

**The Royal Family,
...and they lived NOT so happily ever after.**

TEACHING NOTE

The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

Teaching Plan

To aid tuition of the brand management case, this teaching plan presents a complete action plan for educators to follow. Furthermore, the teaching plan is constructed to accommodate teaching professionals and arrange class navigation through the case. It also enables instructors to structure and facilitate discussions about the topic efficiently. In addition, this plan prepares instructors to assist their classes in meeting set learning objectives. In order to reach set goals, the teaching plan will guide the instructor on how to tell the story of the case, the learning objectives, and case questions. Lastly, the plan will provide the instructor with a class template with a suggested time plan and teaching suggestions. Firstly, we will introduce a case synopsis and provide you with a brief insight into the case story.

Case Synopsis

Our story begins in a kingdom not so far away, (in the United Kingdom, to be more precise), in 2018 when the dashing Prince Harry married his Meghan Markle. What can be more magical than a royal wedding? The magic, however, did not last long. Meghan and Harry decided to leave the royal family and even attended an interview with Oprah Winfrey, exposing shocking secrets about the royal family.

To name a few of the allegations made by the newlyweds against the royal family: (1) Royal life caused Meghan Markle to be suicidal, and The firm wouldn't offer her help since it wouldn't look good on the institution. (2) Meghan Markle was subjected to relentless racist attacks by the royal family, media, and parliament. (3) While the couple was expecting their firstborn son, members of the royal family allegedly speculated about the unborn baby boy's skin colour. (4) Prince Harry claims that his father has let him down since the wedding.

During this case, the royal family is treated as a political institution and simultaneously as an international heritage-based corporate brand. The typical family feud often is contained within closed doors; this one however, was broadcast globally - much like corporate shortfalls. As one might expect, the interview caused a global-scale media storm. Thinking about the royal family as a firm allows us to conceptualize how such interviews might jeopardize The firm's reputation and the crisis management options at hand. The case then leads up to the following discussion questions:

- 1. Place yourself in the role of senior advisor to the royal family. How would you respond to the public after a massive scandal like this to secure the firm's long-built reputation?**
- 2. Imagine yourself as Prince William, i.e., Prince Harry's brother. How would you respond to the media after the accusations made in the interview? After all, the issue still concerns one of your closest family members and his wife.**

Relevance

The royal family, a.k.a *The firm* case might seem like a secluded topic, only ever applicable to other royal families. However, by broadening the term “royals” to also include those of high social significance and status, acting as strong frontal figures for organizations, this case has the potential to be applied extensively. Hence, making the case “evergreen” since it has the ability to be applied through various industries, times, and organizations.

This particular case offers students and educators the opportunity to discuss valuable brand management and reputational tools applied to a real-life incident. The complexity of this case, in terms of heritage, tradition, politics, and so on, offers discussants multiple channels of exploration. Considering the many themes of this case, it can open up further discussion about whistleblowing, uncontrolled communication, brand identity, and old brand corporations needing to adapt to the changes of times while simultaneously staying true to their traditions.

Altogether, the case contributes to creatively guiding students through the value of brand communication, brand reputation and the importance of a brand reservoir when dealing with potential crises.

Learning Objectives

The purpose of this case, when analyzing the royal family and the effect of the different approaches to uncontrolled communication scenarios, will gain the audience a broad perspective and strategies to pursue in this area. The following concepts and frameworks are listed in the following section. The learning objects presented will, amongst other things, include a description of different concepts of a royal family, corporate brand identity and reputation, and various strategies to use when dealing with a crisis, all relevant objects to consider when trying to solve this case.

The Concept of a Royal Family

The definition of the *royal family*, in this case, primarily refers to the British monarchy, which is known as a political institution. However, the royal family is also a brand with a strong heritage, containing well-established traditions and customs that have been around for generations. Here, you enter the family either by birth or through marriage. Furthermore, the royal family holds particular behaviors that need to be accommodated, both internally and most importantly, externally, as they are the front figures of the UK, representing the nation globally.

