome. These distinctions explain why a globally consistent campaign may be publicly unstable without proving strategic failure. The contribution is analytical and evidence-informed as opposed to statistically generalisable. Its usefulness depends on later comparative and primary research.

From a managerial perspective, radical repositioning should be governed through a continuity architecture instead of a list of old symbols. Managers should identify the

strategic role of each heritage element. They must connect retained meaning to product and capability. Along with that, they should also record what is deliberately discontinued. International teams should then distinguish core identity from adaptable explanation and activation. Finally, interpretation indicators such as recognition, narrative coherence and credibility should be separated from later outcome indicators. This approach cannot remove strategic risk. However, it can make the basis of the risk more diagnosable. It can also make the response more proportionate.

## **5.7 Chapter conclusion**

The discussion shows that Jaguar is analytically useful because it makes visible a bounded multinational tension between centrally selected continuity and source-situated recognition. The evidence supports three disciplined conclusions: legitimacy depends on timely links between heritage claims and capability evidence; internationally located framings cannot be converted into market differences; and perceived equity risk must remain separate from realised performance. Chapter 6 translates these conclusions into bounded contributions, recommendations, limitations and future research priorities.

## **Chapter 6 - Conclusion and Recommendations**

### **6.1 Introduction**

This chapter concludes the dissertation by answering the research questions as well as stating the contribution. It also translates the findings into bounded recommendations. It does not determine whether Jaguar's rebrand has succeeded commercially. The conclusion concerns how radical heritage-luxury repositioning was framed and interpreted during the early event window. Additionally, it deals with what that evidence suggests for multinational management.

### **6.2 Overall conclusion against the research aim and objectives**

The aim was to examine how a heritage luxury brand balances radical strategic reinvention with multiple factors, such as heritage preservation, authenticity, transparency and stakeholder trust during international repositioning. The study concludes that the balance cannot be achieved by choosing either change or preservation. It depends on whether selected heritage meanings are connected to a credible future strategy. The meanings should be made visible through product and capability evidence. Lastly, it needs to be translated across contexts without assuming uniform interpretation.

All four objectives were achieved within the scope of secondary qualitative design. Chapter 2 established the focused problem of how centrally managed heritage meaning is interpreted across international contexts. Meanwhile, Chapter 4 analysed Jaguar's official communication alongside internationally located media and professional framings. It did not claim representative market differences. After that, Chapter 5 developed bounded conceptual and managerial refinements. The evidence does not support an unqualified "brand suicide" conclusion. It neither defends the claim that attention proves successful reinvention.

### **6.3 Answers to the research questions**

#### **6.3.1 RQ1: reinvention and heritage preservation**

The tension was between managerially selected continuity and externally recognised continuity. Jaguar retained multiple elements, such as founder originality, provenance, the leaper, Type nomenclature and selected design proportions. On the other hand, it displaced familiar identity and audience cues. Heritage preservation operated as

negotiated selection as opposed to visual immobility. The reduction of recognizable cues increased the burden placed on product, capability and narrative coherence.

### **6.3.2 RQ2: authenticity, transparency and trust**

Authenticity, transparency and trust combined together formed a connected legitimacy chain. Authenticity determined whether the new expression remained credibly linked to meaningful identity. Transparency concerned the possibility of the rationale, evidence and trade-offs being open to evaluation. Meanwhile, trust dealt with confidence in the promised future. The car-free launch created a temporary evidence gap. On the other hand, Type 00 increased strategic intelligibility without eliminating disagreement. More communication proved to be insufficient. The important issue was the quality and timing of supporting evidence.

### **6.3.3 RQ3: internationally located source framings**

Jaguar standardised the core identity. It adapted cultural activation through Miami art, US sport and Paris fashion. Internationally located publications framed the same repositioning through different editorial and professional concerns. This included several elements, such as audience identity, pricing, competition, provenance and political appropriation. These accounts do not establish differences between national markets. They show that central narrative consistency does not remove interpretive exposure if heritage meaning enters public contexts with different purposes, knowledge and evidence access.

### **6.3.4 RQ4: perceived brand-equity risk**

Perceived risk centred on multiple aspects, such as recognition, audience displacement, credibility and luxury fit. On the other hand, strategic opportunity revolved around salience, differentiation and renewal. Furthermore, it relied upon movement to a more exclusive position. These readings coexisted as radical change can weaken inherited meaning when it addresses the limitations of the prior position. Early interpretation should be treated as a leading signal. It should not be considered as evidence of realised customer-based or financial erosion. Commercial conclusions require later outcome data.

## **6.4 Contribution to knowledge and management**

The theoretical contribution is an evidence-informed conceptual refinement of heritage continuity. It connects managerial selection with source-situated recognition. It

also demonstrates why preservation remains contestable until continuity is made credible through narrative, product and capability evidence. The study also refines understanding of evidence sequencing. In cases where symbolic disruption precedes inspectable product or capability evidence, external narratives have greater scope to frame the change.

The International Business contribution is kept deliberately limited to the relationship between global coordination and source-situated contextual interpretation. The findings show how a centrally controlled heritage-luxury position can remain consistent. On the other hand, its activation and public framing may change across internationally located accounts. They do not demonstrate market-level reception or successful heritage transfer. The managerial contribution is a practical distinction between early interpretation indicators and later commercial outcomes. It enables a more disciplined response to controversy.

These refinements are analytically suggestive as opposed to statistically generalisable. They offer relationships which later comparative research can evaluate.

