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ENTERPRISING SCOTLAND: A CELEBRATION OF SCOTTISH BUSINESS ARCHIVES



*Front cover: Forth Rail Bridge under construction, 1880s
British Railways Board (National Records of Scotland)*

*Inset image: Letter registering orders for the October brewings of Youngers' ales, 1880s
William Younger & Co Ltd (University of Glasgow Archives and Special Collection)*



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FOREWORD



Scotland is an enterprising nation, inventive, innovative, practical and entrepreneurial. The evidence for this is all round us: from our technology, industries, financial and commercial services to agriculture, we are seizing 21st-century opportunities with zeal and meeting challenges with confidence. We are an outward-looking people ready to engage with our neighbours in the UK, with our partners in Europe and in every part of the world where opportunity offers itself or can be created.

These traits are deeply engrained in the Scottish character. We need look no further for evidence of this than the massive accumulation of documentation that can be described in two words: 'business archives'.

Business archives are the commercial, industrial and entrepreneurial memory of the Scottish

nation. Scotland's business archives include the records of iconic businesses with names and products familiar to households throughout the UK and internationally. Clyde shipbuilding, for example, was renowned the world over, whilst whisky remains one of Scotland's key exports. The iconic status and reputation of many Scottish brands, products and services are underpinned by their heritage. The operations of archives within companies have been shown to support and add value to those businesses. This positive contribution of archives is increasingly recognised in the business community.

Today not only are many long-established industries still active, but new ones like the growing computer games and life sciences sectors are emerging. Continuity and transformation are both at the heart of our economy. That economy has great strength and depth, founded on industries that have been wide ranging in nature and geography – brewing, distilling, retailing,

publishing, banking, oil, textiles and fishing. The range of business archives is as vast and varied as the activities that created them and includes not only the records of businesses and business people but also those of the trades unions that championed workers' rights.

Through the efforts of professional archivists, researchers, academics and the record-creating companies themselves, many business archives have been saved for the nation, but the challenge of preserving important archives continues as businesses generate records in ever greater quantities and in new digital formats.

Through shared funding, Scotland has for decades benefitted from having a national business archives surveying officer. Whilst in recent years the Scottish Council on Archives has been central to the 5-year National Strategy for Business Archives in Scotland. The Strategy was a successful example of co-operative working

amongst Scotland's heritage professionals, and prompted the creation of the Scottish Business History Network, to build on its legacy. This publication gives just a few examples of how these important business archives are opened up to wider use and greater appreciation across Scotland as a whole - within individual communities that connect with specific firms or in co-operation with particular trades or industries.

Business archives are an integral and vital part of Scotland's history. They point to what we have achieved as a people in the past. They support and inform the businesses that created them, and they can inspire us today to build the prosperity of Scotland through innovation, invention and dedicated effort. It is in that spirit that I warmly welcome the publication of *Enterprising Scotland - A Celebration of Scottish Business Archives*.

Fiona Hyslop MSP
Cabinet Secretary for Culture,
Tourism and External Affairs



Business archives are full of inspiring stories about the people who created the products which have shaped every aspect of our lives. From local to international commerce, the leaders, the workers, the designers, the customers, the suppliers and the locations of businesses and their local communities are vividly represented in brochures, photographs, minutes, financial papers, drawings, and plans.

Lesley Richmond

Former chair of Business Archives Council of Scotland

WHAT ARE BUSINESS ARCHIVES?

The archives of a business, like those of any other organisation, are its memory and allow it, and others, to know and evidence its story.

Business archives are those records created or received by a business that are permanently preserved for historical reasons because they will provide future generations with key information about that firm's development and activities. In this way some of the records that are initially generated and maintained purely in the pursuance of a firm's legal or regulatory obligations, or the transaction of business, eventually become its archives through deliberate selection or accidental survival.

The historical records of business are found in a variety of formats and

media, ranging from 17th century parchment deeds to 21st century emails and digital recordings. Other organisations that function like businesses, such as universities, hospitals, and charities, will also hold similar business-like archives.