Moreover, royal families come in other forms as well. As mentioned at the beginning of the teaching note, royals can also apply to people or families with high social significance and local or worldwide status, such as the Persson family (H&M), the Kamprads’ (IKEA), and the Wallenberg family (Investors). To extend the concept further, one could also argue that certain media celebrities in today's society also fall within royals' terms, such as The Wahlgren/ Ingrassia family in Sweden and The Kardashians in America, etc.

Celebrity Brand and The Royal Family a.k.a The firm

One of the most recent areas enclosed by corporate branding is celebrity branding or celebrity endorsement, a marketing strategy using the fame and status of prominent people to promote, for example, brands and products. If considering the royal family, aka The firm, as a brand, then one could say that people being a part of or entering the family as representatives for the UK could in fact, be used as endorsers. According to Roper and Fill, celebrity endorsements are an ever-growing industry (2012, p.192). However, there are still uncontrollable factors associated with this type of strategy. For example, selected representatives or endorsers might do something in misalignment with the brand, much like the situation with Prince Harry and Meghan Markle's deciding to do a tell-all interview with Oprah. In those cases, brand managers must know how to handle the situation, even though it might be challenging when the brand, in fact, also is a family.

Corporate Brand Identity

A corporate brand consists of internal elements, such as *mission and vision*, forming the foundation of the corporate brand identity. It also contains external elements, such as *value proposition* and *positioning*, which relate to how a company wants to be perceived by external stakeholders. Lastly, a corporate brand also encompasses bridging elements, linking the internal and external parts altogether. Within the bridging elements, you'll find the most crucial component of the brand identity, namely *the brand core*, which defines a brand's promises and core values (Urde, 2021). In our analysis of the royal family's core values, we have concluded that it might be "The symbol of Great Britain" - uniting the nation at home and projecting influence abroad. After Prince Harry and Meghan's interview with the media queen herself, Oprah Winfrey, "The firm" without a doubt stood on unstable ground.

However, to determine just how much the brand of the royal family was affected by the accusations made by Prince Harry and Meghan, could further be analyzed through the Corporate Brand Identity Matrix (CBIM), a model created by Urde (2021). As touched upon above, a corporate brand is based upon three dimensions; internal, external, and those combined, all of which contain three elements, altogether comprising nine elements, with the brand core at its center. This is clearly illustrated in the CBIM (see exhibit A). One of the most valuable benefits of the matrix is its ability to visually help its users understand how all the elements within the model are interlinked, clearly demonstrating how one could go about to reach the total capacity of one's organization. However, for all the various element linkages to be effective, they must contain the center of the matrix - the brand core, why it's essential to investigate that part carefully when looking at how the interview might have affected the brand identity of the royal family.

Corporate Brand Reputation

When evaluating the effects of the allegations made by Prince Harry and Meghan Markle against the royal family, it's also essential to look at the harm it might have caused The firm's brand reputation. Because the British royal family is indeed a strong brand and has been ever since King George's and his private secretary, Lord Stamfordham, laid the ground for a British monarchy, dependent on the love of its people, more so than on the aristocracy.

A corporate brand's reputation is a combined representation of individual judgments founded on the company's past and present words, as much as former doings and future prospects (Roper & Fill, 2012). Even though the perception of one's brand might not feel fair, people's feelings and attitudes towards your corporate brand are nonetheless real, affecting your business reality. Due to the importance of a brand's reputation, the original Corporate Brand Identity Matrix evolved into the so-called Corporate Identity and Reputation Matrix (Urde, 2021). As with the original CBIM, the core values of a corporation remain at the heart and center of the matrix; however, the extended CBIM also contains reputational elements, such as *Willingness-to-support*, *Responsibility*, and *Performance* (see Exhibit B). As reputation consists of numerous components, as shown in the exhibit, the extended CBIM constitutes a valuable tool in determining which parts of the overall reputation have been affected most during a crisis, like the uncontrolled communication within the royal family. When looking at the reputation matrix with the royal family brand in mind, it seems like most of the elements have taken a small toll, but not as much as one might first assume. *Willingness-to-support* can, for example, be argued to both have grown and decreased. For many young people, the monarchy and its existence have, for instance, been called into question due to the newly raised issues about racism and mental health within the royal family, topics close to the heart of the later generations'. However, their elders, especially those over the age of 65, instead express sharp disapproval of the statements made by Prince Harry and Meghan during the Oprah interview. Another element being affected by the interview might be *Trustworthiness*, as the conditions brought up by Prince Harry and Meghan are in total misalignment with the external words and deeds of the royal family. However, whether the trust is affected, of course, depends upon whether people find the allegations believable or not. On the other hand, *Recognizability* could be argued to have instead increased since the royal family's response to the accusations was graceful, understanding, and non-informative, which is consistent with the brand's traditional and overall communication strategy.

