

“ICA Global Business Archives Benchmarking Analysis:

A Follow-up Study”

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Purpose of the Study

There are three goals for this study. The first is to present information compiled from qualitative data from the International Council on Archives (ICA) Global Business Archives survey (June 2008-March 2009). Quantitative data previously analyzed also inform this portion of the study. The second goal is to compare some of the descriptive data from the 2004 A*CENSUS (Archival Census and Education Needs Survey in the United States) survey (Walch, 2006) to certain data from the ICA survey, in order to explore differences in practice and activity across the responding groups. The A*CENSUS survey was funded by the Institute for Museum and Library Services (IMLS), and 5,620 respondents participated. (47.18% response rate). The ICA survey had 202 respondents, with 150 completing the survey fully. This study presents both descriptive and inferential analysis of the data. The third goal is to analyze certain ICA data in keeping with a set of research hypotheses described below.

Research Questions

The main research questions are related to the ICA survey data. Several research questions guide this study. The research questions are framed by research problems drawn from the literature and from the previous analysis of the ICA survey data. In particular, the research questions are aimed at exploring interrelated aspects of business archives as they relate to certain practice and activity variables at the archival level. The research questions are designed to guide further probes of previously gathered and newly compiled data. There are nine research questions.

1. Do banking archives have a higher mean percentage of reference, preservation, and outreach activities than do non-banking archives?

2. Do non-consumer archives have a higher mean percentage of reference, preservation, and outreach activities than do consumer archives?
3. Is there an interaction effect between country and industry on reference, preservation, and outreach activities across all types of archives?
4. Is there an interaction effect between a company's headquarter country and year of the company's founding on reference, preservation, and outreach activities across all types of archives?
5. Is there an interaction effect between the number of archival FTEs and year of the company's founding on reference, preservation, and outreach activities across all types of archives?
6. Is there an interaction effect between the number of archival FTEs and the geographical location of the archives on reference, preservation, and outreach activities across all types of archives?
7. Is there an interaction effect between the number of archival FTEs and annual company revenue on reference, preservation, and outreach activities across all types of archives?
8. Do companies with higher annual revenues have archives that conduct more reference, preservation, and outreach activities?
9. Do companies established before 1900 have archives that conduct more reference, preservation, and outreach activities?

Hypotheses

There are 15 hypotheses drawn from the research questions, as follows:

- H1: Banking archives (IV) have a higher mean percentage of outreach activities (DV) than do non-banking archives.
- H2: Banking archives (IV) have a higher mean percentage of reference (DV) activities than do non-banking archives.
- H3: Banking archives (IV) have a higher mean percentage of preservation (DV) activities than do non-banking archives.
- H4: Non-consumer archives (IV) have a higher mean percentage of reference (DV) activities than do consumer archives.

- H5: Geographical location of the archives (country) (IV1) and industry (IV2) moderate the mean percentage of outreach (DV) activities across all types of archives.
- H6: Geographical location of the archives (country) (IV1) and industry (IV2) moderate the mean percentage of preservation (DV) activities across all types of archives.
- H7: Geographical location of the archives (country) (IV1) and industry (IV2) moderate the mean percentage of reference (DV) activities across all types of archives.
- H8: Companies with higher annual revenues (IV) have archives with a higher mean percentage of reference (DV) activities than do companies with lower annual revenues.
- H9: Companies with higher annual revenues (IV) have archives with a higher mean percentage of outreach (DV) activities than do companies with lower annual revenues.
- H10: Companies with higher annual revenues (IV) have archives with a higher mean percentage of preservation (DV) activities than do companies with lower annual revenues.
- H11: Companies established before 1900 (IV) have archives with a higher mean percentage of outreach (DV) activities than do companies established after 1900.
- H12: Company headquarters country (IV1) and year of the company's founding (IV2) moderate the mean percentage of outreach (DV) activities across all types of archives.
- H13: Number of archival FTEs (IV1) and year of the company's founding (IV2) moderate the mean percentage of outreach (DV) activities across all types of archives.
- H14: Number of archival FTEs (IV1) and geographical location of the archives (country) (IV2) moderate the mean percentage of outreach (DV) activities across all types of archives.
- H15: Number of archival FTEs (IV1) and the company's annual revenue (IV2) moderate the mean percentage of preservation (DV) activities across all types of archives.

Brief Literature Overview

Evaluating the Corporate Archives

Smith (1982b) states that the business archives are a relatively new addition to the archival family. Businesses and corporations were not convinced that their records needed to be kept or organized for any type of access. The first recognized corporate archives in the United States is thought to be the Firestone Tire and Rubber Company Archives, which was created in 1943 (Adkins, 1997). The Firestone archivist, William Overman, explained that in addition to documenting the “growth and development” of the company, the archives also provided record of the challenges the company faced, and “the methods used to solve them” (Overman, 1953, p. 307). According to Adkins (1997), this reasoning clarified the purpose of archives for some in the business community – not only were archives for collecting and storing documents, they could house and provide access to information critical to the company’s future.

The complex relationship between the growing availability of digital information, (Bailey, 2007), user need (Hill, 2004; Longmore, 2000; Cooper, 2008; Yeo, 2008), and the growth of business places corporate archives in a most interesting light. Corporate responsibility, stakeholder mismanagement (Kolk & Pinkse, 2006), transparency, globalization (Anderson, 2007), downsizing and outsourcing (Fogerty, 1997), ethical issues (McDonald, 1989), and freedom of information concerns (Shepherd, 2007; Valge & Kibal, 2007) will continue to drive the types of records that businesses characterize as being important, and worth saving.

