

TABLE OF CONTENTS

| | <u>Page No.</u> |
|---|-----------------|
| ABSTRACT | iii |
| ABSTRAK | v |
| ACKNOWLEDGEMENTS | viii |
| TABLE OF CONTENTS | xi |
| List of Figures | xv |
| List of Abbreviations and Definitions..... | xvii |
| SYNOPSIS | xx |
| CHAPTER 1 INTRODUCTION | 1 |
| 1.0 Prologue..... | 1 |
| 1.1 What am I doing? | 3 |
| 1.2 Problem Statement and Research Objective..... | 5 |
| 1.3 Critical Theory within the Corporate Context..... | 9 |
| 1.4 Reflexivity | 16 |
| 1.5 Continuous Improvement | 18 |
| 1.6 What is it that I wish to improve? | 30 |
| 1.7 Self-Reflection (?) | 39 |
| 1.8 Who Am I? | 46 |
| 1.8.1 Overview..... | 46 |
| 1.8.2 Early Beginnings..... | 47 |
| 1.9 Methodology..... | 50 |
| 1.10 Contributions & Limitations..... | 54 |
| 1.11 Structure of the Thesis..... | 59 |
| 1.12 Reflections | 62 |
| 1.13 Conclusions | 78 |
| CHAPTER 2 LITERATURE REVIEW | 80 |
| 2.0 Prologue | 80 |
| 2.1 Key Literature | 80 |
| 2.1.1 Critical Theory..... | 83 |
| 2.1.2 Action Research..... | 85 |
| 2.1.3 Living Theory | 86 |
| 2.2 Epistemology..... | 87 |
| 2.2.1 What is Epistemology?..... | 88 |
| 2.2.2 The Assumptions of Epistemology | 90 |
| 2.2.2.1 Realism & Scepticism..... | 91 |
| 2.2.2.2 Types of Knowledge..... | 92 |
| 2.2.2.3 Truth | 93 |
| 2.2.2.4 Epistemological Update..... | 96 |

| | |
|--|------------|
| 2.2.3 Warranted Knowledge..... | 97 |
| 2.2.4 Tacit Knowledge | 99 |
| 2.2.5 Life Long Learning..... | 104 |
| 2.2.6 Reflections..... | 106 |
| 2.2.7 Conclusions on Epistemology | 109 |
| 2.3 Action Research and Critical Theory | 112 |
| 2.3.1 Habermas..... | 114 |
| 2.3.2 Critical theory and Management Research..... | 115 |
| 2.3.3 Conceptualisations of Management | 116 |
| 2.3.4 Participation and Critical Theory | 118 |
| 2.3.5 Critical Theory..... | 119 |
| 2.3.6 Interpretive Theory..... | 121 |
| 2.3.7 Why I selected Critical Theory..... | 124 |
| 2.4 Critical Theory and Philosophy | 127 |
| 2.4.1 Major Asian Philosophies..... | 128 |
| 2.4.1.1 Buddhism..... | 131 |
| 2.4.1.2 Confucianism..... | 133 |
| 2.4.1.3 Indian Philosophy..... | 134 |
| 2.4.1.4 Taoism | 135 |
| 2.4.1.4.1 Reflection on my adversarial approach | 138 |
| 2.4.2 Socrates, Plato & Aristotle | 139 |
| 2.4.3 Positivism | 141 |
| 2.4.4 Relativism..... | 143 |
| 2.4.4.1 Critical Relativism | 144 |
| 2.4.5 Reflection on ‘Facts’ | 147 |
| 2.4.6 The Future of Critical Theory..... | 148 |
| 2.4.7 Philosophical thought and Critical Theory..... | 149 |
| 2.5. The Career of a Professional Marketeer..... | 150 |
| 2.5.1 Self-identity | 152 |
| 2.5.2 Validity & Reliability Issues | 154 |
| 2.5.3 Methodology..... | 159 |
| 2.5.4 Application & Reflection | 160 |
| 2.5.5 Conclusions on my own Philosophy | 162 |
| 2.6 The Marketeer Experiences..... | 164 |
| 2.6.1 The Reflective Practitioner..... | 165 |
| 2.6.2 Lived Experiences | 169 |
| 2.6.3 Conceptualisations of the Marketeer’s Experience | 171 |
| 2.6.4 The Brand Map..... | 172 |
| 2.6.4.1 Core Values | 173 |
| 2.6.4.2 Brand Identity | 173 |
| 2.6.4.3 Personality Traits | 174 |
| 2.6.4.4 Value Position..... | 179 |
| 2.6.4.5 Inner & Outer Directed Values..... | 180 |
| 2.6.4.6 Substantiators..... | 180 |