Furthermore, Greyser (2009) mentions that the most severe cases of reputational damage are those that affect the essence of the brand and stress the importance of talking, being, and staying authentic during a crisis. On the one hand, if believing the accusations made by Prince Harry and Meghan, the royal family could be said to be unauthentic by portraying themselves as something they are not. On the other hand, the royal family's way of handling the situation by respectful communication, not making the situation into a public discussion, could be seen as the contrary, staying true to its values and earlier track records, thus being authentic.

Reputation Reservoir

Furthermore, if a crisis threatens to damage a brand's reputation, one could also draw on the so-called "reputational reservoir" to mitigate potential brand damage. The reputational reservoir refers to the trust an organization has been able to build over time, and during a scandal, it may work as a shelter, helping the brand through the challenging situation (Greyser, 2009).

During the ongoing centuries, the royal family has built a strong sense of authenticity and trust due to their commitment to tradition and predictability, thus creating a solid reputational reservoir. In the recent event of the somewhat scandalous interview, the royal family seems to have relied on its old merit to aid them and their brand through the crisis - with a relatively successful outcome, one might argue.

Corporate Communication

According to Roper and Fill (2012), there are two various communication forms. The first refers to the companies' overseeing internal marketing strategies, such as press releases, interviews, campaigns, social media, etc. The second one comprises uncontrolled communication, where external stakeholders provide information and other news through diverse communication strategies like word of mouth, initiated by consumers, former employees or suppliers, etc.

Thus, uncontrolled communication is communication not in the hands of the companies. In this specific case, when Prince Harry and Meghan left The firm, the media completely blew up, spreading numerous rumors of why they decided to depart and about their relations to the royal family.

Relationship with the Media

In the interview with Oprah, Prince Harry describes that the royal family has always had a certain relationship with the media, defining it as very controlled. According to Roper and Fill (2012), *The quality of the relationship between an organization and the media will dramatically affect the impact and dissemination of news and stories released by that organization (p.304)*. They explain further that, *of all the media, the press is the most crucial, as it is always interested in newsworthy items and depends to a large extent on information being fed to it by a variety of corporate press officers (p.302)*. The purpose, as a corporation, of using media as one of your communication channels is to reach out to your customers with new launches or changes within the company. The same goes for the royal family. However, they do not just have one target group.

Their "customers" are the entire population of Great Britain, and the brand of the royal family is, in fact, accessible to anyone around the world. Hallahan explains, *'the strategic value of media coverage rests with its potential to create broad public awareness or a generalized knowledge of organizations, causes, products and services'* (2001, cited in Roper and Fill, 2012). Therefore, a good relationship with the media can be beneficial and help to increase a positive reputation because the media are perceived as highly credible and contain lots of vital facts, having the power to influence an entire population.

The firm has often asked the media to withdraw articles and alleged rumors being spread about them. However, concerning the article about Meghan making Kate cry, they decided not to speak up. In the interview with Oprah, Meghan expressed she felt betrayed and surprised by the silence from the royal family since they very much knew about what really went down between the two.

The Effect of Today's Digitalization and Social Media

In the early 1900, during the years when Queen Elisabeth II was young, a scandal or an issue concerning The firm and the brand of the royal family would only reach a local or national range. Therefore, the effect was of minor significance. However, in today's media-shaped society, it only takes one click and a few seconds before the entire world gets a hold of what one's brand has been up to. Hence, when the news about the upcoming interview between Oprah and the royal couple was announced, the curiosity and excitement were high amongst most people across the globe. It was spread virally on different social platforms, and international news websites all wrote about it. Basically, the interview was all that people were talking about, both online and offline. When the interview actually aired, the show hit world record numbers, with 17,1 million views, only on the CBS network. And since other networks, besides CBS, also streamed the interview, the total number of viewings was sky-high.