In general, surveys of archives have historically focused on issues related to activities, staffing and collections (Davidson, 1961; Walch, 2006; Conway, 1987; Deutrich & DeWhitt, 1980; Lenzini, 2002; Walch, 1998). Surveys specifically geared towards business archives are harder to come by. In 1960, a questionnaire was given to

113 companies in the United States (Davidson, 1961). The survey revealed that companies were interested in keeping older records, that some were in the process of trying to organize their records, and that companies wanted to be able to use these records in some meaningful way (Davidson, 1961). Surveys of business archives have also collected demographic data about staff, collections, and administration.

The literature reveals far less documentation about the inferential relationships between certain measured survey elements, regardless of the type of archives being surveyed. For instance, larger corporate archives may have locations in many different countries. For these archives, does their geographic location affect certain archival activities? Does the year of an archives' establishment affect current-day archival activity? These types of relational questions cannot be explored fully by way of demographic data; a more rigorous analysis of the available data is required.

Archives and Outreach

Weir (2004) describes outreach as “a range of activities that includes publications, exhibitions, media work, education and liaison with users, stakeholders, depositors and other domains, such as libraries and museums” (p. 71). “Outreach is not an easy option. It occupies a kind of shifting sand of opinion, a constantly changing landscape of new technology, politics, legislation and countless other factors, some local, others regional and national. It works at the interface of users and services, where customer surveys, liaison groups, friends' organisations, volunteer groups and the media all compete for our attention, promoting their own agendas” (p. 77).

Weir (2004) suggests that while outreach is a luxury for some archives, for others it is essential. The decision and ability to engage in outreach efforts can depend upon the

archival environment, financial considerations, and staff. Weir (2004) further asserts that outreach can call into question the true role and identity of the archives – is it to provide user services? Document storage? Support educational and learning efforts in the disciplines? (p. 77).

Many archives practice some form of outreach, even if only the most basic publicity of presenting hours of operation or new materials. In 1976, the Society of American Archivists (SAA) conducted a survey of 400 archives, asking about outreach activities (Pedersen, 1978). Seventy per cent of the respondents reported some type outreach activity. “Publications and exhibits were neck-and-neck for the title of most frequent outreach effort, together accounting for a hefty 38 percent of all programs” (Pedersen, 1978, p. 157). Lectures, presentation, films, photographic displays, and on-site visits were some of the other outreach types reported. Thirty per cent reported no outreach activities at all. The researchers observed that outreach activities fell into three distinct categories: professionally-oriented, educator-oriented, and public interest-oriented (p. 158). That survey was some 34 years ago, and current literature suggests that outreach, overall, is still an activity that can be classified as hit or miss or non-essential in many archives (Pedersen, 1978; Weir, 2004; Gray, 2008). There are various reasons for the reluctance of archivists to engage in outreach activities. For some types of archives, outreach that works too well may result in greater numbers of visiting children and “geneologists” (Ten Cate, 1989), overwhelming often small archival staffs. Damage to and loss of materials is another real fear in terms of increased public traffic, as is the lack of funding (Gray, 2008).

Ten Cate (1989) suggests that archives carefully assess whether or not outreach

would work in their environments. This assessment should include reviewing the goals of the institution, evaluating the resources and needs of the institution, assessing the needs of the users, and planning a careful outreach program (p. 28). Ten Cate (1989) cites an outreach initiative in Canada that provided archival teaching kits to schools in order to help children better understand what archives had to offer, and their role in society. Ten Cate (1989) also suggests that educational institutions of all types represent missed opportunities to highlight archival collections, especially if those groups are underrepresented in use statistics (p. 31).

Weir (2004) asks an interesting question regarding outreach efforts in general. “So where does outreach fit into all to this? What can it do for us, if anything? Or is it all too much trouble? In short is outreach a luxury or a necessity?” (p. 71). Gray (2008) suggests that outreach is now more critical than ever, due to the changing world around us: “the demand for wider outreach is an inevitable—and proper—reaction to a changing demographic—and, more significantly, a changing democratic base” (p. 2). For business archives in particular, outreach may be connected to revenue generation. As the Business Archives Council (2010) states, “Each business is unique in its history and experience. Professional management of records and archives is not just a matter for nostalgia but can contribute to the bottom line.”

Method

The materials used in this study were the ICA ($n=202$) and A*CENSUS ($n=5620$) surveys. Raw data for both surveys were obtained from the principal investigators for the original research projects. The study tested 15 different hypotheses using both a between and within subjects design. Raw survey data for the ICA survey questions was imported

from an Excel spreadsheet into the computer statistical package SAS JMP, which was used to test each of the 15 hypotheses. Hypotheses 1, 2, 3, 4, 8, 9, 10, and 11 were analyzed for means comparison by way of *t*-test; and hypotheses 5, 6, 7, 12, 13, 14, and 15 were subject to two-way analysis of variance (ANOVA) tests.

In addition to the testing of several hypotheses, certain ICA and A*CENSUS survey data were compared on a descriptive level. The results of those comparisons are also presented.

Results

Inferential Results

The analysis of hypotheses 1, 11, 12, 13, 14, 15 returned significant results. *t*-test results for hypothesis 1 (banking archives have a higher mean percentage of outreach activities than do non-banking archives) were significant, $t(24) = -1.71$, $p < .05$. *t*-test results for hypothesis 11 (companies established before 1900 have archives with a higher mean percentage of outreach activities than do companies established after 1900) were significant, $t(101) = -2.70$, $p < .05$. Two-way ANOVA results for hypothesis 12 (company headquarter country and year of the company's founding moderate the mean percentage of outreach activities across all types of archives) were significant, $F(23) = 2.89$, $p < .05$. Two-way ANOVA results for hypothesis 13 (number of archival FTEs and year of the company's founding moderate the mean percentage of outreach activities across all types of archives) were significant, $F(7) = 3.25$, $p < .05$. Two-way ANOVA results for hypothesis 14 (number of archival FTEs and geographical location of the archives (country) moderate the mean percentage of outreach activities across all types of archives) were significant, $F(19) = 1.99$, $p < .05$. Finally, two-way ANOVA results for

hypothesis 15 (number of archival FTEs and the company's annual revenue moderate the mean percentage of preservation activities across all types of archives) were significant, $F(3) = 3.21, p < .05$.

