

200 Years Young: A Spotlight on Heritage at The Macallan

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The Macallan Speyside single malt Scotch whisky celebrated '200 Years Young' in 2024. Founded by teacher, farmer and distiller Alexander Reid in 1824, there are many moments to celebrate and stories to tell. A programme of celebrations and product releases throughout the year honoured The Macallan's legacy, all underpinned by a rich and diverse business archive collection which documents the company's heritage, creativity and craftsmanship. Having been formally established in 2018, The Macallan Heritage is far more than a source of inspiration for the brand. The collection encompasses the stories of the people and places that have built and shaped The Macallan; evidences the evolution of the brand's DNA; and documents the journey of The Macallan products. Written from an archivist's perspective, this article provides an overview of the formation and growth of a unique business archive and presents a reflective insight into the development process of an anniversary publication. To set the scene for the significance of The Macallan's 200th anniversary, it is first necessary to give an overview of the company's heritage and provide some context for its place in the wider Scotch whisky industry. From this, it is possible to see how the development of The Macallan culminated in the wide-ranging celebrations which took place in 2024, each element of which is inspired by characters, traditions and milestones from its past, with an eye firmly on its future legacy.

Introduction

Nestled in the countryside of north-eastern Scotland, today The Macallan Distillery sits at the heart of a 485-acre estate. The origins of The Macallan estate can be traced back to the 1500s, when Duncan Grant was granted a charter for the lands of Easter Elchies by the Bishop of Moray in 1543. Generations of the Grant family presided over the land, and in 1700 Captain John Grant commissioned the extension and development of an existing L-shaped tower. The building became known as Easter Elchies House and is now a brand icon and 'spiritual home' of The Macallan. In 1819, an advertisement in the *Inverness Courier* proposed an opportunity to take on a 19-year lease for the Mains of Easter Elchies, a farm on the Earl of Seafield's estate near Craigellachie in Moray, on the opposite bank of the River Spey. The farm included 94 acres of arable land and 59 acres of pasture. Described as 'delightfully situated for the residence of a Gentleman'

and with 'sharp soil'¹, this offered a perfect opportunity to a local entrepreneurial mind, Alexander Reid. Having been raised on a farm, Reid pursued a career as a teacher at Elgin Academy and taking up a post in 1803, he was responsible for teaching 'English Language and Grammar with Writing and Arithmetic'. He earned much respect in this role, with the Academy's examiners reporting in 1811 that 'the English department under Mr Reid appeared to have been conducted with the greatest ability and success.'² From 1819, on his new path, Reid worked and nurtured the land at Easter Elchies, bringing previously unused areas of the farm into cultivation. He was an active member of the Morayshire Farmers Club, often winning prizes for his produce, including seed oats. Reid's dedication to quality stood him in good stead for his next business venture. Expanding and developing his farm holdings and expertise, Reid was likely preparing for the launch of legal distilling operations; not an unusual move given that landowners had begun to lobby the government to legalise distilling from the late 1700s. As German and Adamson maintain, 'entrepreneurial tenant farmers and landowners' were primed to 'seize the market' when laws were amended in the early 1820s.³

The Excise Act of 1823 aimed to regulate the Scotch whisky industry and clamp down on illicit distilling. In leading distilling away from serving small local markets, towards larger, economically integrated businesses, Hume and Moss conclude simply that 'the new legislation had the planned effect'.⁴ A flurry of new distilleries opened across Scotland. In The Macallan's corner of the country, 25 licensed ventures were operating in Aberdeenshire by 1825, and a further 41 in the Elgin district, having risen from one

¹ 'Beautiful Farm to be Let', *Inverness Courier* (Inverness, 11 February 1819) p.1, <www.britishnewspaperarchive.co.uk> accessed 11 November 2023.

² 'Elgin Academy', *Aberdeen Press and Journal* (Aberdeen, 17 July 1811) p.1 <www.britishnewspaperarchive.co.uk> accessed 11 November 2023.

³ Kieran German and Gregor Adamson, 'Distilling in the Cabrach, c.1800-1850: The Illicit Origins of the Scotch Whisky Industry' (2019) 39.2, *Journal of Scottish Historical Studies*, p.265.

⁴ M.S. Moss and J.R. Hume, *The Making of Scotch Whisky: A History of the Scotch Whisky Distilling Industry* (Edinburgh: James & James, 1981), p.73.

and none respectively.⁵ At Easter Elchies, Alexander Reid established a distillery in 1824, and The Macallan was born.

