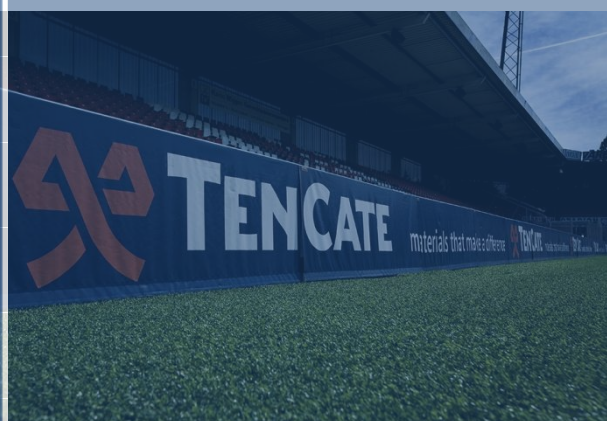




Bachelor Thesis | Brand alignment

The relationship between
identity and image



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Bachelor thesis

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BRAND ALIGNMENT

The relationship between identity and image



Preface

Present report contains a study in the alignment of brand identity and brand image, which I have written in order to finish my bachelor graduation project of the Business Administration program of the University of Twente.

For three months I have worked at Royal Ten Cate (TenCate), where I have conducted a research in brand alignment. Within TenCate I was working at the TenCate Grass group in the Marketing department. The area I was working in was very complex but also very interesting. I had a great time at TenCate thanks to all the people working at the TenCate Grass group. I enjoyed writing about brand management and I hope that this thesis will be of benefit for the company.

I would like to take the opportunity to thank everyone who has made this study possible. First of all I would like to thank Lucía Torres for her effort, time and support in my research project, but also for the nice time I had at TenCate. As well I would like to thank Erik Vogt for his openness and positive attitude. This research could not have been conducted without the necessary and valuable information provided by Lucía and Erik.

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Enschede, August 2012

Abstract

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1. Introduction

1.1 Introduction

A recognizable brand name could be one of the most valuable assets of an organization, as it can lead to higher sales. If consumers have positive associations or feelings about a certain brand, then they will typically be more likely to buy products in that range than generic products or products from other brands. This is often because the consumers trust the company: they know the quality is good (Aaker, 1996). But what makes a winning brand name? Brands are able to differentiate an organization from competitors. If comparable products are offered to a customer the brand name is usually able to distinguish one product from another. When people see a brand they could have associations with it. The brand will be successful if these associations are a reflection of what the brand stands for. If an organization that claims to be innovative sells old-fashion products, the customers notice the incongruence. Customers are watching to see if their brand experience matches up with the organization's brand identity. If these two don't align, the brand identity is likely to get lost in the confusion (Srivastava & Thomas, 2010). This indicates that a potential gap could arise between how a brand intends to be viewed by target customers and how it is actually perceived. It is important for organizations to ensure compatibility between the projected brand identity, and how this is received, in order to attract consumers.

Hence, the better an organization succeeds in transferring the brand message, the stronger the brand will be (Kapferer, 2008). Obviously it is important for an organization to manage its brand marketing properly. Several researchers have argued that internal marketing is a necessary condition to control what is desired to be seen by the organization and what is actually seen by customers. This paper considers the potential differences between the perceptions of consumers and the views of organizations towards their brand. This study examines the misalignments between a brand's intended identity and perceived image.

To investigate organization's perceptions and consumer's perceptions, the following objectives were identified and addressed, with a continued focus on one of the brands of Royal Ten Cate:

- to investigate the terms "brand identity" and "brand image" and consider the importance of these concepts in a value branding context;
- to establish the degree of alignment between the intended brand identity and consumers perceived brand image; and
- to investigate the implications of any misalignments between brand identity and image as perceived by consumers.

1.2 Background

Competition with other brands can be reduced by building a strong differentiated brand identity (Zaichkowsky, 2010). Important for building a brand identity is the vision of brand managers. They should determine what they want their brand to represent and then use the appropriate identity elements to build the brand (Zaichkowsky, 2010). Brand identity is the outward expression of a brand. Since brand identity is developed by the branded organization, it reflects how the organization wants the consumer to perceive the brand. Brand identity is based on a thorough understanding of the organization's customers, competitors, and business environment. A successful

brand identity can be achieved by realizing what the brand stands for and effectively expressing that identity (Ghodeswar, 2008).

Brand identity is not the same as brand image. Brand image is a consumer's mental picture of a brand (Neumeier, 2004). The brand identity reflects the company's perspective and the brand image reflects the customer's perspective. Brand image is the set of brand associations in the mind of a consumer (Aaker, 2004). The brand image is created by marketing communications, but ultimately by the sum of all consumer's experiences in relationship with the brand.

It is important for companies to understand that discrepancies between brand identity and brand image can arise. Brand identity and brand image are related but distinct concepts. Both are essential ingredients of strong brands. The message that the company transmits to the customers has to be consistent and agree with the expectations that the customers have, in order to enhance brand loyalty (Nandan, 2005). Therefore the companies should investigate their market place in order to keep informed on how their brands are being perceived by its customers. If discrepancy is noticed between brand identity, communicated by the company, and the brand image in the consumer's mindset, the company should take action. It is of great importance that brand identity and brand image are homogenous. The consistency between brand identity and brand image reflects how well a company has succeeded in sending out their marketing message. If these two are not homogenous consumers perceive the organization as untrustworthy and will create negative brand associations. However, if the brand identity and image are homogenous it will result in loyal customers (Aaker, 2004). The brand identity should specify the features of the uniqueness and value of the brand and in if the brand image is aligned with this identity then it could differentiate the brand from competitors. If a brand lacks a well defined identity, consumers will not interact with it (Aaker, 2004). It is important that the story the company is telling is consistent with the story that is being heard by the customers.

