

The image is a composite. The left half shows a photograph of a university campus with a large, ivy-covered stone building and a green lawn where several students are walking and sitting. The right half is a dark blue digital overlay featuring a white wireframe of the same building, glowing blue lines, dots, and wireframe human figures, suggesting a digital or research theme.

From Brand Promise to Doctoral Belonging: **Aligning Recruitment Messaging** with **Lived PGR Research Culture**

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The narrative of a “world-class environment” creates a risky structural tension

The Brand Promise

- Marketed Identity

- Aspirational Messaging

- World-Class Research Environment

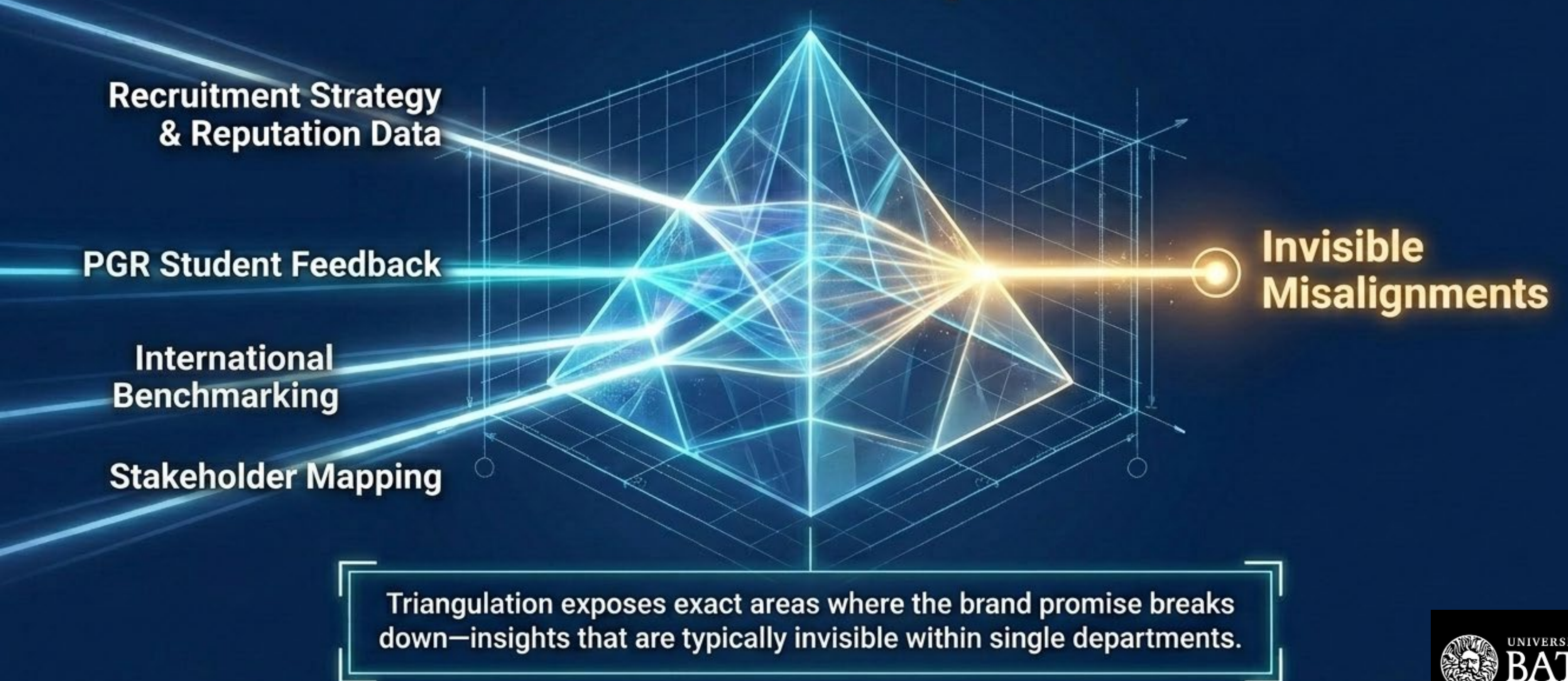
The Lived Reality

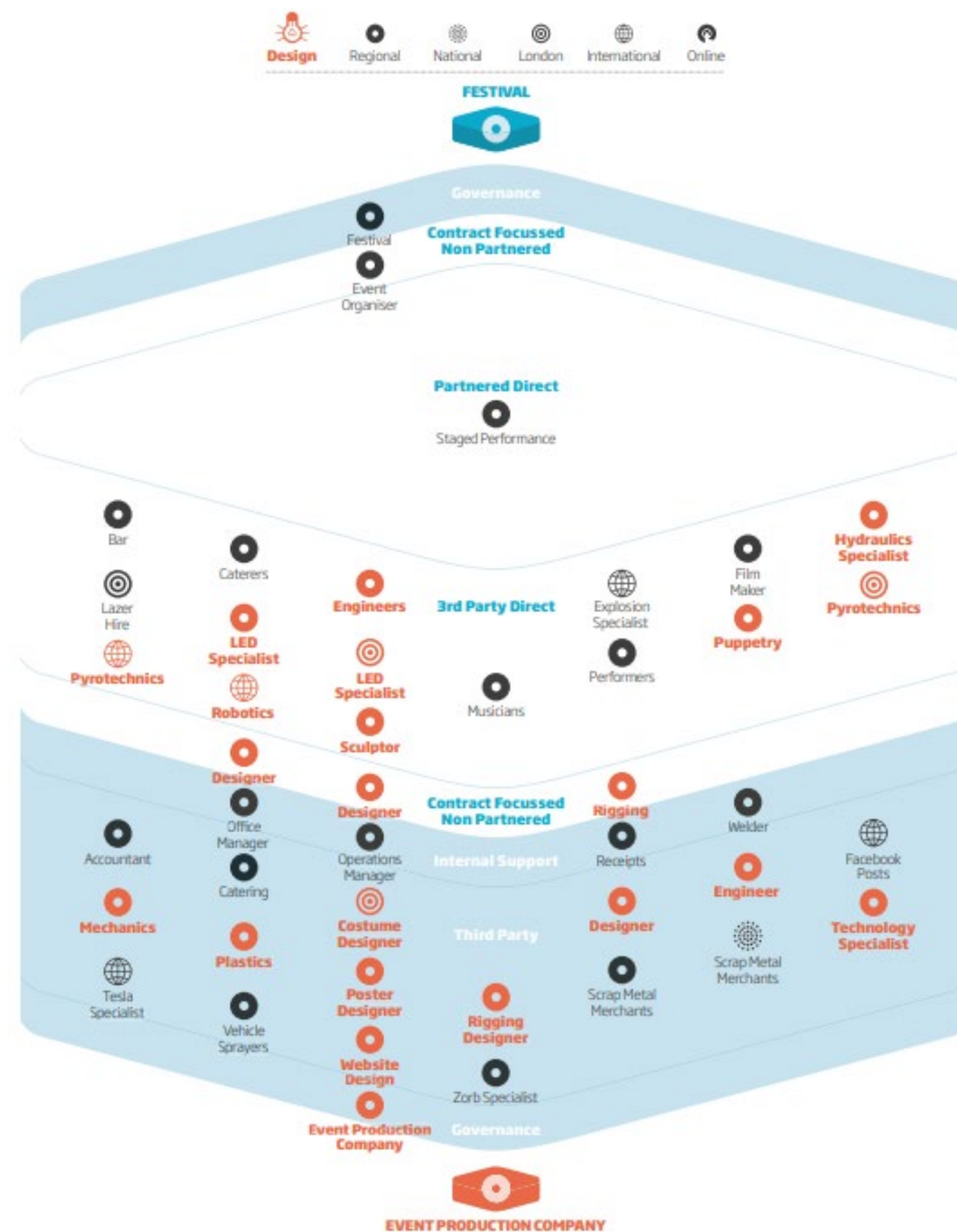
! - Day-to-Day Hurdles

! - Fragmented Student Journeys

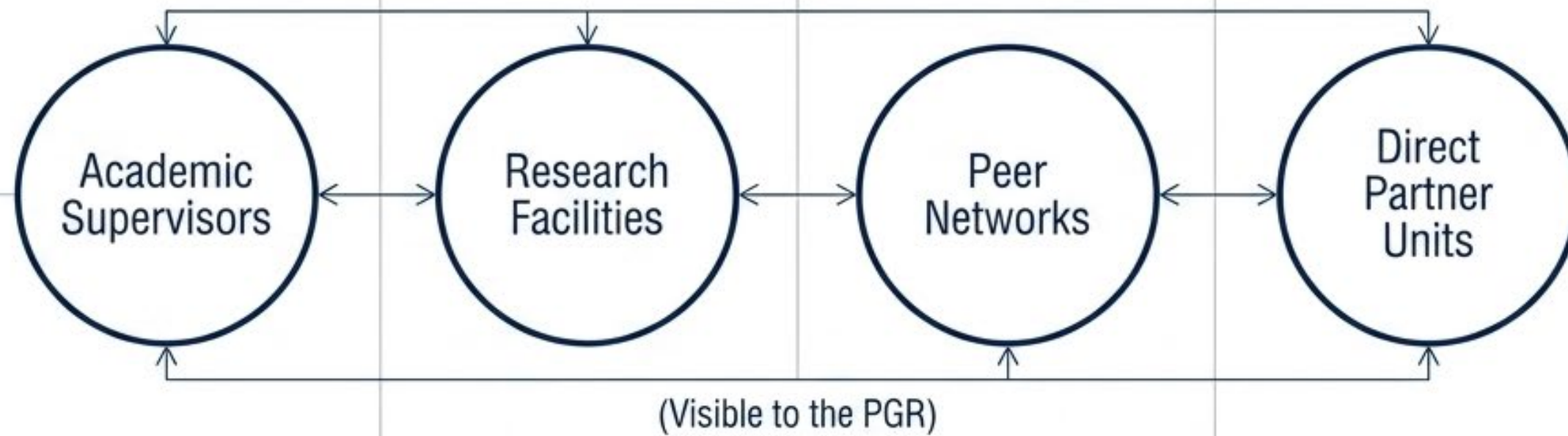
! - The Search for Genuine Belonging

Isolated data streams hide the reality of the Doctoral Experience





The Front Office (On Stage)