Practices instilled by Reid in the early years became hallmarks of The Macallan. While much of the industry moved to larger stills in the late 1820s to increase production output, Reid held firm that smaller stills produced a higher quality, more characterful spirit. Reid's emphasis on quality over quantity undoubtedly helped to define the path of The Macallan that would be trodden by his successors. This steadfast approach is evidenced again over a century later, when in the 1950s and 1960s there was a trend of distilleries increasing the production capacity of stills. A small number of distilleries, including The Macallan, maintained that still size is critical, opting instead to multiply stills to increase output.⁶ Hence The Macallan's unique 'curiously small stills' are integral parts of both spirit production and brand communication. These deep-rooted practices and values demonstrate the breadth of the legacy celebrated by the brand in 2024.

The Archive as a Physical Manifestation of Legacy

The narrative recounted above is encapsulated in The Macallan Archive – a physical manifestation of the brand's legacy. The archive is relatively new, having been formalised in 2018 with the appointment of the first archive manager. Following consultations and survey work carried out by Scotland's business archive surveying officer from 2015 onwards, historic records were collated from around the business, including many that had been stored at The Macallan Distillery. Today, the rich collection of almost 80,000 items and growing, dates from the nineteenth century and tells the story of the brand's journey of creativity and craftsmanship, documenting all aspects of The Macallan and its people. The collection is diverse, containing business records and correspondence; photography; artwork and illustrations; maps and plans; objects; garments; bottle labels; and of course, bottles and packaging. Strengths of the collection include correspondence covering the 1890s-1930s which provides insight

⁵ Kieran German and Gregor Adamson, 'Distilling in the Cabrach, c.1800-1850: The Illicit Origins of the Scotch Whisky Industry' (2019) 39:2, *Journal of Scottish Historical Studies*, pp.151-2.

⁶ Moss and Hume, *The Making of Scotch Whisky*, p.208.

into all aspects of distillery operations and production during these years, as well as personal relationships and personalities of owners and management; and a large collection of artworks and illustrations dating from 1980s-90s, which gives a comprehensive overview of advertisements that appeared in newspapers and magazines during these years.

Once surveyed and collated, storage space for the records was secured, and work began to catalogue the archive. In parallel, a series of digitisation projects focusing on key record sets has further aided access and discovery of the collection and ensured that high resolution images, now preserved in an Arkivum digital repository, are available to be used as required by the brand. A growing digital archive, containing this digitised content ensures the archive can capitalise on ad hoc requests, as well as having a consistent visual presence in meetings, campaigns and initiatives. A recent project to digitise the bottle archive was the foundation for the development of the heritage-led anniversary publication that will be discussed in detail later. Two existing unpublished manuscripts of The Macallan history, one written by a former employee in the 2010s, have served as a valuable starting point for the discovery of deeper, richer stories. As well as encouraging the ongoing verification and research of the existing narrative using the archive collection, the manuscripts have also been useful for mapping areas to be researched further. As with most archive collections, there are gaps in the records; consequently, targeted research and oral history programmes have been developed to ensure that these gaps are filled. In many cases, secondary sources such as contemporary newspapers are a useful tool to corporate archivists, alongside other archive collections. The exercise of identifying and exploring gaps in corporate collections using external sources also allows room for reflection and the consideration of an organisation's narrative from a different perspective.

Beyond fundamental archival activities such as cataloguing, digitisation and research, outreach and advocacy work is part of the archive's core function. Arguably, embedding these activities into the archive's scope from its inception, and subsequently formalising them in a heritage strategy, has accelerated its development and maturity, enabling it to be used as a key asset in celebrating The Macallan's bicentenary. By the continuous development of internal resources and research guides,

a growing knowledge bank continues to inspire and inform authentic and emotive heritage storytelling. Through seeking knowledge-sharing opportunities at meetings and with key stakeholders, The Macallan Archive has positioned itself as an important strategic pillar of the brand; 'heritage' has become embedded in the brand's vocabulary. Far more than the collection being used literally in advertising and marketing, The Macallan's history is intertwined with the brand's DNA, meaning that it is authentically referenced at every touchpoint as a true pillar of The Macallan's identity. Ongoing research into the collection and beyond continues to ensure that it remains the single source of truth for the brand, and that the heritage team are the authority on The Macallan's history.