At a conceptual level, the study qualifies a linear assumption that rebranding produces either acceptance or rejection. Within this corpus, product proof may be able to change earlier legitimacy judgements. Meanwhile, cultural activation entered different source frames. Public interpretation exposed gaps which require further explanation. Hence, perceived brand-equity risk is best understood here as a provisional diagnosis attached to particular value dimensions and source positions. This refinement keeps managerial agency visible without granting managers complete control over heritage meaning. Furthermore, it keeps public interpretation relevant. It does not treat every reaction as independent, representative or commercially consequential.

## **6.5 Recommendations**

The following recommendations arise directly from the four themes. They should be applied proportionately to Jaguar and comparable multinational heritage-luxury firms.

**Table 6.1. Evidence-grounded managerial recommendations**

| Recommendation                                              | Evidence basis                                                                                        | Practical action                                                                                                                                              | Monitoring evidence                                                                                            |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Build a heritage continuity architecture                    | Selected continuity was not always externally recognisable                                            | Record which values, symbols, products, capabilities and origin cues are retained, translated or retired, with a strategic reason for each                    | Recognition of intended continuity; consistency across product and communication                               |
| Sequence radical identity with credible proof               | The pre-product interval created a legitimacy gap                                                     | Pair major identity claims with product, technology, design and implementation evidence; acknowledge audience trade-offs                                      | Clarity of rationale; recurring questions; credibility judgements before and after evidence releases           |
| Govern the global core and contextual activation separately | One identity travelled through different cultural platforms and internationally located source frames | Define non-negotiable global meaning, then allow regional teams to adapt explanation, partnerships and activation without inventing separate brand identities | Market-specific primary evidence on understanding, provenance and luxury fit rather than media frequency alone |
| Separate interpretive and outcome monitoring                | Risk and opportunity readings coexisted, while commercial effects remained unknown                    | Track recognition, narrative coherence and credibility as leading indicators; assess demand, retention, pricing power and performance later                   | Time-series comparison rather than one campaign-level verdict                                                  |

In the case of Jaguar, the immediate priority is not to reverse every unfamiliar element or dismiss controversy as attention. Rather, It is to make the relationship among multiple aspects, such as “Copy Nothing”, provenance, Type 00, production capability and the intended luxury position easier to inspect. International activations should reinforce that relationship instead of relying on cultural visibility alone. Management should also disclose the basis and limits of prospective-client research when using it to justify international targeting.

Implementation should follow a cross-functional approach. A range of factors, such as brand, design, product, technology, retail and regional market teams should review the same continuity architecture before major communications are released. A small set of documented decisions should identify the intended audience, continuity evidence, planned discontinuities and market-specific explanation. It should also determine evidence available at each launch stage. Regional teams should be able to report misunderstanding or weak luxury fit without being required to alter the global identity immediately. Management can then distinguish a problem of explanation from a problem of product credibility. This will reduce the likelihood that all criticism is answered with more campaign visibility.

## 6.6 Limitations

The study examined one company and one early rebrand period. As a result, it cannot represent all heritage-luxury transformations. The purposive corpus was public and based on English language. It comprised different mixes of official, media and

professional sources across locations. Official communication emerged as self-presentational. On the other hand, external coverage could prioritise controversy or repeat earlier narratives. Dependency controls prevented repeated claims from being treated as independent corroboration. However, they could not make the retained publications fully independent. The location categories were contextual descriptors. They could not represent market samples.

The design did not collect customer, employee, dealer or investor data. It also did not analyze production delivery, purchase intention, loyalty, pricing power or financial performance. Manual single-researcher interpretation also involves judgement. This is despite the existence of a documented codebook, negative cases and evidence trail. These limitations restrict causal and statistical claims. However, they do not remove the value of the transparent, source-situated analysis.

## **6.7 Future research**

Longitudinal research should compare early interpretations with multiple factors, such as production launch, customer acquisition, retention, pricing and brand-tracking evidence. Comparative studies could examine whether the four conceptual refinements recur across automotive, fashion, hospitality or other multinational heritage-luxury sectors. Primary research must be able to separate established customers, intended new buyers, employees, dealers and market specialists. It should not treat “stakeholders” as one population. Multilingual and multi-market research will be able to determine if provenance, originality and luxury meaning are understood differently beyond English-language public sources. Future work could also examine the possibility of the duration between identity announcement and product proof changing legitimacy outcomes.

## **6.8 Final conclusion**

Jaguar's 2024 rebrand proves that visual disruption or public controversy does not appear to be sufficient in order to determine radical reinvention and heritage dilution. From a strategic point of view, heritage can prove to be useful in those cases where selected continuity is recognizable, capability-backed and contextually intelligible. As explanation and evidence lags behind symbolism, radical change may become more vulnerable. The wider lesson is disciplined. Multinational Heritage luxury-firms should be able to coordinate the meaning of their brand. It must also adapt with the process in which that meaning can be made credible. Finally, it needs to judge source

interpretation, and market outcome distinctively. This study offers a conceptual refinement which is informed by evidence. Furthermore, it also provides a transparent audit trail. On the other hand, it leaves the eventual commercial verdict open to evidence which are not available within the research design. Its value lies in clarifying what evidence managers need. Furthermore, it should clarify when that evidence should appear. It is also contingent upon conclusions which must remain provisional until longer-term market outcomes can be assessed.

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## Appendix A - Literature Summary Table

Appendix A records the 59 sources used in this chapter. The contribution column explains how each source informs the theory-led review, while the limitation column prevents the source from being treated as stronger or more transferable than its design permits.

