

Chapter 3

Corporate Asset Management in Canned Goods Brands: Family SMEs With Longevity – A Preliminary Comparative Study in the Euro–Region Galicia and Northern Portugal


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ABSTRACT

The aim of this chapter is to conduct an analysis of the existing literature on corporate heritage marketing, namely, regarding corporate heritage identity, corporate heritage and authenticity. It then aims to investigate corporate heritage management strategies and understand how family-owned canning companies located in the Euro-Region of Galicia and Northern Portugal build value and communicate corporate heritage identity. This study adopts an exploratory methodology of a qualitative nature, which includes the application of a structured interview script with the

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objective of understanding the perception of marketing managers/CEOs regarding the value of a corporate heritage brand. The results obtained show that corporate heritage communication is developed in a strategic manner, through digital and physical channels, with the aim of reaching different generations of consumers. In the Euroregion of Galicia and Northern Portugal, structured practices are observed in the management of corporate heritage brands.

1. INTRODUCTION

Corporate asset management related to corporate asset identity and brand heritage is considered a topic that has gained relevance with the digital transition, COVID-19 pandemic and War in Ukraine. In the current context, family businesses face significant challenges, such as globalization and digitalization (Wong & Vangswasdi, 2024).

According to research by Miller and Le Breton-Miller (2005), family businesses show higher levels of resilience and profitability. Rossato and Castellani (2020) add that companies with longevity demonstrate the ability to overcome critical moments, which include world wars, globalization processes, economic crises, advances in digitalization, and pandemics. Despite the challenges identified, the context proved to be favorable to the communication of strategies associated with corporate heritage, which integrate references to the organizations' assets. This situation contributed to companies valuing their legacy and developing meaningful emotional relationships with their brands (Hoekstra & Leeflang, 2020). Digital transformation, the rise of e-commerce, and consumer demands regarding their experience have transformed the retail sector. Thus, the *online presence* of companies has become decisive (Paunovic *et al.*, 2022; Ratten *et al.*, 2024; Wang & Zhang, 2023; Jamil *et al.*, 2025).

This study aims to contribute to knowledge and inspire other family SMEs in the management of their brands and the value of brand heritage, in order to sustainably transmit corporate heritage. In this context, the aim is to analyze the literature on brand management of corporate heritage of companies with longevity. The aim is to demonstrate that the strategic management of corporate heritage in the 21st century plays a decisive role in maintaining longevity and preserving the unique legacy built over generations (for example, from grandparents to parents and from parents to children, referred to as family identity according to Balmer (2013)). The Euroregion of Galicia and Northern Portugal has shown particular interest in the business community, characterized by the predominance of micro, small and medium-sized enterprises (SMEs), geographical and linguistic proximity, as well as the presence of highly distinctive brands. Spain and Portugal are countries with a consolidated tradition in the production of canned fish, particularly in the food canning segment.

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