In the Right Place

The Macallan Archive, preserved by the heritage team, is part of the marketing function of the business which ensures a captive internal audience of creative minds. As a business asset, the archive is used for a wide range of initiatives both internal and outward facing, from inspiring new product development, advising on storytelling for global campaigns, assisting with brand protection queries, and as the voice of authority of brand heritage, ensuring that an accurate narrative is portrayed both through consumer engagement and internal advocacy. A key part of developing the archive, and therefore elevating its status since formation, is its position as part of the creative team within the wider marketing function. This structure ensures good internal visibility and facilitates a high level of engagement with the brand's history.

For the creative team who view the archive as a mine of inspiration, historical narratives do more than 'reproduce the events they describe; rather they guide our thoughts about the events in a certain direction'.⁷ Often inspired by a character, anecdote or milestone documented in the archive, The Macallan's heritage is regularly used to inform storytelling in both product and advertising campaigns. Examples include prestige releases such as the *Tales of The Macallan* series and *The Red*

⁷ Rania Labkani et al., 'The Strategic Use of Historical Narratives in the Family Business' in E. Memili and C. Dibrell (eds), *The Palgrave Handbook of Heterogeneity Among Family Firms* (New York: Springer, 2019), p.532.

Collection, which illuminate the brand's pioneering characters, and the historic significance of the colour red to The Macallan, respectively. Since 2018, the archive's direct involvement in such heritage marketing has solidified its strong position in advance of the anniversary year. Alongside organisational structure, 'the way managers see the past impacts their use of history as a valuable strategic resource'.⁸ For The Macallan Heritage team, opportunities and invitations to share knowledge at the beginning of projects are both encouraged and assisted by the genuine interest and appreciation of authentic history by the creative director, and other senior stakeholders who are involved in the archive's management.

An appreciation and respect for the 'value' of corporate collections is shared across the archive sector⁹ and is so often well communicated to parent bodies, both by archivists themselves, and by sector-specific groups, such as the Business Archives Council of Scotland, Business Archives Council and the International Council on Archives Section on Business Archives. This sentiment is largely shared across the whisky industry, with distilleries being identified as a group of organisations that commonly use their heritage to enhance 'an organisation's authenticity' and differentiate from 'other companies in the same industry'.¹⁰ It is here that the heritage team can play an invaluable and irreplaceable role, as experts in the historical narrative, and skilled professionals in interpreting and analysing the archive collection in their care.

The Road to '200 Years Young'

Preparations for the bicentenary began years in advance. From the point the archive was formally established, the eyes of the heritage team and wider business were increasingly focused on 2024. From 2018, groundwork continued to be laid through the ongoing development of the collection itself, and the growing use of The Macallan's heritage by the marketing function, in line with the heritage strategy developed and

⁸ William M. Foster et al., 'The Strategic Use of Historical Narratives: A Theoretical Framework' (2016) 59:8, *Business History*, p.1180.

⁹ Andrew Hull and Peter Scott, 'The 'Value' of Business Archives: Assessing the Academic Importance of Corporate Archival Collections' (2020) 15:1 *Management and Organizational History*, pp.1-21.

¹⁰ Foster et al., 'The Strategic Use of Historical Narratives', p.1186.

implemented by the archive manager. Progress against the strategy was central in laying the groundwork for the heritage team's place and active involvement in discussions and planning for the celebratory year, which began in 2021. In parallel, the 2022 advertising campaign *The Spirit of 1926* developed foundations for communicating The Macallan's heritage beyond, and independently of, products; the eight-minute film tells the story of Nettie Harbinson, the first female managing partner of the distillery, who ran operations between 1918 and 1938, and is inspired by research uncovered in the archive. This evolution and growth of the heritage strategy was assisted, of course, by the organisational structure and stakeholder interest in the archive, which was an integral part in ensuring involvement in conversations from the start.