1.3 Company introduction

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1.4 Thesis overview

The first chapter introduced the topic and related aspects of the thesis. It included a brief description of the case company Royal Ten Cate and its division Grass.

In chapter two the problem analysis will be presented, as well as the main research question and the sub research questions.

Chapter three serves as the theoretical foundation of the research. Literature about the concepts brand identity, brand image and brand alignment will be discussed. The chapter deals with defining the concepts, and concludes with a proposed research model that will be applied. The proposed model is based on an alignment framework by Srivastava & Thomas (2010). The purpose is to illustrate the relationship between a company's, channel partners' and consumer's perspective on a brand. The brand identity prism of Kapferer (2008) will be used to identify these perspectives.

Chapter four contains the methodology of the research. First the chapter will provide a clear description of the research process; subsequently it will show the process of data collection, sampling and measuring variables. In addition a few limitations of the research methodology will be discussed.

Chapter five presents all the generated findings of the research. The results of the different research questions will be discussed. The analysis is based on a comparison between the brand identity and the brand image. Further this chapter will contain a discussion of the discrepancies.

Chapter six will present the conclusions of the thesis and the recommendations. The conclusions will be related to the problem analysis in order to reach the purpose of the thesis. In addition possibilities for further research will be discussed.

In figure 1.3 an overview of the thesis is presented to simplify the continuing reading and to illustrate the outlook of the thesis.

Chapter 1	Introduction
Chapter 2	Problem analysis
Chapter 3	Theoretical framework
Chapter 4	Methodology
Chapter 5	Findings & discussion
Chapter 6	Conclusions & recommendations

Figure 1.3: Thesis Overview

2. Problem analysis

2.1 Problem situation at TenCate

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2.2 Problem approach

From a consumer's perspective, a distinguished brand reduces risk perception and the effort in making a choice (de Chernatony & McDonald, 1998). If organizations lack a distinguished brand, i.e. a good segmentation strategy, many consumers are not able to take advantage of the real benefits offered by the brand. To dominate attractive positioning, organizations have to incorporate a unique mix of functional and emotional values into their brand (de Chernatony, 1999). This distinct positioning can be embraced in a brand identity. As a result of the strong competition and the increasing range of products, companies are forced to establish a clear and understandable brand identity. If a brand lacks a well defined identity, consumers will not interact with it. The brand identity specifies the features of a brand's uniqueness and value in such way that it differentiates the brand from competitors (Kapferer, 2008). A brand identity includes elements, like well-known brand name, logo, symbols, color, shape, as well as unique product and benefit descriptions, which can contribute to distinct consumer perceptions of various brands in the marketplace (Aaker, 2004). Once an organization established a differentiated brand identity it needs to be transmitted to the customers. Transmitting the brand identity message is a critical marketing process for organizations. Lack of attention to this process may result in a customer perception that deviates from the developed identity (de Chernatony & McDonald, 1998).

Different channels of an organization may have differing values from the sub-cultures of the firm (Brown, 1995) and through a lack of alignment; inconsistent perceptions may result as consumers come in contact with different parts of the organization. One of the external challenges is setting up trust amongst multiple stakeholders about their brand's ability to consistently deliver valued outcomes (de Chernatony, 1999). When the brand identity is not well stated and communicated by the organization, the consumers may create an image that deviates from the identity or even create a negative image that is difficult to get rid of. When a company fails to communicate their identity or if they fail to fulfill consumers' expectations, the consumers will exclude specific brands (de Chernatony & McDonald, 1998). Consumers buy things not only for what they can do, but also for what they mean (Aaker, 2004).

2.3 Research questions

How well a company has communicated the brand identity is reflected in the mind of the customers, where they create an image for the specific brand. The image is valuable to the company, since it points out in what direction the company will continue to develop. A positive and well-known image is an asset to all companies because the image is a powerful purchase influencer that affects the consumers' perception of the company and its communication (Aaker, 2004).

TenCate wanted to retain the differentiated brand identities when they started the strategic alliances, but unfortunately, it seems that the end-users do not perceive a clear distinctive character of each product variation. This might mean that the brand identities are not aligned with the brand images, perceived by the end-users.

It can be concluded from the previous information that it is important that the brand identity and image are homogenous. The perception of customers can be rather positive or negative, and, thus, the challenge for marketers is to narrow as much as possible the gap that may exist between identity and image. Brand identity is the outward expression of a brand and it reflects how the organization wants the consumer to perceive the brand (Ghodeswar, 2008). Brand image is a consumer's mental picture of a brand (Neumeier, 2004).

The main research question in this research is as follows:

Q How can TenCate make sure that the identity and image of their brands are both aligned and attractive to the target audience?

To answer the main question some sub-questions are necessary. First, insight is needed in the current situation in order to make a plan for improvements. As mentioned before, this research is focused on the brand name of one partner: GreenFields. The first research question and the second research question are therefore:

Q1 What is the current identity of the brand GreenFields?

Q2 What is the current image of the brand GreenFields?

Discrepancies between brand identity and brand image can arise (Nandan, 2005). After determining the current brand identity and image, results can be compared. Differences must be calculated and analyzed and valued on their importance. It is important to trace the causes of the differences and therefore the third question is:

Q3 What are the differences between the image and the identity of GreenFields and how did they originate?

3. Theoretical framework

3.1 Branding

Keller and Lehman (2003) stated that brands are often referred as the most valuable asset for a firm. According to David Aaker (1996), one of the most cited researchers in the field of brand management, the most important goal of an organization's brand is to give the offerings identity in order to distinguish from the competitors. A brand helps customers navigate in a crowded market, reduce risk when purchasing, and enable them to express themselves. Aaker (1996) states that a brand is important for creating value and building relationships, and the identity of the brand are the unique set of brand associations that establish these relationships with customers.