**Table A1. Literature summary and use in the chapter**

| No. | Source                                      | Main theme and evidence type                                          | Contribution to this review                                                                                  | Critical limitation or boundary                                                       |
|-----|---------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 1   | Aaker (1991)                                | Brand equity; foundational book                                       | Frames equity through awareness, associations, perceived quality and loyalty.                                | Broad managerial model; not designed for contested discourse.                         |
| 2   | Alden, Steenkamp and Batra (1999)           | Global consumer-culture positioning; cross-regional advertising study | Shows how brands position across Asia, North America and Europe through global consumer culture.             | Advertising positioning is not identical to a full multinational rebrand.             |
| 3   | Balmer (2001)                               | Corporate identity and marketing; conceptual review                   | Connects identity, branding, marketing, image and communication.                                             | Conceptually dense and not designed to explain a live rebrand.                        |
| 4   | Balmer (2011)                               | Corporate heritage identity; conceptual analysis                      | Develops past-present-future identity and multiple heritage layers.                                          | Institutional examples require care when transferred to product brands.               |
| 5   | Balmer and Burghausen (2015)                | Corporate heritage; conceptual critique                               | Separates corporate heritage, heritage brands and organisational heritage.                                   | Offers limited direct evidence of public interpretation.                              |
| 6   | Berthon et al. (2009)                       | Luxury brand aesthetics; conceptual framework                         | Explains the tension between enduring material meaning and ephemeral symbolic renewal.                       | Broad luxury discussion; not specific to automotive rebranding.                       |
| 7   | Beverland (2005)                            | Luxury authenticity; qualitative case research                        | Identifies heritage, craft, place, quality and commitment as authenticity resources.                         | Luxury-wine context limits direct transfer.                                           |
| 8   | Beverland, Lindgreen and Vink (2008)        | Advertising authenticity; qualitative study                           | Differentiates literal, approximate and moral authenticity claims.                                           | Advertising claims are narrower than a complete repositioning.                        |
| 9   | Bowen (2009)                                | Document analysis; qualitative methodology                            | Justifies public documents as contextual qualitative data.                                                   | Method guidance does not itself establish source credibility.                         |
| 10  | Braun and Clarke (2006)                     | Thematic analysis; qualitative methodology                            | Provides a foundational account of iterative thematic pattern development used as methodological background. | The dissertation does not adopt reflexive thematic analysis as its standalone method. |
| 11  | Burghausen and Balmer (2015)                | Heritage stewardship; conceptual corporate-marketing study            | Positions managers as custodians of heritage across communication.                                           | Stewardship can imply more managerial control than stakeholders allow.                |
| 12  | Chaudhuri and Holbrook (2001)               | Brand trust and loyalty; empirical consumer study                     | Explains why trust and affect can support loyalty and brand performance.                                     | Consumer scale study does not show how trust is publicly negotiated.                  |
| 13  | Christodoulides and de Chernatony (2010)    | Brand equity; conceptual literature review                            | Clarifies competing equity definitions and measurement choices.                                              | Does not fully resolve firm-stakeholder meaning conflicts.                            |
| 14  | Da Silva, Lages and Simoes (2013)           | Dynamic brand identity; conceptual/empirical discussion               | Treats identity as socially engaged and dynamic rather than unilateral and fixed.                            | Consumer-brand setting requires careful corporate application.                        |
| 15  | Delgado-Ballester and Munuera-Aleman (2001) | Brand trust; empirical consumer study                                 | Defines trust as a relational basis of commitment and loyalty.                                               | Does not measure public source-level trust judgements.                                |