As a result an impressive variety of archives created by businesses, business-like organisations and individuals can be found across the nation in the custody of public archives (both national and local), universities, libraries, museums and communities. There is also a small, but active, corporate archive sector and many further businesses retain historical records on a smaller scale. Together they ensure that our national memory of business achievement is preserved and accessible, not only today but also for future generations.

RETROSPECTIVE – THE UNIQUE STORY OF BUSINESS ARCHIVES IN SCOTLAND

The present array of business archives is testament to the outstanding efforts of individuals and organisations that have, for many decades, co-operated to tackle the gargantuan task of identifying and saving a vital part of our documented national memory. Without those efforts important and unique archives would undoubtedly have been lost.

The curation of business archives in Scotland enjoys a

long pedigree and can be traced back to 1959, when economic historians at the University of Glasgow laid the foundations of the Scottish Business Archive by beginning to collect the historical records of business and industry for the first time. This growing academic interest was further encouraged by the establishment of the Business Archives Council of Scotland in 1960 and the publication in 1967 of Peter Payne's seminal work *Studies in Scottish*

Business History, both of which put business archives centre stage. In the following years three pioneering surveys by the National Register of Archives for Scotland, in the west, east and north east of Scotland, were identifying archives just as manufacturing and heavy industry began to decline. This encouraged the survey, rescue and deposit of archives, including the purchase from liquidators of the records of Upper Clyde Shipbuilders by the

state and the University of Dundee's collection of jute and linen archives. In 1977, in a pioneering move, a full-time Business Archives Council of Scotland surveying officer was appointed with financial assistance from the Scottish Record Office (National Records of Scotland). The Scottish brewing archive was created in 1982 and the Ballast Trust, to support the appraisal and cataloguing of technical records, in 1988.

In all these endeavours Scotland benefitted from being a relatively small country in which archive and history professionals could work together and reach out to national and local businesses. Meanwhile the number of historians interested in Scotland's business past grew with the creation of the Centre for Business History in Scotland at University of Glasgow in 1988, and so too did the number of information professionals

employed to manage the current and archival records of business. Several major Scottish companies, like Bank of Scotland, Royal Bank of Scotland and United Distillers (later known as Diageo) all appointed professional qualified archivists.

In 2001 the Keeper of the Records of Scotland recognised the importance of business records by launching *Elements towards a national policy on*



Construction of HMS Colossus in Scotts' Greenock yard, 1910
Scotts Shipbuilding Co Ltd (University of Glasgow Archives and Special Collections)

business archives, but it was to be another nine years before a *National Strategy for Business Archives in Scotland* was conceived and published. This five-year initiative brought together a wide range of interest groups to raise awareness of Scotland's business heritage and to improve access to and the care of the historical records of business. It delivered a crisis management team to rescue business archives at risk, a bold and engaging online presence via the Scottish Council on Archives' website, the publication of a range of instructive case studies, a national awareness campaign and an advocacy event at the Scottish Parliament at Holyrood. During this time, four more companies appointed in-house archivists in Scotland and the post of national Business Archives Surveying Officer, which had earlier fallen victim to funding shortfalls, was re-established.

Much had been achieved when the national

strategy was concluded in 2016. In order to build on its successes and make its ambitions sustainable into the future, the Scottish Business History Network was established as a free membership organisation to continue to connect all those with an interest in Scottish business history and archives.

In recent decades huge progress has been made, often hinging on co-operation with archive professionals, historians and researchers working together to reach out to national and local businesses in pursuit of a shared vision of preservation. In this way Scotland has emerged with a long-established tradition of keeping business archives; a connected community of business archivists and historians which enjoys expertise of great strength and depth; and an undoubted commitment to supporting the future care and use of the nation's unique business archive assets.



Working with original textile samples in the archives has allowed me to gather information that cannot be accessed in any other way. The tactile aspect is crucial to my research, and it's such a pleasure to open the books of fabric samples and see how gorgeous they still are after almost 150 years.