The analysis of hypothesis 2, 3, 4, 5, 6, 7, 8, 9, and 10 produced insignificant results.

Descriptive Results

Questions 7, 9, 15, 16, 17, 18, 21, 29, 31, and 33 from the ICA survey produced qualitative data. These data were tabulated and compiled for this report, and in some cases, the data were contrasted with similar results from the A*CENSUS survey. The results are presented below in both tabular and chart form.

Question 7: Please indicate the year your company established an Archives function or operation ($n = 160$).	
25% of archives in the survey were established between 1991-2000.	
The majority of archives (66%) were established within the last 27 years.	

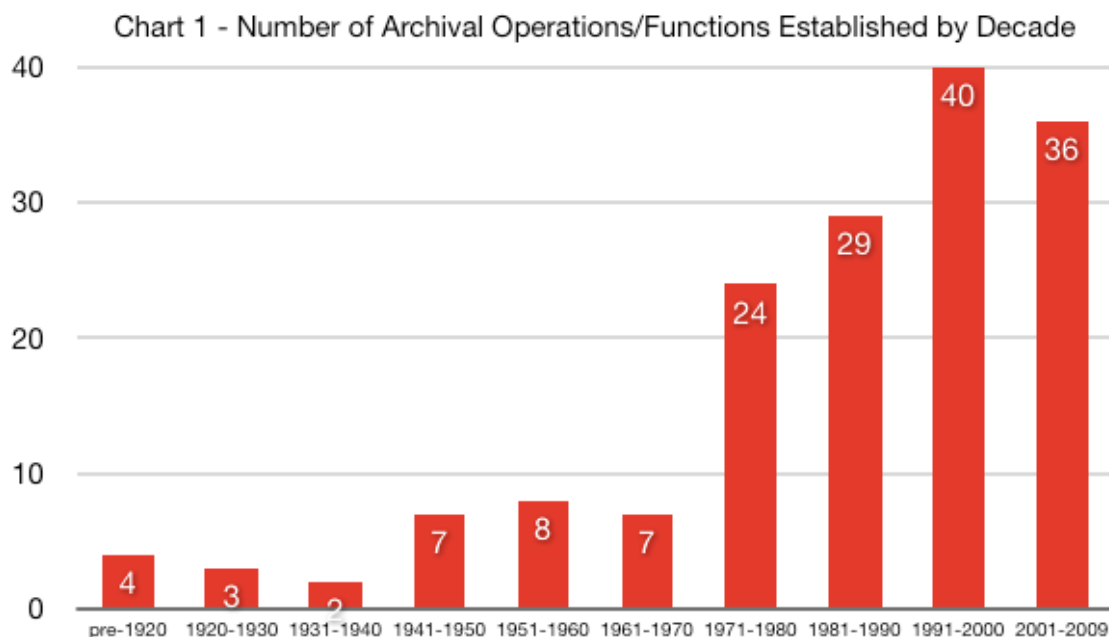


Table 1 Number of Archival Operations/Functions Established by Decade

	Pre-1920	1921-1930	1931-1940	1941 - 1950	1951-1960	1961-1970	1971-1980	1981-1990	1991-2000	2001-2009
Number of Archives	4	3	2	7	8	7	24	29	40	36

Question 9: Please indicate the number of separate Archives repositories within your company (with separate physical locations and staff.) Archival records retained at vendor storage facilities should not be included in this number. (n = 163).

103 respondents had 1 archives/repositories within their company (63%)

19 respondents had 2 archives/repositories within their company (11%)

9 respondents had 3 archives/repositories within their company (.05%)

8 respondents had 4 archives/repositories within their company (.04%)

6 respondents had 5 archives/repositories within their company (.03%)

3 respondents had 6 archives/repositories within their company (.01%)

1 respondent had 7 archives/repositories within their company (.006%)

1 respondent had 10 archives/repositories within their company (.006%)

1 respondent had 10 archives/repositories within their company (.006%)

2 respondents had 20 archives/repositories within their company (.012%)

9 respondents had 0 archives/repositories within their company (.05%)

2 respondents were unknown (.012%)

Question 15: How many staff work in all Archive locations (FTE – full time equivalent)? (n = 164).