| No. | Source                                | Main theme and evidence type                                   | Contribution to this review                                                                          | Critical limitation or boundary                                                   |
|-----|---------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 16  | Escalas (2003)                        | Self-brand connection; experimental consumer research          | Shows that reference groups influence brand connections and meanings.                                | Does not examine multinational rebranding discourse.                              |
| 17  | Fionda and Moore (2009)               | Luxury-brand anatomy; conceptual/case research                 | Identifies identity, design, price, communication, distribution, leadership and heritage.            | Fashion focus requires cautious transfer to automotive luxury.                    |
| 18  | Fiss and Zajac (2006)                 | Strategic-change framing; organisational study                 | Explains sensegiving, framing and possible gaps between claims and implementation.                   | Organisational change context is broader than brand rebranding.                   |
| 19  | Fournier (1998)                       | Consumer-brand relationships; qualitative relationship theory  | Supports reading attachment, commitment and rejection as relational meanings.                        | Consumer-focused and not specific to corporate transformation.                    |
| 20  | Grayson and Martinec (2004)           | Authenticity and semiotics; consumer experiments               | Distinguishes indexical evidence from iconic resemblance.                                            | Tourist-attraction context differs from luxury automotive branding.               |
| 21  | Hakala, Latti and Sandberg (2011)     | Brand and cultural heritage; operationalisation study          | Connects brand heritage with consistency, core values, symbols and international cultural context.   | Preliminary operationalisation requires contextual adaptation.                    |
| 22  | Hatch and Schultz (2003)              | Corporate branding; conceptual model                           | Links strategic vision, culture and external image.                                                  | Organisational alignment is difficult to infer from public texts alone.           |
| 23  | Kashmiri and Mahajan (2015)           | Corporate name change; event study                             | Shows that marketing capability and strategic rationale condition market response.                   | Name changes are narrower than cultural and visual transformation.                |
| 24  | Kapferer and Bastien (2009)           | Luxury strategy; specialist book                               | Explains symbolic distance, selectivity, creativity, time and controlled scarcity.                   | Practitioner-oriented and sometimes prescriptive.                                 |
| 25  | Keller (1993)                         | Customer-based brand equity; conceptual article                | Explains how brand knowledge and associations shape differential response.                           | Consumer-memory focus does not capture media or organisational negotiation.       |
| 26  | Ko, Costello and Taylor (2019)        | Luxury branding; literature review                             | Reviews luxury definitions and proposes a usable luxury-brand perspective.                           | Conceptual boundaries remain unresolved.                                          |
| 27  | Merchant and Rose (2013)              | Heritage and nostalgia; mixed qualitative/quantitative studies | Shows how vicarious nostalgia can strengthen heritage and attachment.                                | Advertising stimulus does not capture a corporate rebrand debate.                 |
| 28  | Merrilees and Miller (2008)           | Corporate rebranding; qualitative case research                | Provides principles for retaining values, linking old and new brands and securing buy-in.            | Single-case and managerial-success orientation limit generalisation.              |
| 29  | Miller, Merrilees and Yakimova (2014) | Corporate rebranding; integrative review                       | Synthesises enablers, barriers and contextual factors.                                               | The review contains relatively limited interpretive and international evidence.   |
| 30  | Morhart et al. (2015)                 | Brand authenticity; scale-development research                 | Provides continuity, credibility, integrity and symbolism as sensitising dimensions.                 | Scale logic can simplify culturally contested meanings.                           |
| 31  | Muzellec and Lambkin (2006)           | Rebranding and equity; conceptual/empirical framework          | Frames rebranding as destroying, transferring or creating equity.                                    | Broad typology is less precise about authenticity and global translation.         |
| 32  | Napoli et al. (2014)                  | Consumer-based authenticity; scale development                 | Offers a robust consumer measure of perceived authenticity.                                          | Useful for construct definition, not a substitute for discourse analysis.         |
| 33  | Nowell et al. (2017)                  | Thematic trustworthiness; methodological article               | Supports audit trail, reflexivity, theme review and transparent reporting.                           | Trustworthiness depends on application, not citation alone.                       |
| 34  | Orth, Rose and Merchant (2019)        | Heritage visual continuity; experiments                        | Demonstrates a possible route from design discontinuity to confusion and lower heritage perceptions. | Packaging experiments cannot be generalised mechanically to corporate rebranding. |

| No. | Source                                                  | Main theme and evidence type                               | Contribution to this review                                                                             | Critical limitation or boundary                                                |
|-----|---------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 35  | Özsomer (2012)                                          | Global and local brands; cross-market consumer study       | Shows that perceived globalness and local iconness can reinforce or conflict across markets.            | Consumer purchase context does not directly analyse rebrand communication.     |
| 36  | Pecot and De Barnier (2017)                             | Brand heritage; critical multidisciplinary review          | Distinguishes heritage from inheritance, nostalgia, retro and authenticity.                             | Provides a framework rather than a live rebrand test.                          |
| 37  | Pecot, Merchant, Valette-Florence and De Barnier (2018) | Heritage as signal; quantitative studies                   | Links heritage cues with quality and willingness to pay under conditions.                               | Establishes possible outcomes, not how public claims form.                     |
| 38  | Pecot, Valette-Florence and De Barnier (2019)           | Temporal brand heritage; conceptual/measurement study      | Reinforces heritage as stakeholder perception of continuity across time.                                | Measurement design does not examine a live international rebrand.              |
| 39  | Pfannes, Meyer, Orth and Rose (2021)                    | Heritage narratives; mixed-method study                    | Identifies founding, people, technology, struggle, place and temporal links in heritage narratives.     | Product-brand narratives may not map directly onto corporate identity systems. |
| 40  | Rindell, Santos and de Lima (2015)                      | Corporate image heritage; conceptual/empirical linkage     | Connects organisational heritage claims with stakeholder-held image heritage.                           | Consumer image is not identical to wider expert or media discourse.            |
| 41  | Rindell and Santos (2021)                               | Heritage authenticity; semiotic analysis                   | Explains how authenticity is interpreted through signs and expectations.                                | Focuses on consumers rather than multinational source communities.             |
| 42  | Schnackenberg and Tomlinson (2016)                      | Organisational transparency; conceptual review             | Defines transparency through disclosure, clarity and accuracy, and links it to trust.                   | Organisational transparency is broader than public brand communication.        |
| 43  | Seo and Buchanan-Oliver (2015)                          | Global luxury branding; critical literature review         | Connects luxury branding to global industry development and sociocultural change.                       | Consumer-centric review gives limited attention to heritage preservation.      |
| 44  | Shukla (2012)                                           | Luxury value; four-country consumer study                  | Shows that luxury value perceptions differ between developed and emerging markets.                      | Survey outcomes do not reveal how public rebrand meanings are constructed.     |
| 45  | Soedergren (2021)                                       | Brand authenticity; 25-year literature review              | Maps real/fake, legitimacy and emotional or moral authentication streams.                               | Primarily consumer-centred and not focused on multinational transformation.    |
| 46  | Steenkamp, Batra and Alden (2003)                       | Perceived brand globalness; cross-country consumer study   | Shows links between brand globalness, perceived quality, prestige and purchase likelihood.              | Does not explain the role of historical heritage in globalness.                |
| 47  | Stuart and Muzellec (2004)                              | Corporate rebranding; conceptual article                   | Defines motives and visible elements of corporate makeovers.                                            | Early work predates contemporary digital and electric-transition contexts.     |
| 48  | Teece, Pisano and Shuen (1997)                          | Dynamic capabilities; strategic management theory          | Frames transformation as integrating, building and reconfiguring capabilities in changing environments. | Does not specifically theorise brand heritage or public interpretation.        |
| 49  | Tynan, McKechnie and Chhuon (2010)                      | Luxury value; case-based qualitative research              | Shows luxury value is co-created through experiences and relationships.                                 | Case setting has no specific rebranding or multinational comparison.           |
| 50  | Urde, Greyser and Balmer (2007)                         | Corporate brand heritage; field-based conceptual research  | Defines heritage through longevity, track record, values, symbols and belief in history.                | Corporate perspective can understate external resistance.                      |
| 51  | van den Bosch, de Jong and Elving (2005)                | Corporate visual identity; conceptual/empirical discussion | Connects visual identity to visibility, distinctiveness, authenticity, transparency and consistency.    | Visual identity is only one part of corporate reputation.                      |
| 52  | Yoo, Donthu and Lee (2000)                              | Brand equity; empirical scale study                        | Shows how marketing activity can relate to consumer-based equity.                                       | Measurement-centred and not suitable for establishing qualitative meaning.     |
| 53  | Zhao, Calantone and Voorhees (2018)                     | Identity and strategy change; event study                  | Separates brand identity change from strategy change and shows contextual market effects.               | Stock returns are not brand meaning and do not reveal discourse.               |