Issue Management

When a scandal and problem like this interview reaches the market, turning into something everyone is talking about, what are the responsibilities from a management perspective?

Chase defines an issue as; *an unsettled matter which is ready for decision* (1984, p. 38., cited in Roper & Fill 2012). Furthermore, Chase's thoughts about the concept of an issue circulate between the stakeholders and the organization itself. The assignment of the management team after a scandal is to protect the brand reputation and make actions and apply strategies to support that mission (Roper & Fill, 2012, p.305). Another task for the management team is to put on the scanning glasses and review the surroundings to detect current, latent, and upcoming issues that could arise and pose a threat to the organization and the brand reputation. According to Cornelissen (2008), it is essential to; *appreciate the intensity of the issue, identify and categorize the types of stakeholder involved and then formulate and implement issue-specific response strategies* (Cornelissen, 2008 cited in Roper & Fill, 2012, p.306). The management decision paper further displays how the royal family handled the scenario with uncontrolled communication.

Strategies to deal with a Scandal

A case of uncontrollable communication can lead to extensive issues for a company and perhaps even turn into a scandal. Roper and Fill (2012) reveals four different coping strategies or approaches that can be implemented after an outbreak of a scandal or in this case, a publication of an uncontrolled communication, coming from inside the royal family. Based on that situation, The firm had a choice to make regarding how they would go about handling the circumstances.

The four different vital strategies that could be implemented after the Oprah interview are; silence, accommodation, reasoning, and advocacy. Cornelissen (2008) further explains that these *strategies are not mutually exclusive, and some will be used throughout the life of an issue as the intensity varies and the context evolves* (Roper and Fill, 2012, p.307).

Silence strategy

In case of an incident that can cause a minor threat to an organization and its brand, one could implement the silence strategy to minimize the media coverage and public attention. For example, suppose you do not yet have a clear answer or don't want to put gasoline into the fire. Then, remaining silent can make the attention of this "scandal or issue" pass over without taking any significant actions.

Accommodation strategy

Sometimes, the issue may be so extensive that the only possible route out of it is to accept and own up to the mistakes that have been made, further accommodating the concern through internal change. When turning to this strategy, the communication from companies should be comprehensive, including updates on websites and inner contact with employees to inform them about the modifications. However, it should also enclose external advertising regarding change of policy, and if a severe issue, the repositioning is driven by that problem (Roper & Fill, 2012).

Reasoning strategy

A clear action plan may not be evident for the management team in specific scenarios, and in those cases, the reasoning strategy is one of the best approaches. The reasoning strategy suggests engaging in open discussion with the corporation's vital stakeholders, by either interaction, face-to-face communication, or online in different forms, to develop essential relationship values. This strategy helps to avoid the possible effect of miscommunication as well as fast and badly-based decisions that can, in the end, hurt the company and its reputation even more. Therefore, transparency and an open communication strategy can lead to fantastic responses from the various stakeholders, benefiting the corporation in terms of an increased reputation.

Advocacy strategy

An organization is exposed to several external threats that might jeopardize the brand and its reputation, also preventing it from reaching its objectives. However, instead of changing the internal elements of ones' business, this strategy advocates to change the public's opinion; hence, it is *an externally driven change* (p.307). Thereby, through your communication channels and platforms, you need to persuade your external stakeholder to change their mind so that they view the issue in the same way your organization does. According to Roper and Fill (2012), *Corporate communication needs to focus on lobbying key constituencies and persuading them to rethink* (p.307). According to Roper and Fill (2012), *Corporate communication needs to focus on lobbying key constituencies and persuading them to rethink* (p.307). The goal of the communication is, thus, to change the critical leader's opinions and give them another perception of the event that has taken place.