As initiatives were confirmed and projects were defined for the bicentenary, the role of the team in supporting the '200 Years Young' celebrations evolved, from sharing inspiring research, to advising on how to articulate chosen moments from The Macallan's history in an authentic and compelling way across multiple campaigns. The overarching theme of the year was 'time-travel', providing a rich opportunity to embed elements of the authentic heritage narrative throughout brand messaging. As a business, The Macallan has taken a unique and very creative approach to the bicentenary, stretching beyond what might be considered a traditional celebration of a corporate anniversary. A reflection of the core creative values that guide the brand and the desire of The Macallan to follow its own path, the approach also demonstrates a broader evolution in marketing and approaches to anniversaries, particularly in the Scotch whisky industry.¹¹ For the heritage team, this presented the opportunity to showcase both tangible elements of the historic narrative, such as products and buildings, as well as intangibles, including 'rituals' and 'shared stories of past events'.¹²

The bicentenary year began with the release of *The Tales of The Macallan Volume II*, a decanter of vintage single malt whisky distilled in 1949 which pays homage to Alexander Reid. Following this, a year-long programme continued to honour the

¹¹ S.R.H. Jones, 'Brand Building and Structural Change in the Scotch Whisky Industry Since 1975' (2010) 45:3, *Business History*, p.87.

¹² Rania Labkani et al., 'The Strategic Use of Historical Narratives', p.542.

brand's heritage whilst also looking ahead to its future legacy in equal measure: in May 2024 a collaboration with Cirque du Soleil launched at The Macallan Estate, an immersive sensory experience which married the artistry of whisky making and performing arts; a soundtrack composed by British singer-songwriter, Emeli Sandé titled 'Roots', was an artistic celebration of The Macallan's ongoing creative legacy, and the brand's roots in nature, history, craftsmanship and community; and in a tribute to The Macallan's past and future, the *Time:Space* product contains both the oldest and youngest whiskies released by the brand in a ground-breaking dual chambered vessel.

Additionally, a collection of 200 illustrated poems capturing 200 key moments from The Macallan's history were brought together in *The Heart of The Spirit* campaign. The origins and inspiration for the stories told through these activations were selected by the heritage team and are captured in, and woven together by, The Macallan Archive collection. Beyond product releases, celebratory events and global campaigns, the spirit of '200 Years Young' encapsulates the sentiment of the archive. A treasure trove of moments and custodians past, the archive collection also continues to grow every day, as tomorrow's history is captured and preserved for the future.

A Unique Opportunity

Significantly, 2024 presented a unique opportunity for the heritage team to lead and directly manage an external facing project. The years of research, digitisation and advocacy from 2018 onwards, which had all shone a spotlight on the rich content of The Macallan Archive, peaked interest and gathered momentum across the business, and the decision was made that 2024 was the perfect opportunity to release a published history. Receiving a brief to create and deliver a 'product history book' the heritage team were tasked with telling The Macallan's story through the lens of its product portfolio. Drawing inspiration from the hardback book *Patek Philippe: An Authorised Biography*,¹³ an engaging look into the history of the world-renowned watchmakers, The Macallan book was to venture beyond a traditional corporate written history. By offering a unique insight into the brand's heritage and the

¹³ Nicholas Foulkes, *Patek Philippe: The Authorized Biography* (London, Preface Publishing, 2016).

continuing legacy of its products, the book takes the reader on a journey through the past 200 years. The narrative explores The Macallan's pioneers, key milestones and innovations, giving exposure to the brand's heritage in a way never seen before. Taking the form of a visually led coffee table style publication, it is designed to be enjoyed over a dram. The first print run of the book was a limited release, to be gifted to friends and selected consumers of The Macallan.

Taking around 18 months from receiving the brief to the launch date, the development process of the book directly involved over 40 collaborators, from copywriters, editors, photographers and graphic designers to packaging technology specialists and internal legal team colleagues. In addition to this, a network of external stakeholders, including researchers, and a host of external archive and museum collections were consulted. Supported by creative team colleagues, a creative agency and copywriters, the heritage team oversaw and project managed the entire process, from the beginning through to production. In the context of The Macallan Heritage this presented an important opportunity, given that the team are regularly involved in projects in the ideation and development phase, but often less so in delivery and execution. This ensured that the team was able to truly guide, influence and inspire the project, based on their professional and expert knowledge of the collection, heritage and wider brand memory. Regular project meetings ensured a forum for sharing ideas, suggestions and feedback. Coller et al.¹⁴ reflect on 'the passive role that archivists are generally thought to have in the creation and development of corporate archives' which serves to show that there is perhaps work still to be done on education around the role of an archivist, so as not to do any injustice to the breadth and variety of work that is entrusted to individuals whose profession it is to be an expert in an organisation's history.