| No. | Source                    | Main theme and evidence type                                           | Contribution to this review                                                                        | Critical limitation or boundary                                                  |
|-----|---------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 54  | Zou and Cavusgil (2002)   | Global marketing strategy; conceptual and survey research              | Integrates standardisation, configuration-coordination and integration perspectives.               | Firm-level global strategy is broader than a brand communication analysis.       |
| 55  | Ghoshal and Nohria (1989) | Multinational differentiation; survey of MNC structures                | Shows why cross-market coordination must accommodate heterogeneous national conditions.            | Organisational structure is not direct evidence of heritage interpretation.      |
| 56  | Kostova (1999)            | Transnational transfer; contextual conceptual model                    | Explains why formal transmission does not guarantee contextual institutionalisation or legitimacy. | Organisational practices and public brand narratives are not equivalent.         |
| 57  | Rugman and Verbeke (2004) | Regional and global MNE strategy; conceptual/empirical review          | Challenges assumptions that firm activity and advantage are uniformly global.                      | Regional sales patterns do not directly explain stakeholder meaning.             |
| 58  | Aiello et al. (2009)      | Luxury and country of origin; cross-national consumer study            | Shows that provenance and luxury-brand effects vary across countries and categories.               | Consumer evaluations cannot represent all public source groups.                  |
| 59  | Liu et al. (2016)         | Luxury standardisation-localisation; qualitative study of 22 retailers | Shows how communication can adapt while core luxury identity remains centrally controlled.         | China and fashion context limit direct transfer to luxury automotive rebranding. |

## Appendix B - Included Corpus Register

The full register identifies every coded document. Source IDs are used in the evidence dictionary and transparency workbook.

**Table B1. Included corpus register**

| ID  | Group    | Context          | Date        | Author/organisation | Short title                  | Purpose                                              | Principal limitation                 |
|-----|----------|------------------|-------------|---------------------|------------------------------|------------------------------------------------------|--------------------------------------|
| O01 | Official | UK/global        | 18 Nov 2024 | Jaguar              | Jaguar, reimagined           | Launch identity and explain symbols                  | Self-presentational strategy account |
| O02 | Official | UK/global        | 26 Nov 2024 | Jaguar              | Bold. Dramatic. Fearless     | Tease Miami design vision                            | Brief pre-product explanation        |
| O03 | Official | UK/global        | 3 Dec 2024  | Jaguar              | Type 00 unveiled             | Present design and future luxury strategy            | Concept and manufacturer claims      |
| O04 | Official | US/global        | 3 Dec 2024  | Jaguar              | Miami Art Week               | Connect Jaguar with global art and fashion           | Curated promotional account          |
| O05 | Official | US               | 13 Feb 2025 | Jaguar              | NBA All-Star Weekend         | Activate identity through US culture                 | No independent response evidence     |
| O06 | Official | France/Europe    | 11 Mar 2025 | Jaguar              | Paris Fashion Week           | Activate identity through French luxury-fashion cues | Visibility is not acceptance         |
| M01 | Media    | US               | 20 Nov 2024 | Associated Press    | Radical rebrand sparks ire   | Report early criticism                               | Before product reveal                |
| M02 | Media    | UK/international | 25 Nov 2024 | Kellman             | Heritage brands and identity | Interpret cultural attachment                        | Broad sector comparison              |
| M03 | Media    | UK               | 23 Nov 2024 | Abdul               | Jaguar boss defends rebrand  | Report defence and backlash                          | Extreme reaction may be amplified    |
| M04 | Media    | UK               | 1 Dec 2024  | Jolly               | EV rebrand road              | Assess strategic reset                               | Pre-reveal evidence                  |