According to Stern (2006) the brand concept has become over defined, which resulted in a number of different meanings. Various types of brands exist and the concept of the brand has numerous perspectives. Therefore it is important to make a clear distinction between the different brand definitions and types in order to determine what this research is focused on. This research is focused on two distinguished perspectives, brand identity and brand image, which will be described further.

3.2 Brand identity and brand image

Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members (Aaker, 2002). The brand identity is the *internal desired image* that the company wants to communicate to the target group. Brand identity specifies the frames of a brand's uniqueness and value. In the process of positioning the brand, marketers build those associations to express a particular message. But while a brand communicates its identity, what is perceived by consumers is its image. Identity resides with the sender (Kapferer, 2008) who is responsible for specifying the meaning, aim and self-image of the brand and should be based on the core competences of the company, flowing directly from their superior skills and resources (Alsem and Kosteljik, 2008).

Conversely, image is regarded as a reflection of consumer's perceptions of a brand and can be gauged by the associations held in the memory (de Chernatony and McDonald, 1998; Keller, 2008). Brand image is based on consumer's attitude towards the interpretation of brand image and brand value. A customer experiences more than he understands, but it is experiences, not understanding, that influences his behavior (Aaker, 2002). Brand image reflects consumers' perceptions of a brand's characteristics and can be determined by their associations. The image refers to the way in which consumers' interpret all of the signals coming from the products, services and communication covered by the brand. In an ideal situation, brand image should convey the product's distinctive benefits and positioning (Aaker, 2002).

Scientific literature presents different models including the concepts of brand identity and brand image. It can be concluded that most models of brand identity agree that brand identity has to be transferred to consumers, where brand image is the final result. The brand image is a result of the way a brand identity is positioned (Janonis, Dovaliene & Virvilaite, 2007), and is therefore describable by the same facets as the developed brand identity.

3.2.1 Kapferer's brand prism

Several academics in the field of brand marketing have developed frameworks to conceptualize brand identity (Aaker, 1996; de Chernatony, 1999; Kapferer, 1986; Upshaw, 1995). According to Kapferer (2008) the identity of a brand should be represented by a hexagonal prism, which he calls the brand identity prism. The model presented by Kapferer (2008) is fundamentally different from the other models because this model incorporates managers' (physical, relationship, personality, culture, and consumer reflection) and consumers' inputs (self-image). Since this thesis will identify the identity *and* the image of a brand, this model is highly suitable in this research.

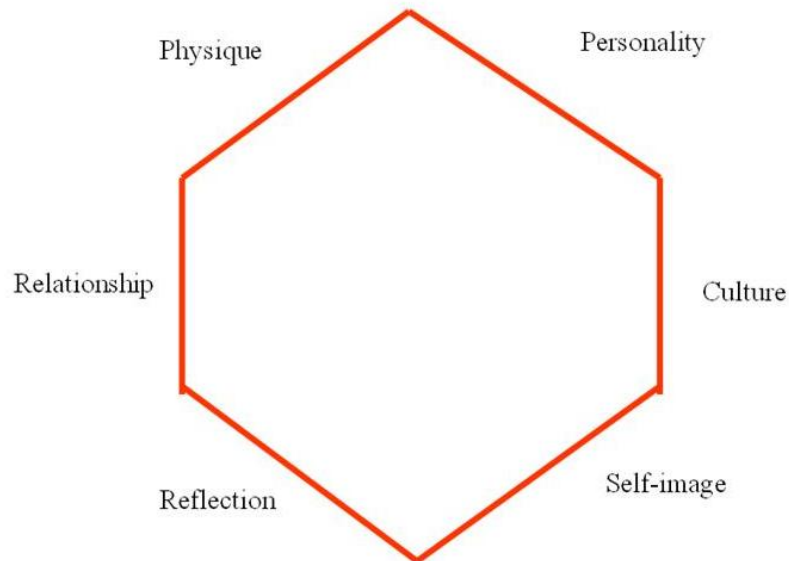


Figure 2.1: The brand identity prism (Kapferer, 2008)

The **physique** consists of the outstanding aspects, which are the features that immediately come to mind when thinking about a brand. The first step building up a brand is definition of physical factors, identifying what it is, what it does and how does it looks like. The second element of identity prism is brand **personality**. Personality is the way in which the company is communicating its products. It describes what kind of a person the brand would be if it were human and its characteristics. The trait of personality within the prism of identity is inner source. It should not be mixed up with the image of consumer's reflection which is an ideal portrait of every recipient. **Culture** is a set of values that are the brand's inspiration. It is the source of a brand's core values. Culture links the brand to the firm and plays an essential role in differentiating the brand. Brands are representatives of its culture, including communication. Cultural features are correlated with external principles of brand management. The ways that societal institutions function, their goals and their modes of operation, express cultural value priorities. Every brand has to maintain a good **relationship** with their customer, which marketing measurements are intended to do. Brand includes relationship as brands frequently take the most important place in the process of human transactions and exchange. This feature emphasizes the way of behavior which is identified with the brand most of all. Brand is a **customer reflection**. Reflection is a description of the way customers wishes to be seen as a result of using a brand. The reflection is the idealized vision of the company's target group and is its outward reflection. Consumer reflection is often confused with the target market. The target market determines potential consumers though consumer reflection does not define target market. The

representatives of the target market should be presented differently from what they are but what they would like to be. Brands should control their consumer reflection. **Self-image** is the target's internal reflection. It is individuals' attitudes towards certain brands and by purchasing certain brands customers send out a picture of who they want to be. Consumer self-image is important in the explanation of consumer behavior as consumers purchase goods, corresponding to their self-image (Kapferer, 2008).