| | |
|---|------------|
| 2.6.4.7 Target Market | 181 |
| 2.6.5 The Efficacy of the Brand Map | 181 |
| 2.6.6 The Five C Analysis | 184 |
| 2.6.7 Conclusions on the Marketeer Experiences | 186 |
| CHAPTER 3 PUBLISHED PAPERS..... | 190 |
| 3.0 Introduction | 190 |
| 3.1 Hard Copy of the Original Papers | 191 |
| 3.2 Essence of the Five Papers | 196 |
| CHAPTER 4 AN ANALYSIS OF THE KEY EVENTS IN MY PROFESSIONAL CAREER FROM THE POINT OF VIEW OF CRITICAL THEORY, ACTION RESEARCH & THE LIVING THEORY PARADIGM..... | 197 |
| 4.0 Around the World..... | 197 |
| 4.1 The Start | 197 |
| 4.2 My First Big Mistake ? | 205 |
| 4.3 The Travel Industry Beckons | 207 |
| 4.3 A Collection of Mistakes..... | 213 |
| 4.4 Learning from Mistakes | 217 |
| 4.4 The Gently Phenomena | 219 |
| 4.5 International Logistics | 222 |
| 4.6 International Express | 226 |
| 4.7 Europe & Africa | 231 |
| 4.8 The International Americas | 233 |
| 4.8.1 Spoof Loss | 235 |
| 4.9 Europe Revisited | 239 |
| 4.10 Homeward Bound..... | 242 |
| 4.11 Reflections on Mergers and Acquisitions..... | 247 |
| 4.12 The Far East..... | 248 |
| 4.13 Full Circle – And back to Academia | 254 |
| 4.14 Further Reflections Utilising Dream Analysis | 255 |
| 4.14.1 Dream 1 | 256 |
| 4.14.2 Dream 2 | 257 |
| 4.14.3 Dream 3 | 258 |
| 4.14.4 Further Reflections on Dreaming | 260 |
| CHAPTER 5 CONCLUSION..... | 261 |
| 5.0 Final Conclusions | 261 |
| 5.1 Critical Events | 261 |
| 5.2 Serendipity or the Science of being Lucky..... | 265 |
| 5.3 Politics | 268 |
| 5.4 Organizations..... | 270 |
| 5.5 Organizational Memory..... | 273 |
| 5.6 Beards, Moustaches & Long Hair | 275 |
| 5.7 Ethics & Morality in Business..... | 277 |
| 5.8 Religion | 278 |
| 5.9 Death..... | 282 |
| 5.10 Limitations & Recommendations for Further Research..... | 286 |
| 5.11 Final Chapter Summary..... | 288 |

| | |
|--|-----|
| 5.11.1 Thoughts on Reflection | 288 |
| 5.11.2 The Development | 290 |
| 5.11.3 The Description | 291 |
| 5.11.4 The Explanation..... | 292 |
| 5.11.5 The Comments..... | 294 |
| Epilogue | 296 |
| REFERENCES..... | 297 |
| Appendix A London Business School Shadowing Report | 342 |
| Section 1: Introduction | 343 |
| Section 2: Results of Observation..... | 347 |
| Section 3: General Lessons..... | 356 |
| Section 4: Being a Leader..... | 359 |
| Appendix B The DHL/Airborne Express Acquisition..... | 370 |
| Appendix C Exemplars of data | 379 |
| Afterword | 380 |