Julie Wertz
University of Glasgow Postgraduate
Doctoral Researcher

*Student examining a 19th century textile sample book, 2017
United Turkey Red Co. Ltd (University of Glasgow Archives and Special Collections)*



VALUE TO BUSINESS

Every business is different, with its own identity and story of achievement, organisational culture, reputation, products and people. A business's archive is likewise a unique asset, a treasure trove of information and stories that can document and showcase its heritage.

An archive is a business's corporate memory; it captures knowledge, documents decisions and provides evidence of how a business has implemented technological and organisational change, managed growth and recession and weathered political and economic uncertainties. It can demonstrate business continuity, inspire new products, enhance brand reputation, defend intellectual property and support corporate responsibility initiatives. Every day business archives are used by companies to establish rights to trademarks and markets, to inform decision-making and to support the design of new products, packaging and advertising campaigns.

People are at the heart of every business – as both employees and customers. An authentic business identity, supported by a firm's heritage and the archives that evidence it, can both improve employee engagement and generate customer brand loyalty.

An archive can preserve and render accessible the many individual stories that evoke the personality of a business, demonstrating its relationships with customers, suppliers and staff and its influence on the communities in which it trades. These stories tell of products and services, and the people behind them, connecting us with a business and the journey it has made.

As a result businesses that invest in their archives, by employing archivists, seeking professional advice, identifying historical records or improving their archival storage and retrieval capabilities, gain a distinct competitive advantage.

A counter book with a grid of fabric swatches. The swatches are numbered 730, 731, 737, 738, and 739. Each swatch has a handwritten label, such as '12 HTE' or 'R117E'. The fabric is a dark tweed with a light-colored pattern. A large yellow triangle is overlaid on the right side of the image.

Working with business clients and their archives, I'm often lucky enough to witness the moment when their archive transforms from dusty clutter to vital spark. Whether it's a connection with the men and women who did their own job a hundred years ago; a re-discovery of a product they worked on when they first started with their company; or an idea for using their history to celebrate a link with a particular client or customer, it's a spark which enables them to understand the value of their heritage and the work that archivists do to preserve and celebrate it.

Clare Paterson

Senior Archivist Business Collections
University of Glasgow

Counter book showing tweed fabric swatches, 1834-41
J & A Ogilvy (Heriot Watt University)

CASE STUDY: Diageo

Investing in archive storage and display

Diageo is a global leader in beverage alcohol with an outstanding collection of spirit brands including Johnnie Walker, Smirnoff, Captain Morgan, Baileys and Tanqueray. Its archive, located in Menstrie, near Stirling, was established in 1990. However, by 2012 the archive had outgrown its facilities, both physically and in the quality of the experience that could be offered to users and visitors.

An investment of £1.5 million was agreed to build both an additional archive store, with appropriate air-handling and storage systems, and a bespoke area to host group visits. The new facility was opened to the business in 2014. The centrepiece was the creation of a 'liquid library' of 4,000 bottles dating from the 1880s through to the present day. This unusual display space was specifically designed to engage visitors.

Immediately it made the archive a destination venue that Diageo employees needed to visit to become knowledgeable about the company's brands and passionate ambassadors for them, as well as a great place for brand launches and PR events. Marketers and their agencies also found the facility an accessible way to draw inspiration from the rich heritage of the firm's brands, whilst colleagues at all levels brought influencers, media, customers and consumers to celebrate the brand stories and use the expertise of the archivists to provide a bespoke and unique brand experience.

Archive visitor numbers tripled in the first year and colleagues from across the company engaged with the archive as never before helping it to become even more relevant to the business.



Our archive gives us real insight into our legacy. It helps us understand the people and events that shaped our business, the values that we still hold today and, importantly, informs the ways we continue to help our clients and customers plan their future.