3.3 Brand alignment

In the previous chapter it is explained why it is important to align the identity and the image of a brand. Brand alignment occurs when the identity and image of a brand are homogeneous. Zeithaml and Bitner (2000) introduced the services marketing triangle that can be considered as a framework which aligns communication flows in an organization. It was developed to apply to service organizations. As a tool for understanding the quality, the services marketing triangle postulates that quality is a function of the interaction between a services firm and two populations: service consumers and service employees. They state that there are three forms of marketing communication in service organizations: communication between (1) organization and client, (2) employee and organization, and (3) employee and client. The marketing triangle is the interaction between the product/service, the target market and the marketing approach. Derived from this framework it can be said that expectations of a client are shaped by the organization, but also by the persons in the organization where they have directly contact with (Zeithaml & Bitner, 2000).

The idea of such a triangle is used a lot in literature for service organizations (Gilling, 2006). Srivastava & Thomas (2010) developed a framework that is comparable to this services marketing triangle. However, it is not focused on services (as a "product") but rather on brands and therefore also applicable for every branding organization. In order to create a desired brand image the organization needs to develop strong alignment among three groups of people: brand visionaries, brand providers and brand believers (Srivastava & Thomas, 2010). Brand visionaries are the managers who set the brand strategy in motion. They are concerned with making promises of value propositions to the consumers. Developing these value propositions requires an understanding of customer needs and also a self-reflection of the organization's capabilities. Brand providers include employees and channel partners. Brand providers are in charge of how the brand is delivered; they deliver the brand promise shaped by the brand visionaries. Brand believers are the end-consumers (Srivastava & Thomas, 2010). Based on a review of practical examples, Srivastava & Thomas (2010) created the alignment framework of these three groups. Figure 3.2 shows this alignment framework, which can be used in this research. This alignment framework is highly suitable in this study because it covers three actors, including the channel partner, which is also a new actor in the problem situation of TenCate. A consistent implementation of this framework will result in brand alignment. The framework includes three brand communication flows that must be aligned:

1. Brand visionaries making promises about value propositions to end-consumers.
2. Internal marketing by brand visionaries to brand providers, to facilitate promises about value propositions.
3. Interactive marketing to consumers, delivery of value propositions by brand providers.

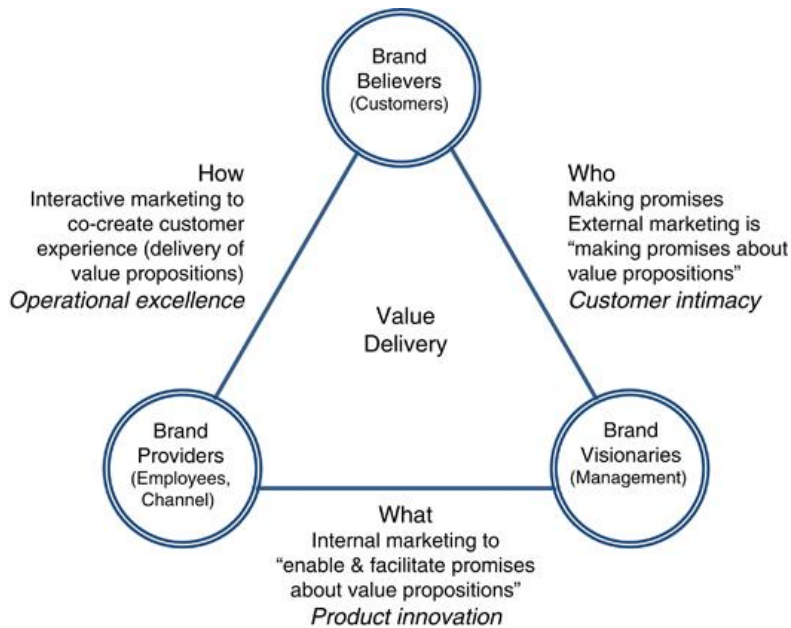


Figure 3.2: Brand alignment framework (Srivastava & Thomas, 2010)

A strong brand provides a consistent interaction of the same ideas between these three groups. Organizations need to create both internal and external alignment of strategy and execution (Srivastava & Thomas, 2010). External marketing is the marketing from both the brand visionaries and brand providers, towards external customers. Internal marketing is inward facing marketing. It is used by organizations to motivate all functions to satisfy customers. Reflecting on this framework it can be said that it is far easier to convince external customer to believe in the brand if internal stakeholders believe in the brand. The framework of Srivastava & Thomas (2010) shows an answer on the question how to align the identity and image of a brand. Brand alignment can be achieved by well implemented internal marketing (Srivastava & Thomas, 2010).

3.4 Internal marketing

Strong brands align their external promises to their internal operations. The competitive advantage does not come from one activity but rather the synergy of interlocking activities. Consistency in value delivered helps brand providers understand the value targets and helps the customers to understand the brand positioning (Srivastava & Thomas, 2010). Front-line employees are ambassadors; they represent the brand and can bring it to life for the customer beyond what is possible with media communications, by making it personal. Managers need to build a vision of organization strategy and they also need to bring that strategy to life by building an organization that embodies the essence of that strategy. Srivastava & Thomas (2010) introduces the concept of train-the-trainer; organizations can educate individuals within the organization and position them to drive the brand values throughout their areas of influence within the company. Such activities can be called internal branding. For internal branding the organization must align its people, resources and operations. Internal branding is a concept that is used by several authors in the literature. Riezebos (2002) stated that internal branding is a way to increase the employee's identification with the organization. He also said that it connects brand managers with the particular brands. According to Riezebos (2002) internal branding is an important activity in situations where the internal and external brand image differs from each other, or where two business cultures merge, like in acquisitions. Internal branding is a continuous process by which an extension of the brand identity seeks to navigate the attitude

and behavior of staff. Internal branding aims to communicate and implement the brand values internally so that a positive work culture emerges, and that the external promise can be realized internally by the employees (Gilling, 2003).