Key Learning Overview

This case describes a scenario where The firm, also known and treated as a brand, has been exposed to uncontrolled communication, leaked and spread by members within their own family and "organization." The case purpose is to find out what strategies The firm should employ to minimize the potentially damaging effect the Oprah interview might bring upon the royal family, all to retain its 100 years old brand reputation. By displaying the royal family's story and connecting it to relevant literature and learning objects, students or other practitioners will gain more profound knowledge of uncontrolled communication, the strength of solid brand heritage, and the tools and strategies to implement when dealing with these types of events. Furthermore, as we have chosen to extend the concept of traditional royals also to include those families with a general high social status, one can apply these learning objectives to a broad selection of cases.

The table down below demonstrates and identifies a more detailed description of the key learnings that permeates this specific case:

Objectives	General Learning	Royal Family
<i>Remember</i>	... how external factors can damage a corporate brand reputation.	Here: the royal family caused by uncontrolled communication and the effect on their brand reputation.
<i>Understand</i>	... the effect of uncontrolled communication, the importance of having a good relationship with the media, the globalization & the digitalizations affect the external stakeholder, and strategies to retain a strong brand reputation.	Here: how a simple interview in today's society could damage a corporate reputation.
<i>Apply</i>	... one or a combination of the four described strategies when a scandal or issue has arisen for the brand.	Here: salience and accommodation strategy is the best combination
<i>Analyze</i>	... the external factors that might affect the brand identity.	Here: the CBIM, to see what elements of the brand identity that have been affected the most.
<i>Evaluate</i>	... potential and latent threats that can have a negative effect on the brand and its reputation.	Here: the extended CBIM, including reputational aspects, to see what parts of the overall reputation have been affected the most.
<i>Create</i>	... a managerial/crisis plan for action when bad press occurs and how to recover from it	Here: a crisis and action plan for how to restore their reputation and how the relationship with the royal family should be conducted.

Discussion Questions

To guide students towards capitating case discussions to achieve set learning objectives, we propose that the instructor ask the following questions. The main questions are quite broad, while the engaging questions are designed to aid further exploration of the many different approaches available. This is to help students broaden their knowledge while simultaneously putting their theories into practice. The case is most educational when discussed among classes. The instructor is encouraged to prepare follow-up questions and ideas in order to keep the discussion in the classroom alive.

Main Questions:

- 1. Place yourself in the role of senior advisor to the royal family. How would you respond to the public after a massive scandal like this to secure the firm's long-built reputation?**

2. **Imagine yourself as Prince William, i.e., Prince Harry's brother. How would you respond to the media after the accusations made in the interview? After all, the issue still concerns one of your closest family members and his wife.**

Engaging Questions:

- Do you think the royal family should respond to these allegations? And if so, how?
- Which one of the 4 crisis management approaches do you find most suitable for this situation, and why?
- Which one of the 4 crisis management approaches do you find least suitable for this situation, and why?
- Imagine yourself being a part of The Perssons (H&M) - a considerable modern version of a royal family due to their high international status. How would you respond to the world and media if someone within your household did an interview accusing your family of being racist and unsympathetic toward mental crisis?

Teaching Suggestions

This part of the teaching note aims to supply the instructor with various suggestions regarding how to present the case in order for it to reach its full discussion and learning potential. This section will, amongst other things, contain recommendations for suitable presentation tools, general bits of teaching advice, and discussion raisers. Furthermore, one can find a proposed structure for the presentation of this case in the visual time plan below.

Foremost, the instructors are encouraged to use various equipment to illustrate the case, including PowerPoint slides and whiteboards to keep track of the main points lifted during discussions. By using those tools, it's easier for the participants to get a grasp of the case. It's also recommended to begin the case presentation by showing relevant and emotional snippets from the interview with Oprah to capture the audience's attention.