Graeme McEwan
Chief Communications Officer,
Standard Life

The Liquid Library, showcasing packaging from the 1880s to present day, 2014 (Diageo)

Business, communities and society are intrinsically linked and that's why business archives are important. So often businesses can be the heart of a community, be it the factory of a multinational business or a corner shop. Their records document technological innovation as well as products and services, and often, most interestingly, how staff built a community within the business and beyond.

David Powell
Former Surveying Officer



VALUE TO COMMUNITIES AND TO THE NATION

Business archives enhance our understanding of the way people worked and how this shaped both their lives and the communities in which they lived. The central role that business and the economy play through wealth creation and the provision of goods and services means that these collections are an important source of information about our shared local, regional and national heritage. In many instances they also reflect the international connections - through the import and export of goods and exchange of know-how - that Scottish business and industry have established.

As individuals we connect with business every day. Business archives evidence how people interacted with firms as owners, entrepreneurs, shareholders, employees and customers. Salary and personnel records or customer accounts, where they have survived, may provide information about specific individuals, while historical business records can also help build an invaluable picture of working lives, spending habits, everyday products, services and fashions.

As a result business archives can, for example, be powerful tools when used in community oral history or reminiscence projects.

A business's need for a workforce can create, sustain and develop individual communities. The impact locally of business success, change or failure on such communities can be defining and for these reasons business archives can engage communities by documenting collective pasts, often using volunteer groups or former employees, and they can inspire regeneration through projects such as heritage trails and local exhibitions.

There are times when business archives also tell a story of huge national importance. Such records need to be identified, preserved and made accessible to both scholars and the public at large. This has been achieved for some collections through programmes like the UNESCO Memory of the World Register and business archives have also contributed to the listing of UNESCO World Heritage Sites.



CASE STUDY: Royal Bank of Scotland

Contributing to UNESCO's UK Memory of the World Register

One example of a business archive telling a story of huge national importance to Scotland is that of the records of the Company of Scotland Trading to Africa and the Indies. This company planned to establish a trading colony on the Isthmus of Darien in Central America in the 1690s in a bid to establish a Scottish empire. The scheme's catastrophic failure forced Scotland towards political Union with England, finally enacted in 1707. Darien, therefore, was a key contributing factor in the formation of Great Britain; the consequent dissolution of the independent Scottish parliament; and the resulting shift in Scots' identity which, as Robert Burns saw it, turned his beloved homeland into 'England's province'.

Many of the records of the Company of Scotland are held by Royal Bank of Scotland as it was the failure of the enterprise that indirectly gave rise to the bank's foundation in 1727. In 2009 the Royal Bank's archive team partnered with the National Library of Scotland, which also holds related archives, to make a joint submission that saw the Company of Scotland archive become one of the first ten collections entered on UNESCO's UK Memory of the World Register the following year. The register celebrates nationally important archives and raises awareness of them amongst both scholars and the public at large. Since 2010 further Scottish business archive collections have been similarly recognised by UNESCO.

*Frontispiece of the first minute book of the court of directors of the Company of Scotland, 1696
The Company of Scotland (Royal Bank of Scotland Group Archives)*

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(40 men).



ISSUED BY
THE BOARD OF TRADE
in pursuance of
§7 & 25 Vict., ch. 60

any Erasure, Interlineation, or Alteration in this Agreement will be void unless made with the consent of the persons interested, and attested by some Superintendent of a Mercantile Marine Office, or Consul or Colonial Officer.

AGREEMENT AND ACCOUNT OF CREW. FOREIGN-GOING SHIP.

The term "Foreign-going Ship" means every Ship employed in trading or going between some place or places in the United Kingdom and some place or places situate beyond the Coasts of the United Kingdom, the Islands of Guernsey, Jersey, Sark, Alderney, and Man, and the Continent of Europe, between the River Elbe and Brest inclusive.

^{s/s} "Benmohr"	Name of Ship.	"	Official No.	Port of Registry.
			129.416	Leith.
REGISTERED MANAGING OWNER OR MANAGER.				
Name.		Address.		
William Thomson & Co.		2d Bernard Street Leith.		