Internal marketing is all about the relationship an organization forms with its employees and channel partners. It is said that employees and channel partners should be seen as internal customers. Internal marketing is the concept of aligning the core values of the business with those of the internal stakeholders to facilitate a better customer experience for long-term success. Internal marketing facilitates brand success by accurately and continually communicating the right brand message to all stakeholders.

3.5 Misalignment

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4. Methodology

4.1 Research design

Bryman and Bell (2009) demonstrated that there are five different types of research design including experimental, cross-sectional, longitudinal, case study, and comparative design. An *experimental research* is normally used to establish a causal relationship between independent and dependent variables. A *cross-sectional research* collects data from more than one case at a single point in time. A *longitudinal design* is a survey of the same sample on more than once occasion. A *case study* is a detailed and intensive analysis of one case. At last, a *comparative design* uses the same methods to compare two or more meaningfully contrasting cases.

Objective of the present research is to investigate how TenCate Grass can reduce misalignment between their brand identity and image. This alignment is tested by determining the current brand identity and image of GreenFields. The findings of both concepts are compared and also resulted in the answer to the main research question. This means that one organization, in this case TenCate Grass, is extensively studied. Therefore, the most appropriate design in this study is a case study. Bell (1999) states that a case study approach is particularly appropriate for individual researchers because it gives an opportunity for one aspect of a problem to be studied in some depth within a limited time scale. A case study will give the researcher a sharpened understanding of why the instance happened as it did, and what might become important to look at more extensively in the future research.

4.2 Research strategy

There are two general kinds of research strategies, which are quantitative and qualitative research. Normally, quantitative methods are research techniques that are used to gather quantitative data and uses statistical methods to analyze the data while qualitative researchers aim to gather an in-depth understanding (Brymann & Bell, 2009). Quantitative analysis uses techniques which convert data to a numerical form and subject it to statistical analyses. Due to the complex situation of TenCate Grass and the many stakeholders involved, quantitative research is used, with some additional qualitative research.

4.2.1 Quantitative method

The quantitative method in this research is done by a survey research. This means that a questionnaire is distributed. The survey method allows researchers to collect quantitative data which can be used for a quantitatively analysis using descriptive and inferential statistics. In general, surveys contain three steps, the sample selection of respondents, formation of a standardized questionnaire, and the distribution of the questionnaire among the respondents (Babbie, 2007). Two reasons for using a survey are, first because it is a suitable way for measuring attitudes in a large population, and second, it is the most appropriate method for collecting data for a population which is too large to observe directly (Babbie, 2007). Due to the fact that the targeted population of present research is spread over several companies, the survey approach is highly suitable research method.

4.2.2 Qualitative method

The qualitative research strategy aims to gather an in-depth understanding of the answers of the respondents of the survey. The method that is used in this research to gather this qualitative data is

by interviewing. The main task in interviewing is to understand the meaning of what the interviewees say. Interviews are particularly useful for getting the story behind a participant's experiences (Babbie, 2007). The results of the survey point the way for a follow-up qualitative study to confirm or refute the findings or find plausible explanations.

4.3 Respondents

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4.4 Surveys - measurement

The quantitative survey is done by two online questionnaires, one to measure the brand identity and one to measure the brand image. The questionnaires are quite the same but slightly modified according to the respondents' nature (sellers versus buyers). Both questionnaires measured the 6 facets of the brand identity prism of Kapferer (2008). The conceptualization of these facets is presented in Appendix A. For the first concept, brand identity, one questionnaire is distributed online among both TenCate and Greenfields. For the second concept, brand image, one questionnaire is distributed online among customers. These questionnaires can be found in appendix B.

The questions and statements within the questionnaire are used as indicators for the different facets of the brand identity prism. Two types of questions can be distinguished; the open-ended questions are questions where the respondent are asked to provide his or her own answers, and the closed-ended questions are those questions where the respondents are asked to select an answer from among a list of answers provided by the researcher. In present research the questionnaires are mainly composed of closed-ended questions because this provides a greater uniformity of responses. Nevertheless, there are some open-ended questions because it allowed respondents to include more information, including feelings, attitudes and understanding of the subject (Babbie, 2007).

After the data was collected, a coding process needed to be done before analysis. The questionnaire consisted of open-ended and closed-ended questions. Closed-ended questions are easily to be coded since they provide numerical data. The open-ended questions were more challenging, they result in nonnumerical responses. The responses to the open-ended questions varied considerably. Therefore code categories are formed to provide coding schemes (Babbie, 2007). The quantitative analysis is handled by the computer programs SPSS and Microsoft Excel.

4.4 Interview

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4.5 Limitations of research methodology

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5. Findings & discussion

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6. Conclusions & recommendations

The purpose of this thesis was to examine the alignment between the identity and image of GreenFields, as one of the partners of TenCate Grass. In order to do this, the brand identity and the brand image are determined, according to the theory of Kapferer (2008). Thereafter, these perspectives were analyzed and compared. The study showed that there were misalignments between the two perspectives. Thereby, the purpose of this thesis is considered fulfilled. Two flows of communication are being discussed; the internal marketing (section 5.1) and the external marketing (section 5.2). Misalignments between the brand identity and the brand image can be caused by either a lack of internal marketing of TenCate towards GreenFields, or by just a lack of external marketing of GreenFields itself.