| ID  | Group        | Context                 | Date        | Author/organisation | Short title                       | Purpose                                 | Principal limitation                   |
|-----|--------------|-------------------------|-------------|---------------------|-----------------------------------|-----------------------------------------|----------------------------------------|
| M05 | Media        | US/international        | 20 Nov 2024 | Murray              | Confusion and anti-woke critics   | Report early controversy                | Social metrics are non-representative  |
| M06 | Media        | US/international        | 21 Nov 2024 | CNN                 | Carless rebrand discussion        | Debate audience and identity            | Panel and political framing            |
| M07 | Media        | Australia/international | 3 Dec 2024  | McManagan           | Stock claim false                 | Test claimed financial damage           | One claim only                         |
| M08 | Media        | UK                      | 5 Dec 2024  | Fowler              | Type 00 remains controversial     | Assess post-reveal response             | Concept-stage judgement                |
| M09 | Media        | UK                      | 3 Dec 2024  | O'Grady             | Rebrand as success                | Supportive counter-reading              | Opinion, not buyer evidence            |
| M10 | Media        | UK                      | 19 Dec 2024 | Fowler              | Reassessment after viewing        | Examine physical product cues           | Individual invited viewing             |
| M11 | Media        | Europe/international    | 9 Dec 2024  | Lahiri              | EV price surge                    | Connect price and execution risk        | Provisional pricing                    |
| M12 | Media        | US/global               | 3 Dec 2024  | Elliott             | Concept described as brutal       | Interpret design and heritage           | Commentary with restricted depth       |
| M13 | Media        | US/global               | 2 Dec 2024  | Oliver              | Type 00 after contentious rebrand | Assess audience and product credibility | Pre-production interpretation          |
| M14 | Media        | US                      | 2 Dec 2024  | Ulrich              | Type 00 aims to reset             | Balance attention and survival risk     | Opinionated automotive analysis        |
| P01 | Professional | US/global               | 19 Nov 2024 | Adams               | Exuberant-modernism identity      | Describe marketing transition           | Based heavily on launch material       |
| P02 | Professional | UK                      | 20 Nov 2024 | Ritson              | Rebrand versus revitalise         | Critique strategic discontinuity        | Strong pre-reveal column               |
| P03 | Professional | UK                      | 3 Dec 2024  | Innes               | Marketers react to Type 00        | Compare expert interpretations          | Selected, non-representative experts   |
| P04 | Professional | UK                      | 20 Nov 2024 | Williams            | Reimagined identity mystifies     | Evaluate visual coherence               | Before product context                 |
| P05 | Professional | UK                      | 3 Dec 2024  | Banks               | What Type 00 explains             | Assess product clarification            | Small expert base                      |
| P06 | Professional | UK                      | 19 Nov 2024 | Dowdy               | Pounce on the future              | Explain design system and audience      | Management-led account                 |
| P07 | Professional | UK/global               | 3 Dec 2024  | Kew                 | Rebrand explained                 | Explain rationale and backlash          | Includes unverified online reaction    |
| P08 | Professional | UK/global               | 17 Dec 2024 | Horrell             | How Type 00 can save Jaguar       | Interrogate international rationale     | Underlying client research unavailable |
| P09 | Professional | UK/global               | 3 Dec 2024  | Barlow              | Welcome to Jaguar's future        | Evaluate product continuity             | Concept-stage review                   |
| P10 | Professional | US                      | 3 Dec 2024  | Miller              | Striking new design language      | Compare continuity and departure        | Product-focused concept report         |
| P11 | Professional | US/global               | 5 Dec 2024  | Danziger            | Abandoning luxury language        | Apply luxury-brand critique             | Prescriptive contributor analysis      |
| P12 | Professional | UK/global               | 2 Dec 2024  | Morris              | Contentious rebrand worked?       | Positive EV counter-reading             | Pre-market contributor opinion         |

| ID  | Group        | Context   | Date       | Author/organisation | Short title                | Purpose                                  | Principal limitation      |
|-----|--------------|-----------|------------|---------------------|----------------------------|------------------------------------------|---------------------------|
| P13 | Professional | UK/global | 3 Dec 2024 | Cowan               | Bringing new brand to life | Evaluate product-symbol coherence        | Supportive launch account |
| P14 | Professional | UK/Europe | 7 Feb 2025 | Rimell and Page     | Super-GT prototype details | Assess concept-to-production translation | Pre-production inference  |

## Appendix C - Exclusion Log

**Table C1. Exclusion log**

| ID  | Candidate                              | Reason for exclusion                                           |
|-----|----------------------------------------|----------------------------------------------------------------|
| X01 | Type 00 US release                     | Duplicate regional version of O03                              |
| X02 | French reimagined release              | Translated duplicate of O01                                    |
| X03 | German Type 00 release                 | Translated duplicate of O03                                    |
| X04 | Spanish Type 00 release                | Translated duplicate of O03                                    |
| X05 | Jaguar "Copy Nothing" webpage          | No stable publication date within the event window             |
| X06 | JLR Annual Report 2025                 | Published after 31 March 2025                                  |
| X07 | Marketing Week interview, 2 April 2025 | Outside event window                                           |
| X08 | Fortune world-tour report, 22 May 2025 | Outside event window                                           |
| X09 | Jaguar Tokyo Future 00, 16 May 2025    | Outside event window                                           |
| X10 | Autocar Goodwood Type 00 review        | Outside event window                                           |
| X11 | Reddit rebrand threads                 | Individual social-media comments excluded by ethics and method |
| X12 | Jaguar owner-forum discussion          | Individual comments and uncertain representativeness           |
| X13 | BBC mirror of Type 00 report           | Mirror rather than stable original page                        |
| X14 | CNBC AMP page                          | Full text unavailable during screening                         |