The General Persons whose names are hereto subscribed, and whose descriptions are contained herein, and of whom Ten are engaged as Sailors, hereby agree to serve on board the said Ship, in the several capacities expressed against their respective Names, on a voyage from Antwerp to Middleburgh

Developing the North Sea oil and gas industry was a human endeavour as great as putting the first men on the moon. In the oral histories of the Capturing the Energy project we hear the actual voices of the men and women who made this possible in one of the harshest offshore environments in the world. But we also gain an invaluable insight into their daily working lives, the astonishing challenges they had to overcome, and their quiet pride in the importance of what they did.

Eric Crockart
Journalist, Capturing the Energy Project

any ports or places within the limits of 75 degrees North and 85 degrees West latitude, the maximum time to be used at the final part of discharge of cargo in the United Kingdom or Continent of Europe between the Elbe and Brest, inclusive, calling for orders if required.

And the Crew further agree to proceed from the final Port of discharge in the United Kingdom or Continent of Europe, between the Elbe and Brest inclusive, to a Port to load in the United Kingdom or Continent of Europe between the

And it is also...
Crew to work coals and cargo when required. Firemen to keep the galley supplied with coals. Any member of the Crew found asleep during his watch, or absent from the look-out, will be fined five shillings for each offence.
The sailors and firemen to keep their respective forecastle clean, and to have them clean at the end of the voyage, under a penalty of five shillings per man for each case of neglect.
The sailors and firemen shall mutually assist each other in all duties of the ship.

Agreements and accounts of crew for SS Benmohr, 1912

The Ben Line Steamers Ltd (University of Glasgow Archives and Special Collections)

CASE STUDY: West Dunbartonshire Archives

Creating the Singer Reminiscence Kit

The Sewing Machine Collection and Singer Archive is an invaluable record of a major Clydebank company that employed tens of thousands of people and shipped millions of sewing machines all over the world. It includes business and technical records, photographs of the factory and employees and a variety of machines and other artefacts associated with the Singer Manufacturing Company and its workforce. Although the factory closed in 1980 the company's legacy in Clydebank, and across West Dunbartonshire, continues to resonate and the collection was recognised as being of national significance by Museums Galleries Scotland in 2013.

The Singer Reminiscence Kit was developed in 2016, as part of the Patterns of Engagement Project funded by the recognition fund, to support local aged care activity

coordinators. In developing the kit West Dunbartonshire Archives sought advice from those who had worked in the factory on what materials might work well in a reminiscence session. Reaching out via social media, press coverage and local interest groups, as well as local day centres, care homes and Alzheimer's Scotland, allowed an engaging kit to be developed which incorporated a mix of objects and photographs and covered a number of themes so that it could be used with different audiences or several times by the same group.

The Singer Reminiscence Kit is loaned free to community groups, day centres and care homes across West Dunbartonshire for reminiscence and inter-generational workshops and has already been enjoyed by many and stimulated numerous cathartic conversations about a shared heritage.

*Staff entering the Singer factory at the Kilbowie Road entrance, late 1970s
Singer Manufacturing Co Ltd (West Dunbartonshire Libraries and Cultural Services)*

CARING FOR BUSINESS ARCHIVES

Every business needs skilled professionals - accountants manage company finances, lawyers look after legal interests and human resources specialists ensure good workforce governance. In turn, business archives need to be expertly managed by professional archivists.

In Scotland there are many professionally-trained archivists, qualified to postgraduate degree-level, with experience of managing business archives. They range from corporate archivists working for businesses, to those with responsibility for business archives in collecting repositories in the national collection, university, local authority or charity sectors. Over the years such archivists have contributed to the resilience and strength of the Scottish business archives sector, demonstrating a passion for both their profession and their collections. Today they deliver services that regularly prove just how much business archives can offer to the communities and organisations that created or care for them and the people who use them.