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Appendix A – Conceptualization Kapferer’s brand identity prism

The facets of Kapferer’s (2008) brand identity prism will be measured in the quantitative surveys as follows.

Physique

Kapferer (2008) refers to the “physique” component of the brand identity prism as the physical aspect of the brand in terms of what is and what it does and, in this context, it is probably the most tangible element of brand identity. Respondents will be asked by an open-ended question to write down the most tangible and distinctive elements of Greenfields’ product.

Personality

Southgate, Hutton, Thomas & Trejdosiewicz (1994) argue that consumers subconsciously ascribe human characteristics to brands and tend to be drawn to those projecting the most appropriate personality. He proposed that projecting the right personality is one of the most important contributions to building consumer loyalty. Academic research of Aaker (1997) gives us a set of dimensions that can be used to describe the personality of a brand. Aaker (1997) distinguishes five dimensions of brand personality: sincerity, excitement, competence, sophistication and ruggedness. Two or more facets measure each dimension.

Dimensions	Facets
Sincerity	Down-to-earth Honest Wholesome Cheerful
Excitement	Daring Spirited Imaginative Up-to-date
Competence	Reliable Intelligent Successful
Sophistication	Upper-class Charming
Ruggedness	Outdoorsy Tough

Table A.1: Brand personality scale (Aaker, 1997)

Respondents are asked first in an open-ended question to write down a person that the brand GreenFields would be if it was a real person. After that, closed-ended question follows. The closed-ended question asks respondents to describe that person by means of the adjectives of Aaker (1997), using Likert scaling. The Likert scale is a type of composite measure that determines, through the use of standardized response categories in survey questionnaires, the relative intensity of different items (Babbie, 2007). The measurement of the facet “personality” consists of asking subjects to what extent each adjective describes the brand GreenFields. The response categories that will be used within present research for these adjectives are ranging from “not at all” to “large extent”.

Culture

Culture can be regarded as the values that feed the brand's inspiration (Kapferer, 2008). Schwartz (1999) developed a theory of value dimensions on which national cultures can be compared. Cultural values represent the shared abstract ideas about what is good, right, and desirable in a society. These cultural values (e.g. freedom, prosperity, security) are the bases for the specific norms that tell people what is appropriate in various situations. Values (e.g. success, justice, freedom, social order, tradition) are the vocabulary of socially approved goals used to motivate action, and to express and justify the solutions chosen. The theory presented by Schwartz (1999) derives seven types of values on which cultures can be compared. According to Schwartz (1999), the seven value types are postulated to form three bipolar dimensions that express the contradictions between the alternative resolutions to each of the three issues.

Contradiction	Value type	Definition
Autonomy vs. Conservatism	Conservatism	A cultural emphasis on maintenance of the status quo, propriety, and restraint of actions or inclinations that might disrupt the solidary group or the traditional order (social order, respect for tradition, family security, wisdom).
	Intellectual Autonomy	A cultural emphasis on the desirability of individuals independently pursuing their own ideas and intellectual directions (curiosity, broadmindedness, creativity).
	Affective Autonomy	A cultural emphasis on the desirability of individuals independently pursuing affectively positive experience (pleasure, exciting life, varied life).
Hierarchy vs. Egalitarianism	Hierarchy	A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources (social power, authority, humility, wealth).
	Egalitarianism	A cultural emphasis on transcendence of selfish interests in favor of voluntary commitment to promoting the welfare of others (equality, social justice, freedom, responsibility, honesty). To recognize one another as moral equals who share basic interests as human beings. People are socialized to internalize a commitment to voluntary cooperation with others and to feel concern for everyone's welfare.
Mastery vs. Harmony	Mastery	A cultural emphasis on getting ahead through active self-assertion (ambition, success, daring, competence).
	Harmony	A cultural emphasis on fitting harmoniously into the environment (unity with nature, protecting the environment, world of beauty). Accept the world as it is, trying to fit in rather than to change or exploit it.

Table A.2: Cultural dimensions (Schwartz, 1999)

In the questionnaires, culture is measured by the existence of these cultural values. Respondents are asked by a closed-ended question to describe the culture at GreenFields, using Likert scaling. The measurement of the facet “culture” consists of asking subjects to what extent each cultural value exists at GreenFields. The response categories that will be used within present research for both questionnaires are ranging from “not at all” to “large extent”.

Relationship

The “relationship” element defines the mode of conduct that most identifies the brand (Kapferer, 2008) such as love, provocation and friendliness. Wilson (1995) assembled a list of variables that models relationships. The core set of variables that is used in this study comes from Wilson (1995). He discussed critical variables of business relationships. Out of the many possible variables this thesis selected a set which represent those variables that have both theoretical and empirical support.

Relationship variable	Definition
Commitment	The desire to continue the relationship and to work to ensure its continuance.
Trust	A belief that one relationship partner will act in the best interests of the other partner.
Cooperation	Similar or complementary coordinated action taken by firms in interdependent relationships to achieve mutual outcomes or singular outcomes with expected reciprocation over time.
Mutual goals	The degree to which partners share goals that can only be accomplished through joint action and the maintenance of the relationship.
Interdependence / Power Imbalance	The degree of one partner’s dependence on the other partner. The ability of one partner to get the other partner to do something they would not normally do.
Performance satisfaction	The degree to which the business transaction meets the business performance expectations of the partner.
Adaptation	One party in a relationship changes its processes or the product to the other party needs.
Shared technology	The degree to which one partner values the technology contributed by the other partner to the relationship.
Social bonds	The degree of mutual personal friendship and liking shared by the buyer and seller.