Respondents reported a total of **769.85** FTEs

12 respondents (.07%) reported having **less than 1** FTE

138 respondents (84%) reported having between 1 and 10 FTEs

9 respondents (.05%) reported having **between 11 and 20** FTEs

3 respondents (.01%) reported having **between 21 and 30** FTEs

1 respondent (.006%) reported having **between 31 and 40** FTEs

1 respondent (.006%) reported having **more than 100** FTEs



Chart 2 - Breakdown of Staff with Between 1 and 10 FTEs

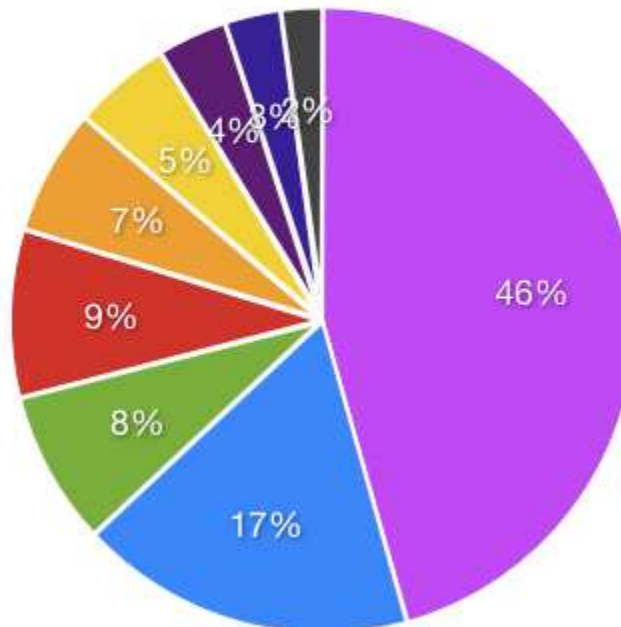


Table 2 Breakdown of Staff with Between 1 and 10 FTEs

	1 FTE	2-2.5 FTEs	3-3.5 FTEs	4 FTEs	5-5.5 FTEs	6 FTEs	7 FTEs	8 FTEs	10 FTEs
% of Respondents (n=138)	46	17	8	9	7	5	4	3	2

Question 16: How many of those staff have formal archives training or are considered "professional" staff? (n = 163).

● No formal training ● Some formal training

Chart 3 - % of Staff with Archival or Professional Training

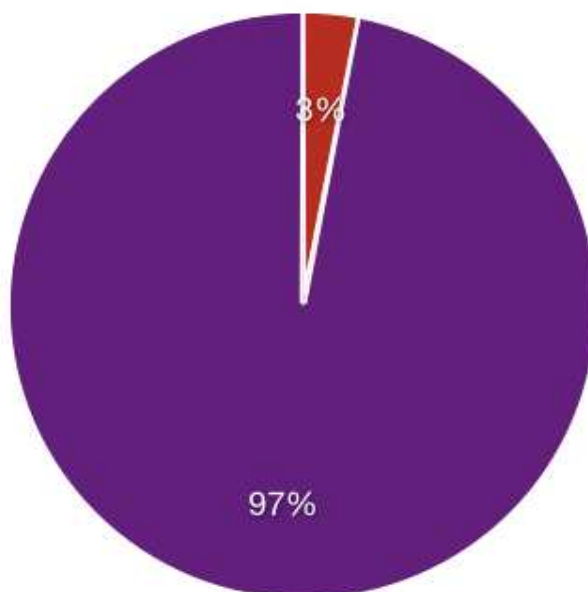


Table 3 % of Staff with Archival or Professional Training

	No formal training	Some formal training
% of Respondents (n=163)	3	96

Question 17: How many of those staff are considered “support” or administrative staff? (n = 148).

- % who have staff who are considered “support”
- % who do not have staff who are considered “support”

Chart 4 - % With Staff Considered Support/Administrative

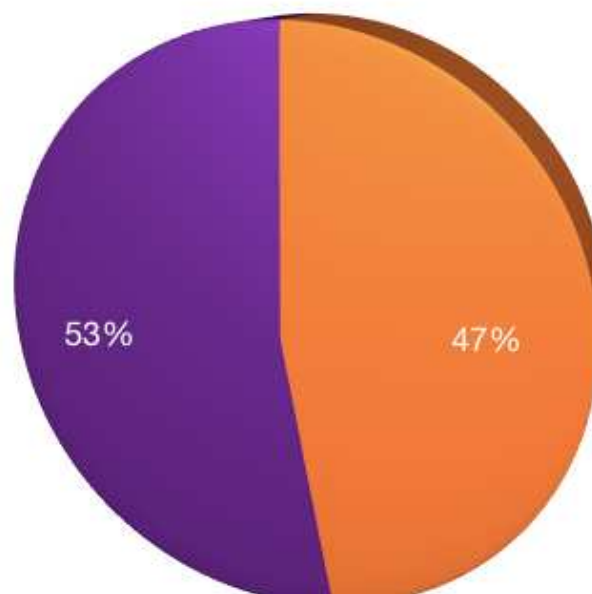


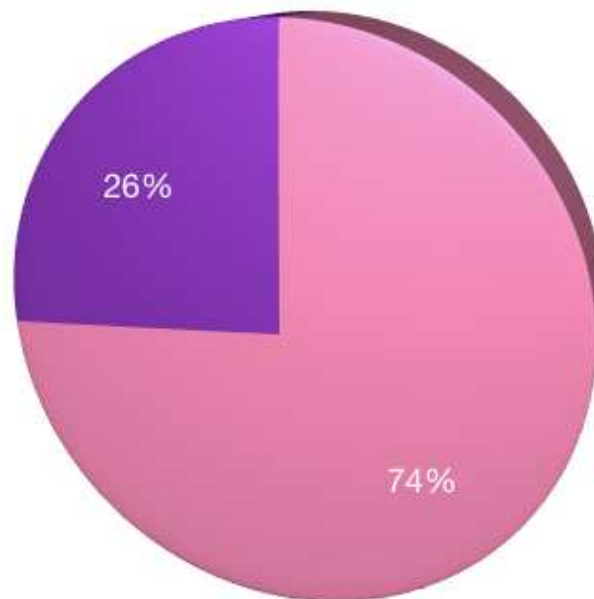
Table 4 % With Staff Considered Support/Administrative

	Have no support staff	Have support staff
% of Respondents (n=148)	53	47

Question 18: How many of those staff are contractors (not company employees) or outside consultants? (n = 146).

● % who do not have contractual workers ● % who have contractual workers

Chart 5 - % With Contractual Workers



Respondents reported a total of 34 contractors out of a total of 769.85 FTEs (.04%). Of the respondents who do have contractors, 38% have between .1 and 1 contractor FTEs. Of the 34 contractor FTEs reported by respondents, 24 (70%) are located at archives in the United States.