## Appendix D - Codebook

**Table D1. Qualitative codebook**

| Code                          | Definition                                                            | Inclusion rule                                                               | Exclusion/boundary                                       |
|-------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------|
| Strategic reinvention         | Explicit change to identity, audience, capability or market direction | Reset, transformation, modernisation, new luxury or audience                 | Logo mention without strategic meaning                   |
| Heritage continuity           | Link to inherited values, origin, symbols, products or capabilities   | Founder, provenance, leaper, Type lineage, historical design cue             | Generic use of “heritage” without substance              |
| Radical discontinuity         | Break, deletion, replacement or loss of recognisable meaning          | Explicit departure from previous Jaguar codes or position                    | Neutral design description                               |
| Authenticity evidence         | Support connecting claim, conduct, provenance or product              | Inspectable narrative, symbol, capability or product coherence               | Unsupported declaration of authenticity                  |
| Transparency gap              | Missing or insufficient explanation of strategy and evidence          | Source identifies absent product, rationale or implementation link           | Mere disagreement with a fully explained decision        |
| Trust and credibility         | Judgement about believability, legitimacy or reliability              | Acceptance, doubt, credibility or appropriation of the rationale             | Unattributed emotional language only                     |
| International intelligibility | Meaning of the strategy across cultural or market contexts            | Global coherence, local activation, cross-context interpretation             | Claim of national opinion from one publication           |
| Luxury distinction            | Exclusivity, prestige, scarcity, design or symbolic distance          | Evaluation of the intended higher luxury position                            | “Luxury” used only as a sector label                     |
| Perceived risk                | Possible damage to recognition, prestige, credibility or attachment   | Source articulates a conditional value consequence                           | Realised sales, loyalty or equity claim without evidence |
| Opportunity counter-reading   | Renewal, relevance, differentiation or strategic necessity            | Supportive, neutral or contradictory account challenging a risk-only reading | Purely factual mention without evaluative meaning        |

## Appendix E - Evidence Dictionary

**Table E1. Evidence dictionary**

| Evidence ID | Source | Theme/finding | RQ      | Evidence-based paraphrase                                                                             |
|-------------|--------|---------------|---------|-------------------------------------------------------------------------------------------------------|
| E01         | O01    | T1/F1         | RQ1     | Complete transformation was connected to Lyons's originality ethos rather than an unchanged identity. |
| E02         | O01    | T1/F2         | RQ1/RQ2 | The leaper remained, but new marks and colours changed the hierarchy of heritage cues.                |
| E03         | O02    | T2/F3         | RQ2     | The teaser promised the Miami reveal but supplied limited product or implementation explanation.      |
| E04         | O02    | T1/F1         | RQ1     | Discontinuity was again justified through the founder's refusal to copy.                              |
| E05         | O03    | T1/F2         | RQ1     | Type nomenclature, proportions, leaper and British references connected the concept to provenance.    |
| E06         | O03    | T2/F4         | RQ2     | Architecture, range, materials and production intent supplied capability-level evidence.              |

| Evidence ID | Source | Theme/finding | RQ      | Evidence-based paraphrase                                                                    |
|-------------|--------|---------------|---------|----------------------------------------------------------------------------------------------|
| E07         | O04    | T3/F5         | RQ3     | Miami art and colour references adapted activation while preserving the central narrative.   |
| E08         | O04    | T3/F5         | RQ3     | British artists translated provenance into a global cultural platform.                       |
| E09         | O05    | T3/F5         | RQ3     | NBA activation extended the identity into US sport and entertainment culture.                |
| E10         | O05    | T4/F8         | RQ4     | Cultural visibility was treated as a strategic asset during the product hiatus.              |
| E11         | O06    | T3/F5         | RQ3     | Paris fashion cues contextualised the identity for a French luxury setting.                  |
| E12         | O06    | T3/F6         | RQ3     | Local references accompanied an unchanged Type 00 and "Copy Nothing" story.                  |
| E13         | M01    | T4/F7         | RQ4     | Early criticism connected the car-free launch to loss of British performance associations.   |
| E14         | M02    | T1/F2         | RQ1/RQ2 | Familiar brand codes operated as cultural identity resources for stakeholders.               |
| E15         | M03    | T2/F3         | RQ2     | Product absence and politicisation competed with the intended escape from stereotypes.       |
| E16         | M04    | T4/F8         | RQ4     | Prior heritage reinventions kept both later acceptance and failure plausible.                |
| E17         | M05    | T2/F3         | RQ2     | Lack of a vehicle and simplified symbols produced early confusion.                           |
| E18         | M06    | T2/F3         | RQ2     | Culture-war framing appropriated an incompletely explained audience strategy.                |
| E19         | M07    | T4/F7         | RQ4     | A claimed post-rebrand stock collapse was false, preserving the outcome boundary.            |
| E20         | M08    | T2/F4         | RQ2     | Type 00 clarified direction but did not end controversy over originality and price tier.     |
| E21         | M09    | T4/F8         | RQ4     | Familiar retro revival was not treated as automatically safer or commercially stronger.      |
| E22         | M10    | T1/F2         | RQ1     | Direct viewing made proportions, detail and the leaper more legible as heritage cues.        |
| E23         | M11    | T4/F7         | RQ4     | Higher prices, new customers and EV rivalry created execution risk, not proven erosion.      |
| E24         | M12    | T1/F2         | RQ1     | Type 00 anchored the identity while remaining radically divergent from established heritage. |
| E25         | M13    | T4/F7         | RQ4     | The strategy depended on a younger, wealthier and substantially new client base.             |
| E26         | M14    | T4/F8         | RQ4     | Attention and EV-renewal potential coexisted with the possibility of failure.                |
| E27         | P01    | T1/F2         | RQ1     | The leaper remained within a comprehensive and deliberately new identity system.             |
| E28         | P01    | T2/F3         | RQ2     | Pre-product identity launch left its relationship to future vehicles prospective.            |
| E29         | P02    | T1/F1         | RQ1     | The critique distinguished heritage revitalisation from changing what Jaguar represented.    |
| E30         | P02    | T4/F7         | RQ4     | Distinctive-asset, customer and luxury-language risks were articulated before Type 00.       |
| E31         | P03    | T2/F4         | RQ2     | Product evidence improved authenticity for some experts but not others.                      |
| E32         | P03    | T4/F8         | RQ4     | Emotional attachment did not necessarily indicate prior purchase strength.                   |
| E33         | P04    | T2/F3         | RQ2     | Limited functional context made Exuberant Modernism difficult to interpret.                  |
| E34         | P04    | T1/F2         | RQ1     | Retained symbols coexisted with displacement of established technical cues.                  |
| E35         | P05    | T2/F4         | RQ2     | Type 00 supplied specificity, while campaign coherence remained contested.                   |
| E36         | P05    | T4/F8         | RQ4     | A plausible new luxury audience was identified despite communication weaknesses.             |
| E37         | P06    | T4/F7         | RQ4     | Expected first-time buyers made audience replacement an intended condition.                  |
| E38         | P06    | T1/F1         | RQ1     | Insufficient distinctiveness justified newness designed to retain some familiarity.          |
| E39         | P07    | T4/F8         | RQ4     | Persistent weakness made the risky boutique-EV strategy understandable.                      |
| E40         | P07    | T2/F3         | RQ2     | Deleted earlier content and a car-free reveal enabled an erasure narrative.                  |
| E41         | P08    | T4/F8         | RQ4     | International prospective-client research supported strategy but was not inspectable.        |
| E42         | P08    | T1/F1         | RQ1     | Management selected small-scale exclusivity as Jaguar's strategically valuable heritage.     |