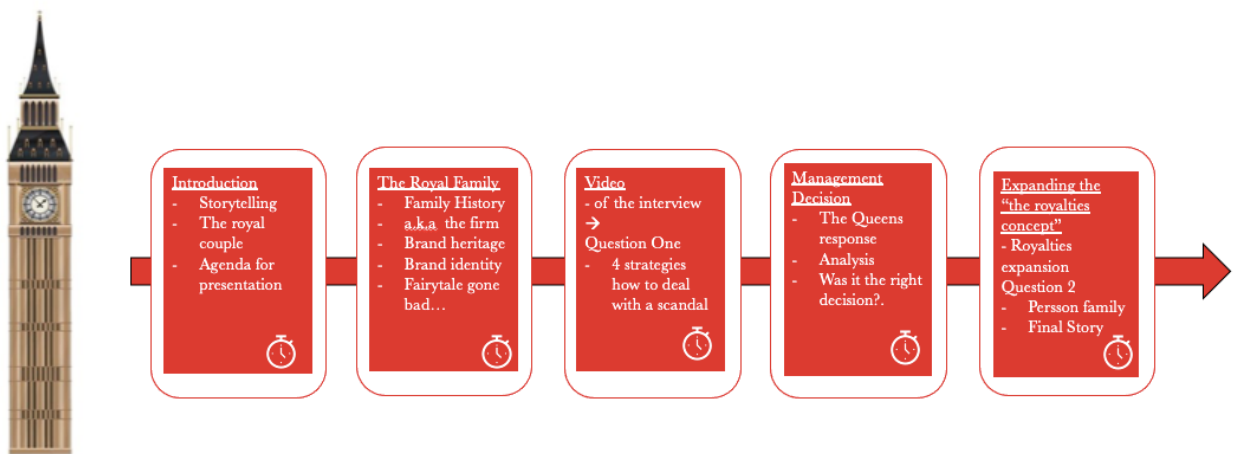
During the discussion in class, the educator will act as a guide and an objective mediator to engage the students into deeper conversations. It is therefore crucial that the main and supportive questions are easy to grasp, inspiring an open discussion. Another task of the instructor is to keep track of the students so they remain in the right path of the subject. However, expanding the concept of royalties during the case presentation, to also include families with high social significance and status, is recommended to further extend the discussion about uncontrolled communication and reputation.

To reach a final managerial decision and suitable strategies for The firm to implement, a democratic vote will be put into place, by physical card ballots. By the end of the presentation the students, furthermore, will be asked to present the top

three, take-aways, of interesting features or learning objects that have been presented or discussed during this case.

Timeplan

In this section, we will present a time plan for the teacher/instructor to guide them through the case presentation. Therefore, he/she/they will know exactly how much time that is needed in each part to ensure that all of the vital parts of the case are presented in the given time frame.



Reflection

During the process of composing this case, we had the pleasure of diving deeper into the royal family as a brand and seeing the benefit from being both a family and a firm. The constellation of being a family and a brand also comes with its challenges. What is sticking with this case, is that it is difficult to see where the family aspect ends, and where the firm part begins. Being part of such a constellation must be difficult, considering having to balance private and work life. This combination must be difficult in all family firms. However, not all family firms are broadcast globally by the media and do not have to answer to the heritage and traditions that a royal family must.

In the making of this case, we were shocked to hear about Meghan Markle and Prince Harry's allegations against the royal family. Considering the newlywed's personal traumatic story, sharing their difficult experience within the family/firm, it is a matter of family. Although, it is a workplace story as well, of an outsider joining a well-established, orthodox, and sometimes even an intriguing firm. In Exhibit C, one can see that the media has picked favorites and displayed other family members more favorably than they have Meghan Markle. It is important to note that we reserve ourselves from taking any stance in favor of any party, and remain neutral to the facts presented.

In the creation of the teachers note, we actively tried to put ourselves in the teachers' shoes to make sure that we provide sufficient information for further instructors to utilize the case. However, we also placed ourselves in the shoes of the students simultaneously, to ensure that the case was applicable and exciting for them. The aim here is to help educators create a productive and engaging learning environment, and to do so, we as case-writers need to consider the needs of students as well as the instructor.

Lastly, learning from cases has without a doubt been a great way as a student to interact with theories and learn how to apply those into practice. We would like to argue that writing one, might be an even better learning opportunity. During the process of writing a case ourselves, we got a chance of sharpening our skills even further. Even though we might have had some challenges along the way, we sincerely enjoyed creating this case!