Table A.3: Relationship variables (Wilson, 1995)

“Relationship” is measured by variables that models relationships. Respondents are asked by a closed-ended question to describe the relationship of GreenFields towards the customers. The measurement of the facet “relationship” consists of asking respondents to what extent each variable exist in the relationship, using Likert scaling. The response categories that will be used within present research for both questionnaires are ranging from “not at all” to “large extent”.

Customer reflection

The customer “reflection” facet should not be confused with the target, but refers to the perceived client type and the image of the buyer or user that the brand seems to be addressing (Kapferer, 2008). “Customer reflection” is measured by a closed-ended multiple choice question, with an option for ‘other’ to be filled in. The respondents are asked for what type of clients the products is meant for. The answer options presented in the list are based on information gathered at TenCate Grass and the website of GreenFields.

Self-image

“Self-image” can be regarded as the internal version of the reflective element of the brand identity prism and refers to how the target inwardly pictures themselves (Kapferer, 2008). Solomon, Luqman & Mariah (2010) assert that consumers demonstrate consistency between their values and the things that they buy. “Self-image” is measured by a closed-ended multiple choice question, with an option for ‘other’ to be filled in. The respondents are asked how customers will view themselves when buying the products. The answer options presented in the list are based on information gathered at TenCate Grass and the website of GreenFields.

Appendix B – Survey forms

Brand identity – survey

Brand identity Ten Cate & Greenfields

Currently Ten Cate is busy positioning their brand identity. This online survey is part of my Bachelor thesis about brand positioning as part of my studies at the University of Twente (Business Administration).

To determine the brand identity of Ten Cate I'm conducting an online survey. This online survey only consists of questions about the brand Greenfields. I would be very glad if you have a few minutes to answer the survey. The results will be used to analyze Ten Cate's brand identity.

- Please do not use Internet, search engines or brochures for any of your answers.

- Open-ended questions can be answered in either Dutch or English.

- Most multiple choice questions only allow one answer. Just choose the option which is most appropriate according to you.

The information you provide will be treated in confidence. Your participation will contribute to the knowledge about the consistency in the brand identity of Greenfields. I will use the outcomes of analysis carried out on the collected data for my bachelor thesis, but at no time will you or your institution be identified.

If you have any questions or need further information on the questionnaire or the use of it, please contact me. I will welcome your feedback, comments, and suggestions.

Nienke Braam
University of Twente
n.braam@student.utwente.nl

Start

Brand identity Ten Cate & Greenfields

1.

Background information

What company are you working for?

In which country?

For how many years?

What is your function?

Next

www.thesistools.com

2.

Describe the product of the brand Greenfields in just three words.

1

2

3

3.

Close your eyes and imagine Greenfields is a real person. If the brand Greenfields was a person, who

would it be? Give the name of a famous person.*

4.

What characteristics would this person have? Rank the following characteristics using a 5-point scale (1 - 5), according to what extent each characteristic would describe this person.

1= Not at all
2= limited extent
3= not sure
4= certain extent
5= large extent

Down-to-earth	1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Daring		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Charming		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Tough		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Successful		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Honest		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Spirited		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Upper-class		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Outdoorsy		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Wholesome		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Cheerful		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Intelligent		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Imaginative		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Up-to-date		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Reliable		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Next

www.thesistools.com

5.

What are the values for which the brand Greenfields stands for? Rank the following values using a 5-point scale (1 - 5), according to their existence at the organization Greenfields.

1= Not at all
2= limited existence
3= not sure
4= certain existence
5= large existence

Conservatism (social order, respect for tradition, family security, wisdom)	1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Intellectual Autonomy (curiosity, broadmindedness, creativity)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Affective Autonomy (pleasure, exciting life, varied life)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Hierarchy (social power, authority, humility, wealth)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Egalitarianism (equality, social justice, freedom, responsibility, honesty)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Mastery (ambition, success, daring, competence)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Harmony (unity with nature, protecting the environment,		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

world of beauty)

Next

6.

How do you think Greenfields' end-users will view themselves if they purchase Greenfields' product? As someone who..*

- .. has enough money.
- .. wants a nice appearance.
- .. wants qualitative products.
- .. buys the newest products.
- .. buys from reliable partners.
- Other:

7.

For what type of end-users is Greenfields' product meant for?*

- all sports clubs
- all soccer clubs
- high-end sports clubs
- high-end soccer clubs
- successful sports clubs
- successful soccer clubs
- demanders of artificial grass

Other:

8.

Name a distinctive element of the product of Greenfields.*

Next

9.

How would you describe the relationship of Greenfields with their customers? Rank the following variables using a 5-point scale (1 - 5), according to what extent each variable describes the role of Greenfields in their relationship with clients.

- 1= Not at all**
- 2= limited extent**
- 3= not sure**
- 4= certain extent**
- 5= large extent**

	1				5
Commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mutual Goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Power Imbalance (the degree of the customer's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

dependence on Greenfields)					
Performance satisfaction (the degree to which the business transaction meets the business performance expectations of the customer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adaptation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Bonds (the degree of mutual personal friendship and liking shared by Greenfields and the customer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

10.

End of questionnaire. Thank you for filling out this form.

In the context of this research I would like to do some interviews among respondents. You would really help Ten Cate optimizing their brand positioning if you participate in this interview. If you want to collaborate further in this study, please enter your email address and/or phone number in the boxes below.

Email address:

Phone number:

Next

11.

If you have any comments, please leave them below.

Finish survey

Thank you again for taking part in this survey.

Brand image – survey

Brand Image GreenFields

This online survey is part of my Bachelor thesis about brand positioning as part of my studies at the University of Twente (Business Administration).