Number of Contractor FTEs	Number of Respondents
0.1-1	15 (38%)
2	9 (23%)
3	4 (10%)
4	1 (.02%)
5	2 (.05%)
10-15	3 (.07%)

Table 5 % With Contractual Workers

	Have contractual workers	Have no contractual workers
% of Respondents (n=146)	26	74

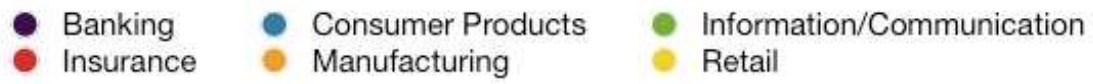


Chart 6 - % of Contractor FTEs by Industry

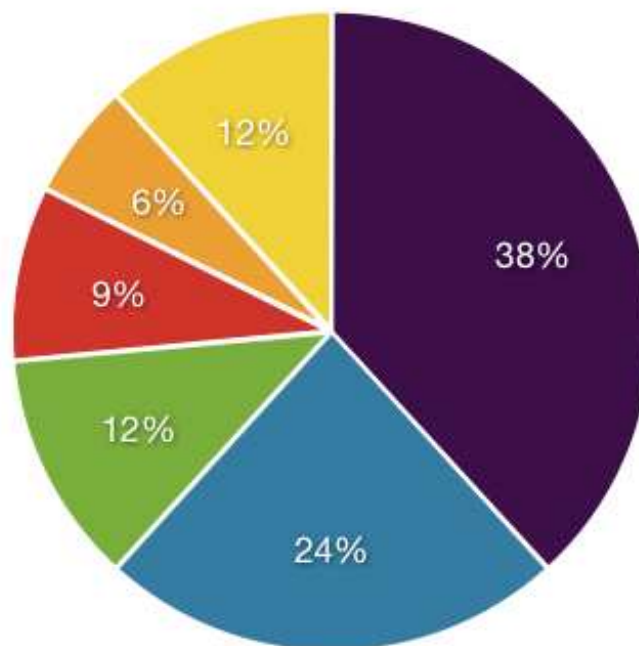


Table 6 %of Contractor FTEs by Industry

	Banking	Consumer Products	Information/Communication	Insurance	Manufacturing	Retail
% of Contractor FTEs (n=34)	38	24	12	9	6	12

Question 21: If the Archives has an exhibit program, please describe it. Provide information about its purpose, audience, the displayed materials, etc. (n = 85).

Table 7

Type of Exhibits	Location	Material
Film promotions	Main office lobby	Print
Trade shows	Display windows	Photographs
Video promotions	Online	Digital images
Branch anniversary celebrations	Main office/branch	Recycled advertising campaigns and programs
Museum displays	External locations such as museums	Old currency
Head Office displays	Display cases located around building	Powerpoint
Company history for the public	Historic sites	Historical items from the founding of the company, early products, awards and award winners
History wall	Library	Model aircraft and artifacts such as employee uniforms, meal service items and promotional <u>give-aways</u>
Digital/online exhibit	Specialty locations such as 1940s aircraft hangars at the corporate headquarters	Selected products sold during the first ten years of operation
Company history display for employees		
Banking history facts		
Topic specific historic displays (for a foundation)		
Anniversaries/historically significant holidays		
Displays with special themes (i.e. celebrating the role of women in the company)		

Question 29: How many reference requests (on average) does the Archives receive each month? (n = 145).

- None
- Between 1 and 10
- Between 11 and 20
- Between 21 and 30
- Between 31 and 40
- Between 41 and 50
- Between 51 and 60
- Between 61 and 70
- Between 71 and 80
- Between 81 and 90
- Between 91 and 100
- More than 100