Sources of professional advice are available to those tasked with the care and management of business archive collections in Scotland. These are primarily delivered by membership organisations like the Business Archives Council of Scotland and the Scottish Business History Network. Much of the work relating to business archives in Scotland is facilitated through the national Business Archives Surveying Officer. Scotland is alone in the UK in boasting such a service and in recent decades more than 650 surveys of business archive collections have been carried out to help ensure their survival by raising awareness and rescuing historical records at risk.

To further support best practice archive management the Archive Service Accreditation Scheme provides a UK framework that helps archive services improve their efficiency and effectiveness and benchmark their performance. Many archive services across Scotland have achieved accreditation or are working towards it.

During my years in the National Register of Archives in Scotland I have surveyed some fascinating business archives, ranging from William Wilson, the major tartan producers in the 19th century, to those of an agricultural and electrical engineering firm in the Borders.

My work, however, makes me very aware of the risks to the survival of business archives and how detrimental their loss is to our understanding of how we have developed as a nation. The enthusiasm in the archive sector and the wider community is inspiring and gives me great hope for the future of this precious resource.

Alison Rosie
Registrar, National Register of Archives in Scotland

CASE STUDY: Business Archives Surveying Officer Championing Scotland's rich business heritage

From small farms in remote locations to global companies in city centre headquarters, Scotland's Business Archives Surveying Officer has delivered expert independent advice and support to them all for more than 40 years.

So far 17 Surveying Officers have served in the role working with thousands of businesses and organisations to help them care for and make better use of their archives. Covering the whole of Scotland, from Lerwick to Lockerbie, the service has discovered fascinating archives in the care of businesses nationwide. The archives of Upper Clyde Shipbuilders, a consortium of the most important Clyde shipbuilders, and the Stoddard Templeton carpet factory, once Glasgow's largest

employer, are both examples of important collections that have been secured for the nation by the Surveying Officer's activity.

The unique service has gone from strength to strength over the years, continually adapting to meet the changing needs of the businesses it serves. Most recently the Surveying Officer became Scotland's representative on the UK-wide Business Archives Crisis Management Team securing historically important archives in a place of deposit through proactive monitoring of the media and cooperative partnerships with insolvency practitioners.

The work of the Surveying Officer is varied and rewarding; no two days are the same. Regular activities include creating tools that allow

archive owners to find and use records in the future; educating company staff what to archive and what to throw away; recording memories recalling iconic Scottish brands and the working lives of local people, communities and employers; providing cataloguing support to public repositories and museums; and explaining the benefits of employing a professional archivist.

Funded today by the Ballast Trust and donations from business clients, successive Surveying Officers have played a vital role in ensuring key archives are preserved and that Scotland's businesses continue to understand the benefits of looking after and leveraging value from their historical records.



CONCLUSION

The enormous scope and variety of business archive collections means that they are a wonderful resource for us all. From genealogical and academic research, creative inspiration and wider community engagement to business marketing, legal research and product development, business records have huge value and many uses. They allow us to evidence and celebrate Scotland's business achievements, the stories of pioneering Scottish entrepreneurs and Scottish companies and the products that were produced or manufactured in Scotland and exported around the world.

Yet, although Scotland has a strong tradition of caring for its business archive collections and a robust and expert network of professional archivists, in a rapidly changing economy and society the archives of business are at constant risk. We all, whether as archivists, historians, citizens, business people, employees or customers, have a responsibility to ensure that Scottish business archives continue to be preserved and used and that their importance and value is recognised in the future.