To start the project, an external design team was selected to develop the look and feel of the book. It was also agreed that a portfolio of new photography would be commissioned to highlight a selection of significant bottlings from The Macallan bottle archive, and to take a celebratory look at the natural beauty of The Macallan estate – a photographer was chosen. The design team and the photographer travelled to The

¹⁴ Kristene E. Coller et al., "The British Airways Heritage Collection: An Ethnographic 'History'" (2015) 58:4, *Business History*, p.556.

Macallan estate for an immersive visit, gaining an insight into the DNA of the brand and familiarising themselves with elements that are unique to The Macallan, including the production site and the natural location of the distillery. The project team spent time exploring The Macallan's bottle archive, to gain an appreciation of the scale and variety of products that were to lead the content and visual flow of the book. A visit to the archive to see first-hand the records that tell the story of The Macallan was also organised, which was integral to the project team gaining an insight into the rich and diverse material that was available to support the narrative and bottle photography. With the aim of setting the heritage team's suggested direction for the narrative, the project team viewed curated highlights from the collection, including early cask books and correspondence, as well as photographs and artwork. This introduced both the range of material and formats in the archive, as well as a visual representation of the records that tell key heritage brand messages, and celebrate milestones, innovations and pioneers. Following this initial visit, digitisation work carried out as part of the heritage strategy in the preceding years proved to be vital to the project in ensuring a suite of high-quality assets was available for immediate use. Access to this resource was facilitated by The Macallan's digital archive, containing thousands of digitised files, which enabled ongoing access to the collection to the entire team, which was spread across Europe. The value of this digitisation, however, was far greater than reference, with hundreds of these photographs later being used in the publication itself.

These visits were shortly followed by a presentation of initial concept ideas for the design of the book, and a suggested approach for the portfolio of new photography was agreed. The new stylised photographs of key historic bottlings would feature throughout the book, punctuating the chapters and allowing accompanying copy to draw on key themes and brand messages represented by each. The photographer's 'still life' style complemented this approach, with the proposed 'staging' of photographs making it possible to incorporate relevant objects and imagery into the shot alongside the bottle, to enhance the storytelling. The importance of the heritage team's direct management of the project was demonstrated even at this early stage, as an in-depth knowledge of the historic product portfolio was vital to the selection of the 12 bottles chosen for the still life photography portfolio. While a creative-led approach would have seen the selection made by the photographer or design team based on individual

design preferences, a heritage-led approach ensured that the selection could be used as a vehicle to tell an authentic story, rooted in key milestones across the last 200 years. As the recognised experts on brand history, the heritage team were entrusted to make this selection of key bottles. This was enabled by the existing close working relationship and regular communication between the heritage and wider creative teams, from which a common language and shared understanding of key historic milestones has developed. Overseeing the photoshoot, the heritage team ensured the safe handling of the bottles and ‘props’ from the archive collection that were used in the still life photographs.

Building on the resource bank of existing research and digitised material, the heritage team mapped out which other products to include in the book (over 340 bottles were selected to feature in total). In parallel, the narrative structure of the publication was developed, together with a checklist of key people, milestones and brand messaging that was to be woven throughout each of the eight chapters. The selected copywriters began to immerse themselves in the world of The Macallan and using the existing unpublished histories and resource packs prepared by the heritage team, work began drafting the chapters. Working with a copywriter rather than a historian is perhaps a marked change from other published brand histories; this decision allowed the heritage team to guide the translation of the historical narrative, into the brand’s tone of voice, elevating it beyond a written history into a valuable tool for consumer and brand engagement. As the narrative began to take shape, the process of selecting images to accompany the copy and contextualise the bottles started. Many of the images used in the book are from The Macallan archive, with the majority having never been published before. Several images were sourced and licensed by the heritage team from other collections to add valuable contextual and supporting information. Highlights include records kindly reproduced from the Seafeld Papers held by the National Records of Scotland, which document Alexander Reid leasing land at Easter Elchies from 1819, and an article in a 1924 issue of *Wine and Spirits Trade Record* containing images of the distillery production areas in The Macallan’s centenary year.