Chart 7 - Monthly Reference Requests

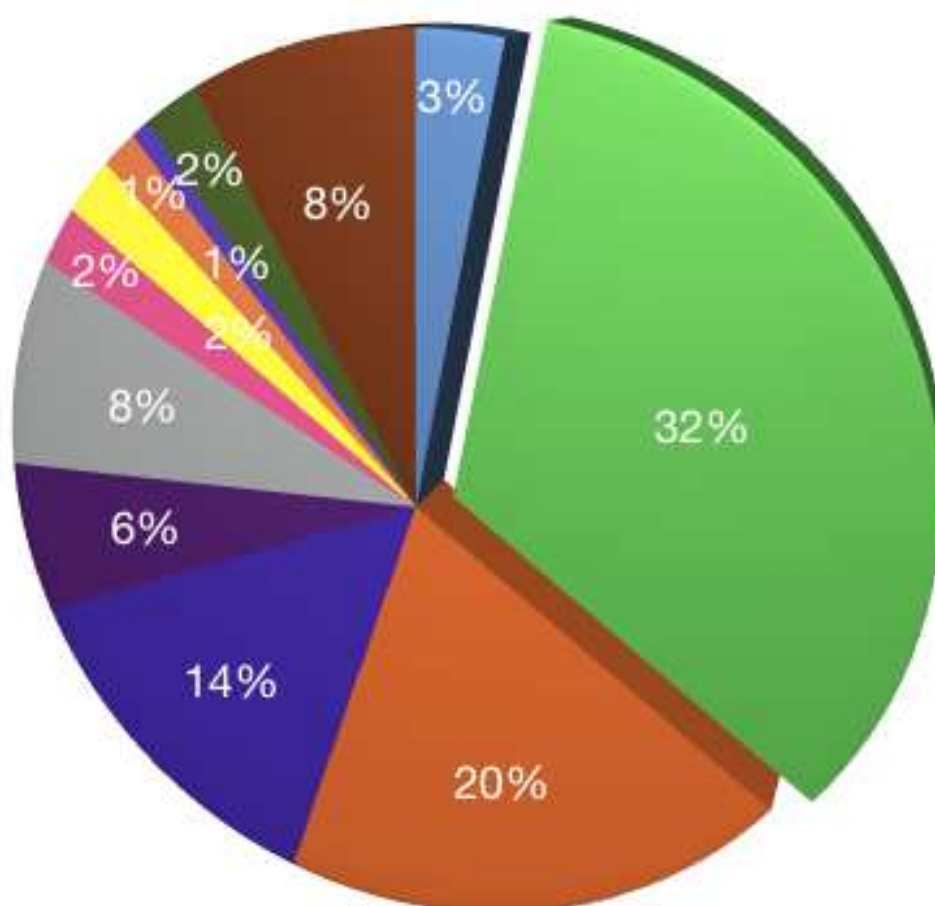


Table 8 Monthly Reference Requests

	0	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	100+
% of Respondents (n=145)	3	32	20	14	6	8	2	2	1	1	2	8

Question 31: What percentage of total staff time is spent on responding to reference questions? (n=134)

.05 % of respondents spend 50% of their time on reference
10 % of respondents spend 40% of their time on reference
12.6 % of respondents spend 30% of their time on reference
.09 % of respondents spend 25% of their time on reference
13 % of respondents spend 20% of their time on reference
11 % of respondents spend 10% of their time on reference
.05 % of respondents spend 5% of their time on reference
A quick comparison to the A*CENSUS data examining the same question:
3.7% of A*CENSUS respondents spend 50% of their time on reference
3.3% of A*CENSUS respondents spend 40% of their time on reference
5.4% of A*CENSUS respondents spend 30% of their time on reference
5.4% of A*CENSUS respondents spend 25% of their time on reference
8.6% of A*CENSUS respondents spend 20% of their time on reference
11% of A*CENSUS respondents spend 10% of their time on reference
8.5% of A*CENSUS respondents spend 5% of their time on reference
19.6% of A*CENSUS respondents spend 0% of their time on reference

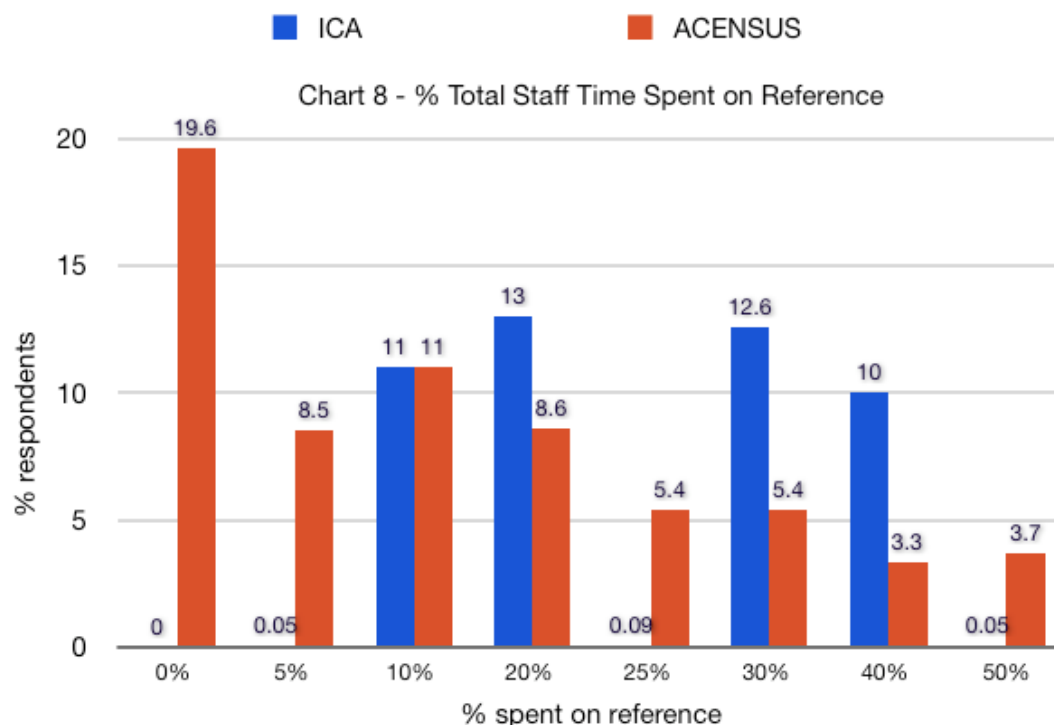


Table 9 **% Total Staff Time Spent on Reference Requests: ICA and A*CENSUS**

	0% on reference	5% on reference	10% on reference	20% on reference	25% on reference	30% on reference	40% on reference	50% on reference
% of ICA Respondents (n=134)	0	.05	11	13	.09	12.6	10	.05
% of A*CENSUS Respondents (n=4997)	19.6	8.5	11	8.6	5.4	5.4	3.3	3.7

Question 31: What percentage of total staff time is spent on preservation? (n=110)
.09 % of respondents spend 25% of their time on preservation
.04 % of respondents spend 20% of their time on preservation
24 % of respondents spend 10% of their time on preservation
38 % of respondents spend 5% of their time on preservation
11% of respondents spend 0% of their time on preservation
A quick comparison to the A*CENSUS data examining the same question:
2% of A*CENSUS respondents spend 25% of their time on preservation
4.1% of A*CENSUS respondents spend 20% of their time on preservation
13.6% of A*CENSUS respondents spend 10% of their time on preservation
18% of A*CENSUS respondents spend 5% of their time on preservation
30.2% of A*CENSUS respondents spend 0% of their time on preservation