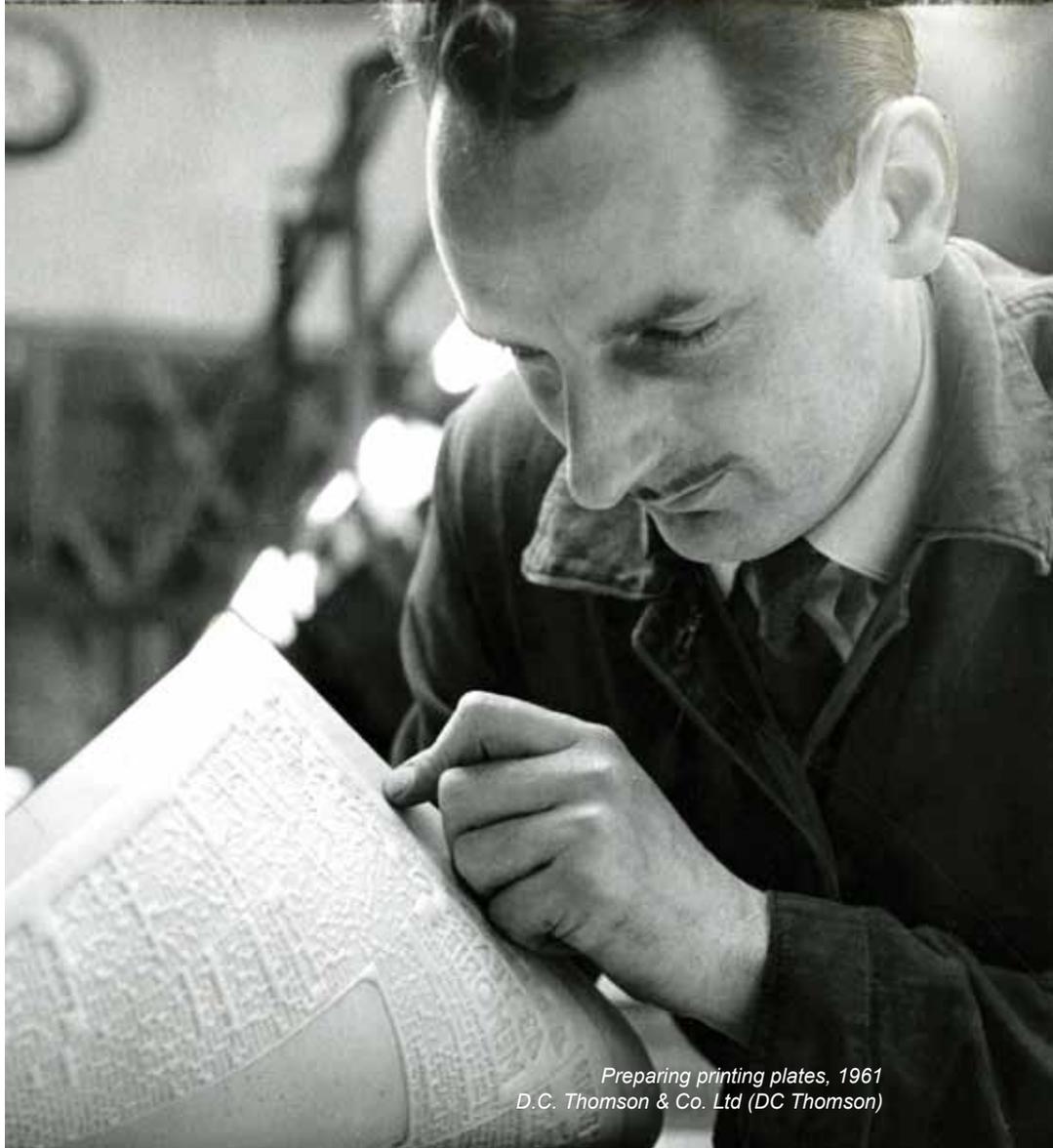
To find out more about Scotland's business archives, including advice, guidance and links to further resources see

www.scottisharchives.org.uk/businessarchives

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*Preparing printing plates, 1961
D.C. Thomson & Co. Ltd (DC Thomson)*



Through SCOTLAND

BY THE
**CALEDONIAN
RAILWAY**

Through Scotland by the Caledonian Railway Guide Book, 1905

Caledonian Railway Association Archive (University of Glasgow Archives and Special Collections)



Scottish Council on Archives
scottisharchives.org.uk

Scottish Council on Archives: A Scottish Charitable Incorporated Organisation (SC044553)