To determine the brand image of GreenFields I'm conducting an online survey. This online survey only consists of questions about the brand Greenfields. I would be very glad if you have a few minutes to answer the survey. The results will be used to analyze and improve GreenFields brand identity.

- Please do not use Internet, search engines or brochures for any of your answers.
- Open-ended questions can be answered in either Dutch or English.
- Most multiple choice questions only allow one answer. Just choose the option which is most appropriate according to you.

The information you provide will be treated in confidence. Your participation will contribute to the knowledge about the consistency in the brand image of GreenFields. I will use the outcomes of analysis carried out on the collected data for my bachelor thesis, but at no time will you or your institution be identified.

If you have any questions or need further information on the questionnaire or the use of it, please contact me. I will welcome your feedback, comments, and suggestions.

Nienke Braam
University of Twente
n.braam@student.utwente.nl

Start

1.

Background information

What company are you working for?

In which country?

For how many years?

What is your function?

Next

2.

Use three words to describe GreenFields' product.

1

2

3

3.

Close your eyes and imagine GreenFields is a real person. If the brand GreenFields was a person, who

would it be? Give the name of a famous person.*

4.

What characteristics would this person have? Rank the following characteristics using a 5-point scale (1 - 5), according to what extent each characteristic would describe this person.

- 1= Not at all
- 2= limited extent
- 3= not sure
- 4= certain extent
- 5= large extent

	1				5
Down-to-earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Daring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spirited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper-class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoorsy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wholesome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheerful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imaginative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up-to-date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

5.

How do you perceive the underlying values for which the brand GreenFields stands for? Rank the following values using a 5-point scale (1 - 5), according to their existence at the organization Greenfields.

- 1= Not at all
- 2= limited existence
- 3= not sure
- 4= certain existence
- 5= large existence

	1				5
CONSERVATISM - social order, respect for tradition, family security, wisdom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
INTELLECTUAL AUTONOMY - curiosity, broadmindedness, creativity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFFECTIVE AUTONOMY - pleasure, exciting life, varied life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HIERARCHY - social power, authority, humility, wealth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EGALITARIANISM - equality, social justice, freedom, responsibility, honesty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MASTERY - ambition, success, daring, competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HARMONY - unity with nature, protecting the environment,	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

world of beauty

Next

6.

If your organization would buy a product from GreenFields for what reason would that be? Because you..*

- .. are able to pay for it.
- .. want a nice appearance.
- .. want qualitative products.
- .. always buy the newest products.
- .. always buy from reliable partners.
- Other:

7.

For what type of end-users is GreenFields' product meant for?*

- all sports clubs
- all soccer clubs
- high-end sports clubs
- high-end soccer clubs
- successful sports clubs
- successful soccer clubs
- demanders of artificial grass
- Other:

8.

Write down the distinctive element of the product of GreenFields.*

Next

9.

How would you describe the relationship of GreenFields with your organization? Rank the following variables using a 5-point scale (1 - 5), according to what extent each variable describes the role of Greenfields in their relationship with your organization.

- 1= Not at all**
- 2= limited extent**
- 3= not sure**
- 4= certain extent**
- 5= large extent**

	1				5
COMMITMENT - the desire of GreenFields to continue the relationship and to work to ensure its continuance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRUST - belief that GreenFields will act in the best interests of your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COOPERATION - complementary coordinated actions of both parties to achieve mutual outcomes or singular outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MUTUAL GOALS - the degree to which your organization and GreenFields share goals that can only be accomplished through joint action and the maintenance of the relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POWER IMBALANCE - the degree of your organization dependence on GreenFields. The ability of GreenFields to get your organization to do something they would not normally do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PERFORMANCE SATISFACTION - the degree to which the business transaction with GreenFields meets the business performance expectations of your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADAPTATION - GreenFields would adapt its processes or its product to your organization's needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SHARED TECHNOLOGY - the degree to which your organization values the technology contributed by GreenFields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SOCIAL BONDS - the degree of mutual personal friendship and liking shared by the GreenFields and your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

10.

End of questionnaire. Thank you for filling out this form.

In the context of this research I would like to do some interviews among respondents. You would really help me optimising the research if you want to participate in a follow-up study. If you want to collaborate further in this study, please enter your email address and/or phone number in the boxes below.

Email address:

Phone number:

Next

11.

If you have any comments, please leave them below.

Finish survey

Thank you again for taking part in this survey.

Appendix E – SPSS tests procedures

Test for normality

Before carrying out a test for normality it should be noted that only one categorical independent variable is used during this study, which is “company”, since the study want to draw conclusions about the respondents based on which company they come from. The “test of normality table” in the SPSS output shows the results from two well-known tests of normality. This study uses the Shapiro-Wilk test, which is more appropriate for small sample sizes (<50 samples). A significance level of $\alpha = 0.05$ will be used. If the Sig. value of the Shaprio-Wilk Test is greater than 0.05 then the data is distributed normal. If it is below 0.05 then the data significantly deviate from a normal distribution. In the appendices the values below 0.05 are marked red.

Wilcoxon-Mann-Whitney Test

This technique is used to test for differences between two independent groups on a continuous measure. This test is the non-parametric alternative to the t-test for independent samples. Instead of comparing means of the two groups as in the case of a t-test, the Wilcoxon-Mann-Whitney Test actually compares medians. It converts the scores on the continuous variable to ranks, across the two groups. It then evaluates whether the ranks for the two groups differ significantly. As the scores are converted to ranks, the actual distribution of the scores does not matter. Since it is not a test for normally distributed data, the Wilcoxon-Mann-Whitney test will give less accurate results, but in this situation it is more secure to use this test. SPSS output for this test shows the actual significance value of the test. The value that is important in the output is the significance level which is given as Asymp. Sig (2-tailed).