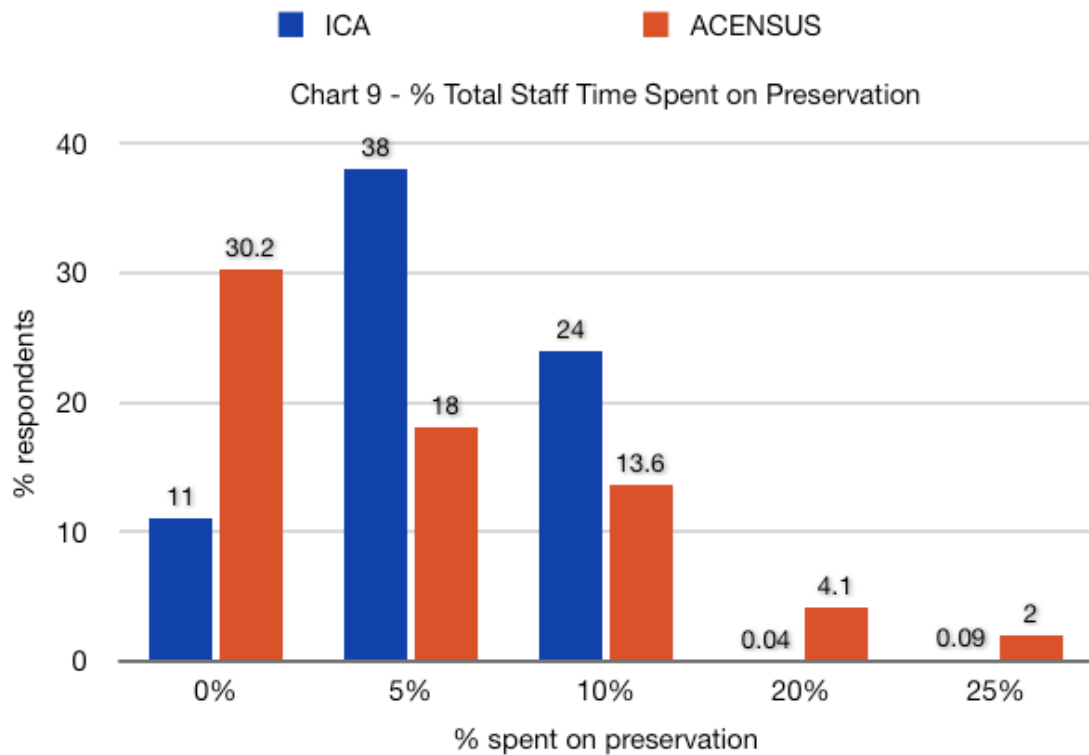


Table 10 % Total Staff Time Spent on Preservation: ICA and A*CENSUS

	0% on preservation	5% on preservation	10% on preservation	20% on preservation	25% on preservation
% of ICA Respondents (n=110)	11	38	24	.04	.09
% of A*CENSUS Respondents (n=4997)	30.2	18	13.6	4.1	2

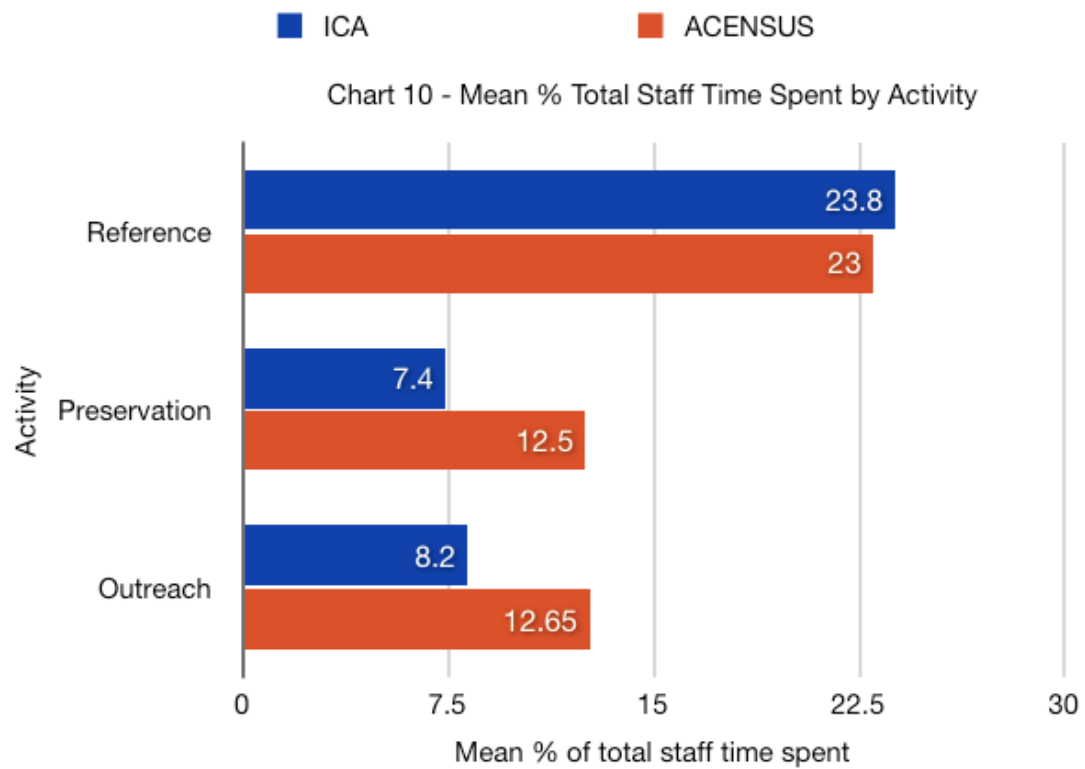


Table 11 Mean % Total Staff Time Spent by Activity: ICA and A*CENSUS

	Reference	Preservation	Outreach
ICA respondents	23.8	7.4	8.2
A*CENSUS respondents	23	12.5	12.6