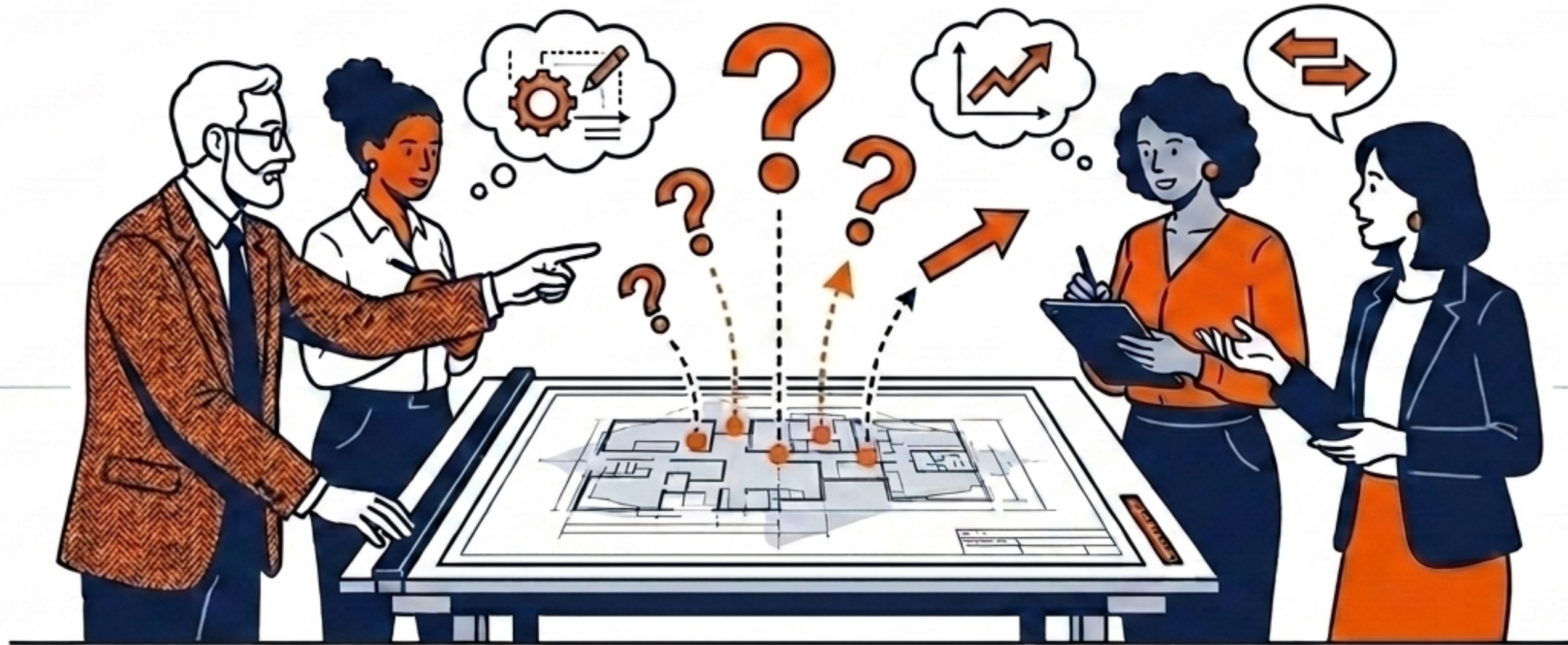
The Back Office (Backstage)



The Line of Visibility

The PGR experience relies entirely on back-office alignment. When the back office is disconnected, the front office fails.

The Enterprise Image as an 'Epistemic Object'



A Catalyst, Not an Answer

The map is an “Epistemic Object” (Knorr Cetina, 2001)—a tool designed to unfold, prompt questions, and drive discovery rather than just state rigid facts.

Forcing the Conversation

It compels cross-functional dialogue and operational planning that rarely happens organically within 300-year-old academic structures.

Bypassing Silo-Defense:

By visualizing the entire system, it reveals the structural problem to all stakeholders simultaneously, removing individual blame and departmental ego.

Conclusion: Doing More With Less

Operational Alignment

Target resources, remove duplicated back-office efforts, empower third-space connectors.

Global Reputation

Co-create high-impact research, attract and retain top global talent.

Authentic Belonging

Deliver on the 'Pragmatic Excellence' brand promise, reduce costly attrition.



Aligning the brand promise with the lived reality is not just truth in advertising; it is an operational imperative. In a constrained higher education funding climate, structural alignment equals efficiency.

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