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Appendix

Exhibit A

EXTERNAL	<p>VALUE PROPOSITION <i>What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?</i></p>	<p>RELATIONSHIPS <i>What should be the nature of our relationships with key customers and non-customer stakeholders?</i></p>	<p>POSITION <i>What is our intended position in the market, and in the heart and minds of key customers and non-customer stakeholders?</i></p>
INTERNAL/ EXTERNAL	<p>EXPRESSION <i>What is distinctive about the way we communicate and express ourselves and makes it possible to recognize us at a distance?</i></p>	<p>BRAND CORE <i>What do we promise, and what are the core values that sum up the essence of what our brand stand for?</i></p>	<p>PERSONALITY <i>What combination of human characteristics or qualities forms our corporate character?</i></p>
INTERNAL	<p>MISSION AND VISION <i>What engages us (mission) and what is our direction and inspiration? (vision)</i></p>	<p>CULTURE <i>What are our attitudes and how do we work and behave?</i></p>	<p>COMPETENCES <i>What are we particular good at, and what makes us better than the competition?</i></p>

Exhibit B

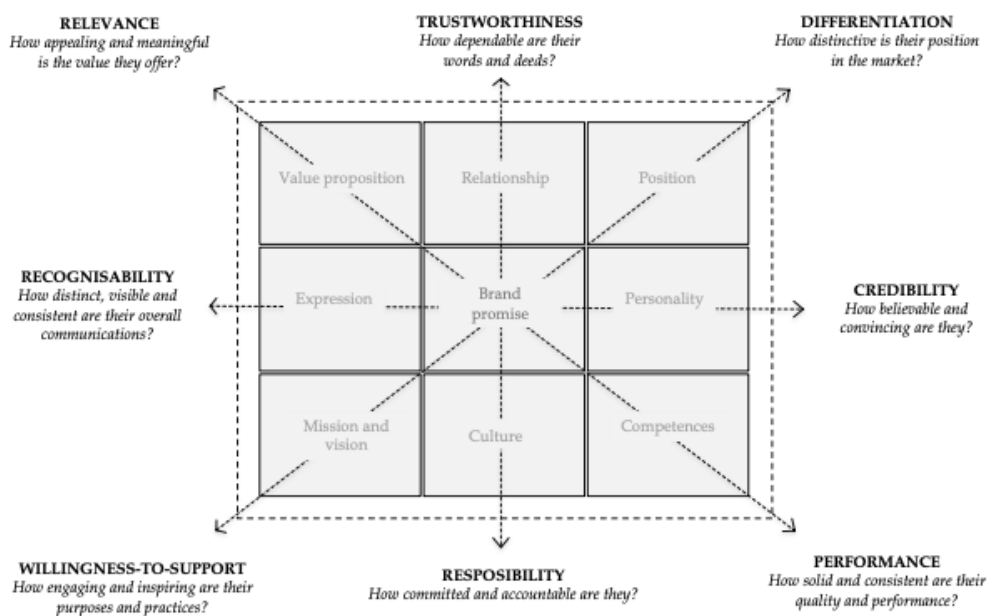


Exhibit C

Daily Mail Femail

Not long to go! Pregnant Kate tenderly cradles her baby bump while wrapping up her royal duties ahead of maternity leave - and William confirms she's due 'any minute now'

By Siofra Brennan For Mailonline and Rebecca English Royal Correspondent For The Daily Mail
06:40 EST 21 Mar 2018 , updated 03:43 EST 22 Mar 2018

Daily Mail News

Why can't Meghan Markle keep her hands off her bump? Experts tackle the question that has got the nation talking: Is it pride, vanity, acting - or a new age bonding technique?

By Mail on Sunday Reporter
18:58 EST 26 Jan 2019 , updated 11:45 EST 28 Jan 2019

11k shares

TOP AND TOE HOLD LEFT HAND TOUCH DOUBLE HAND CLASP TALK TO THE BUMP THE HANDBAG SHIELD

Exhibit D

THE Sun 25p LESS THAN THE DAILY MIRROR

£2k GIZMO TO COMBAT BAD ENERGY
ELECTRIC WORKOUTS IN THE DARK

Noel's 6-pack secrets

SUN ROYAL EXCLUSIVE

MEGHAN MADE KATE CRY

Bride's strict demands over Charlotte dress reduced her to tears

Reason... Meghan, Kate, and Kate