Question 33: If you answered "other" to the question, "how are records obtained for the Archives?", please describe. (n = 11).
Objects solicited from individuals
Ongoing imaging project to scan legacy files
Specific materials are tagged for archiving
Active collecting of artifacts
Information obtained from the intranet, circulars, publications, and the in house television program which is taped and indexed.
Not actively collecting any archival materials
Transfer from other (related) organizations
Technical reports directly from the library and from Records Management
Materials gathered from the company website
Random donations from internal/external donors
From forgotten cabinets, cabinets and office nooks and crannies
Salvage

Discussion

Outreach

Gray (2008) acknowledges the importance of outreach regardless of the type of archives. "The end use and the end user will be very different in a private archive or a business archive or a public archive. But reaching out to meet the informational needs of an employer, or the knowledge aspirations of a research institution, or the educational needs of a public, is to my mind as essential to the spirit of an archive as brass paper-clips may be to its physical well-being" (p. 2).

Five of the 15 hypotheses tested had significant results related to outreach activity. A comparison of the mean percentage of time spent on outreach activities for ICA survey respondents and for A*CENSUS survey respondents reveals that A*CENSUS respondents spent an average of 12.65% of their time on outreach activities, while ICA respondents spent an average of 8.2% of their time on outreach activities. Several hypotheses tested for comparative and interactional relationships between outreach and

other significant variables. For the sake of brevity, the significant results are discussed.

Significant results for the first hypothesis suggest that banking archives have a higher mean percentage of outreach activities than do non-banking archives. This could mean several things. The banking industry is profit-driven, and banking archives may be responsible for providing support to publicity and marketing departments to create advertising for banking products, services, and programs in a more consistent fashion. The banking industry also relies heavily on the relationship with the customer, and trust is a large part of this (Roman, 2003). Companies with established, documented histories can better illustrate long-term trust by highlighting the company's commitment and efforts over time. As Smith (1982a) states, "in a relatively undifferentiated product and service market, banks have always tried to increase market share by selling their corporate images – of stability, competence, longevity, and even, in this case, cultural romance" (Smith, 1982a, p. 288). The Wells Fargo Bank Archives is a good example. The archives documents the company's history back to 1852, and provides artifacts, documents, objects, and photographic highlights, which are often used to market the company's modern-day services (Wells Fargo Bank, 2010b). Smith (1982a) agrees that Wells Fargo is a sound example, stating that the "integrity of research undertaken to authenticate Wells Fargo's advertising" (1982a, p. 288) is impressive. "Research into the historical background of new retail markets and into questions of fact in legal proceedings goes right to the bottom line" (Smith, 1982, p. 288). The archives also provide services for the nine Wells Fargo museums across the country, again, supporting the publicity of the brand and the importance of longevity (Wells Fargo Bank, 2010a).

The significant results for hypothesis 11 suggest that companies established before 1900 have archives with higher mean percentage of outreach activities than companies established after that date. Archives in older companies may have been more focused on reaching out to internal and external entities as they established their roles within the company. Although such exploration is not possible for this brief paper, an examination of world events during the period that these companies were established might also frame the significance of this particular finding. The National Bank Act of 1864 (United States Department of the Treasury, 2010), the establishment of the Federal Reserve System in 1913 (United States Federal Reserve, 2010), and the various technological and industrial developments are all historical elements that no doubt impacted the banks of the time, and their archives as well (for those who had them or were thinking about establishing them).

Hypothesis 12 explored the interaction effect of company headquarters country and year of the company's founding on the mean percentage of outreach activities across all types of archives. Significant results suggest that the year of the company's founding, when added to the effects of the company's headquarter country on the dependent variable (outreach), increase the mean outreach activities. The model indicates that neither of the two independent variables alone would produce the same effect.

Hypothesis 13 explored the interaction effect of the number of archival FTEs and year of the company's founding on the mean percentage of outreach activities across all types of archives. Significant results suggest that the number of archival FTEs, when added to the effects of the year of the company's founding on the dependent variable (outreach), have a positive effect on the mean outreach activities.

Hypothesis 14 explored the interaction effect of the number of archival FTEs and geographical location of the archives (country) on the mean percentage of outreach activities across all types of archives. Again, the impact of the number of archival FTEs on outreach is only significant in the presence of the second variable, the geographical location of the archives.

Preservation

Hypothesis 15 investigated whether the number of archival FTEs and the company's annual revenue had an interactional effect on the mean percentage of preservation activities across all types of archives. Preservation activities were positively impacted in the presence of both of these factors. Companies with higher annual revenues may be able to support their archives better, hiring more full-time staff. Larger archival staffs may in turn be able to devote more time to preservation activities, which continue to increase in both complexity and intensity. Modern-day preservation issues include management of born-digital, made-digital, and non-digital sources, including but not limited to e-mail, Tweets, and even SMS messages. Companies can produce vast amounts of information, and the determination regarding what to preserve is key. Companies therefore have to determine the historical value of these items according to their own needs and values (Johnson, 1961). The changing technological landscape combined with global changes in business, commerce, and trade mean that preservation efforts must be consistent and robust.

Conclusion

Corporate archives remain a key component of modern-day business operations, as they provide functions that are not easily replaced or duplicated. Outreach may or may

not be practiced at the majority of corporate archives; the literature suggests that there are many archives that see outreach as a luxury, not an essential part of day-to-day operations. Regardless, the analysis of the ICA data for this study reveals an increased mean percentage of outreach activities, particularly in the presence of other factors such as type of corporate archives and year of establishment. Future studies might include further exploration of causal relationships, and also a survey of archives assessing how outreach activities impact company revenue.

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