| Evidence ID | Source | Theme/finding | RQ      | Evidence-based paraphrase                                                             |
|-------------|--------|---------------|---------|---------------------------------------------------------------------------------------|
| E43         | P09    | T1/F2         | RQ1     | Type name, long-low form and disruptive ambition selectively connected to the E-Type. |
| E44         | P10    | T1/F2         | RQ1     | Familiar proportions coexisted with a substantially new design language.              |
| E45         | P11    | T4/F7         | RQ4     | Generic boldness claims were judged insufficient for coherent luxury repositioning.   |
| E46         | P12    | T4/F8         | RQ4     | Type 00 was read positively, while buyer acceptance remained untested.                |
| E47         | P13    | T2/F4         | RQ2     | The product made symbols more coherent as reworked rather than deleted heritage.      |
| E48         | P14    | T2/F4         | RQ2/RQ4 | Prototype evidence increased credibility without testing commercial acceptance.       |
| E49         | M02    | T3/F6         | RQ3     | Heritage symbols can carry cultural identity beyond managerial control.               |
| E50         | M06    | T3/F6         | RQ3     | A US broadcast supplied a domestic political and audience frame.                      |
| E51         | M07    | T3/F6         | RQ3     | A false outcome claim circulated internationally but failed verification.             |
| E52         | M11    | T3/F6         | RQ3     | European coverage foregrounded price, EV competition and customer replacement.        |
| E53         | M13    | T3/F6         | RQ3     | US-global coverage connected modernisation to a new international clientele.          |
| E54         | P08    | T3/F6         | RQ3     | Cross-market client research was asserted but not publicly inspectable.               |
| E55         | P10    | T3/F6         | RQ3     | A US automotive account found continuity and departure simultaneously.                |
| E56         | P11    | T3/F6         | RQ3     | International visibility was distinguished from luxury legitimacy.                    |

## Appendix F - Source Dependency Controls

This appendix records how repeated or related publications were handled. The corpus contains attributable documents, not statistically independent observations. A document was retained only where it supplied distinct evidence or an attributable framing.

**Table F1. Source dependency controls and principal clusters**

| Dependency pattern                             | Sources or examples                                    | Analytical treatment                                                                                                                                              |
|------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Translated, regional or mirrored duplicate     | Regional versions of O01 and O03; BBC mirror; AMP copy | Excluded and recorded in the exclusion log                                                                                                                        |
| Initial identity-launch material               | O01; M01, M03, M05-M06; P01-P02, P04 and P06           | Common launch origin recorded; repeated official claims were not treated as independent corroboration; distinct editorial and professional framings were retained |
| Pre-Miami teaser                               | O02 and P07                                            | Official sequencing claim separated from automotive editorial interpretation                                                                                      |
| Type 00 reveal material                        | O03; M08 and M12-M14; P03, P05 and P09-P13             | Shared specifications and images treated as one official origin; distinct product, design, luxury and audience interpretations compared qualitatively             |
| Management rationale and client-research claim | P06-P08                                                | Common management origin recorded; differing questioning and interpretation retained; unavailable underlying research remained a limitation                       |
| International activations                      | O04-O06                                                | Treated as authorised contextual activation, not independent evidence of local or national acceptance                                                             |

| Dependency pattern                  | Sources or examples                                  | Analytical treatment                                                                                                                 |
|-------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Multiple items from one outlet      | AP, Guardian, Independent, Forbes and Top Gear items | Retained only where author, date, purpose or evidence differed; outlet frequency was not treated as a representative public response |
| Circulating stock-price claim       | M07                                                  | Retained as a negative fact-checking case; repetitions of the false claim were not coded as outcome evidence                         |
| Recurrent category across documents | Transparency, continuity, risk or opportunity codes  | Frequencies retained only as descriptive corpus coverage in the workbook, not as prevalence, consensus or statistical weight         |