As draft chapters were received and shared with internal stakeholders, the editorial approach was refined and confirmed. Several rounds of updated graphic designs were

reviewed with the selected images aligned alongside the copy. Extended captions were developed to support collections of bottles within each chapter, ensuring the focus on 'product history' remains in view. Detailing the history of branding, labelling and bottle closures, as well as the whisky itself, a potted history of The Macallan product portfolio sits neatly alongside that of the business more generally. Shorter captions contextualising other imagery were drafted by the heritage team, before being stylised by the editorial team. As the subject-matter experts, the heritage team were responsible for ensuring all the necessary contextual information was included in the book. Direct involvement in the project allowed these requirements to be balanced alongside design-led preferences. After several rounds of proofreading and a period of internal review, the design and content were approved, and at the time of writing, production of the book is complete. At each stage, the direct involvement of the heritage team proved to be imperative. From fact-checking and guiding the tone of voice of the narrative, to advising on image placement, the collaboration between the copywriters, design team and the archivists ultimately ensured the development of an authentic history of The Macallan.

Looking Ahead

Anniversaries are very often key drivers of engagement with corporate heritage and business archive collections. The Macallan's bicentenary is no different, with 2024 casting a spotlight on the archive. While preparations for the planned global activations and product launches started years in advance, 2024 itself saw a renewed appreciation and enthusiasm for the brand's legacy. Alongside increased consumer awareness of The Macallan's history, internal audiences have also been engaged. Requests for further information and visits to the archive gained momentum, and The Macallan Heritage now has wider visibility across the business, stretching beyond the marketing department, to senior executives. As a heritage function, 2024 was the ideal time to capitalise on this interest, for the team to continue advocating the importance of preserving business archive collections, to continue inspiring storytelling and new product development, and to continue developing the archive. As thoughts increasingly turned to plans beyond 2024, '200 Years Young' perfectly summarises the direction of the archive as much as that of The Macallan as a company. It is a fitting

time to reflect on the strategic use of the archive, and a compelling demonstration of the ability of historical narratives to ‘connect the past, present and future of an organisation’.¹⁵ The Macallan archive manager, Cheryl Traversa comments on the powerful development of The Macallan Heritage ‘towards being drivers of strategic heritage-led projects, not just contributors to existing plans.’ As a living business archive collection, The Macallan Heritage will continue to inspire the brand’s future legacy, with plans included as part of the strategy for further heritage-led activations and targeted consumer engagement. Through ongoing work with colleagues and brand collaborators, The Macallan Heritage will also ensure the creation of a lasting legacy beyond the celebratory year; outputs of the anniversary campaigns and beyond are being captured for the archive, as part of a regular targeted collecting and acquisition plan.

As Labkani maintains, ‘history is not a mere assemblage of facts from the past but bears the capacity to be managed.’¹⁶ An observation, therefore, that specialist professionals are required to exploit an organisation’s history to the full. Reflecting further on the role of business archivists specifically, the project to manage creation of a publication demonstrates the varied responsibilities of heritage professionals. Beyond advising and contributing to the content of the book by providing relevant information and assets, The Macallan Heritage team were involved in the entire process, from the photoshoot and creative concept to production of the book. As heritage professionals in a corporate environment, job roles can vary widely, often stretching beyond the ‘traditional roles of record-keeper and collection manager’.¹⁷ Aspects of business archivists’ work, perhaps once traditionally defined as ‘outreach’¹⁸, often now form an integral part of day-to-day tasks. Nevertheless, such opportunities would not have been possible without the foundations being laid by theoretical archive practice, followed by the cataloguing, research, digitisation and advocacy that enables the discovery and

¹⁵ William M. Foster et al., ‘The Strategic Use of Historical Narratives: A Theoretical Framework’ (2016) 59:8, *Business History*, p.1180.

¹⁶ Rania Labkani et al., ‘The Strategic Use of Historical Narratives in the Family Business’ in E. Memili and C. Dibrell (eds), *The Palgrave Handbook of Heterogeneity among Family Firms*, (New York: Springer: 2019), p.542.

¹⁷ Evgenia Vassilakaki, Valentini Moniarou-Papaconstantinou, ‘Beyond Preservation: Investigating the Roles of Archivist’ (2017) 66:3 *Library Review*, p.110.

¹⁸ Christopher Weir, ‘The Marketing Context. Outreach: Luxury or Necessity?’ (2004) 25:1, *Journal of the Society of Archivists*, p.71-7.

use of the collection. Embracing these circumstances as they arise, business archivists are empowered to use their skills and perspectives to add increased value to heritage within a corporate environment. At each stage in this anniversary publication project, the specialist knowledge and expertise of The Macallan Heritage team provided a unique perspective, ultimately contributing to a truly authentic representation of 200 years of history.

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