

# UNIVERSITY OF TWENTE.

## **Master Thesis Communication Science**

*The effects of congruence and incongruence  
in the visualization of archetypes*

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## Abstract (English)

**Objective:** Archetypal positioning has gained an increased amount of popularity in the field of branding; however, little investigation has been undertaken with regards to the congruent visualization of archetypal positioning among certain corporate visual identity elements. This study investigates the effects of a congruent visualization of archetypal positioning among company descriptions, logos and slogans on attitude towards the organization and perception.

**Method:** The study consisted of two online experiments. First, 16 logos had to be rated based on four archetype descriptions as well as on logo attractiveness. The four logos scoring best for each archetype were selected for the second study. The second study included four fictive company cases, each of them consisting of a logo, a slogan and a company description. The four fictive organizations are active in the green energy business, however differing in positioning based on the four archetypes caregiver, hero, outlaw and sage. Eight scenarios were created, each of them consisting of two company cases, one case including organizations positioned on the hero vs. caregiver archetype, the other case including organizations positioned on the outlaw vs. sage archetype. In each of the eight scenarios, logo, slogan and company description of the two cases differed in congruence and incongruence. Each respondent had to rate its archetype perception and attitude towards the organization of the two presented cases. Afterwards, the degree of design sensitivity of each respondent was measured.

**Findings:** The first study represented positive results, showing that respondents had similar associations towards the logos as described in the literature. Respondents were able to match the right logos to the right archetype description. Other than expected, the second did not show any significant results for congruence on the attitude towards the organization, therefore rejecting *H1*. An effect was, however, found of slogan and logo congruence on attitude for the caregiver vs. hero case among respondents scoring high on design sensitivity, therefore partly supporting *H2*. Moreover, a significant main effect was found for description on perception and attitude in almost all scenarios. In scenarios where the company description was for instance based on the caregiver archetype, ratings on caregiver perception tended to be higher.

**Conclusion:** It is concluded that a congruent representation of description, logo and slogan does not have any effects on the attitude towards the organization. Results indicated, however, that organizations need to present a well thought through, informative and concise company description, in order for consumers to form a positive attitude towards the organization. In addition, findings show that the logo is a vital carrier of the archetypal positioning, a fact which should be carefully considered by organizations. In addition, the powerful ability to communicate a desired positioning through logos is not applicable when the company description is presented simultaneously with the logo. Specific assimilation processes are assumed to have an impact on this finding. All in all, this study shows that once an organization positions itself on a specific archetype, it has to thoroughly decide on how to express and visualize this archetype to its consumers, both visually and textually.

## Abstract (Nederlands)

**Doelstelling:** Archetypische positionering heeft een verhoogde mate van populariteit opgedaan op het gebied van branding; Er is echter weinig onderzoek verricht met betrekking tot de congruente visualisatie van archetypische positionering onder bepaalde huisstijl elementen. Deze studie onderzoekt de effecten van een congruente visualisatie van archetypische positionering op basis van bedrijfs omschrijving, logo's en slogans op de houding en perceptie ten opzichte van de organisatie.

**Methode:** Het onderzoek bestond uit twee online experimenten. Eerst werden 16 logo's beoordeeld op basis van vier archetype beschrijvingen en op de aantrekkelijkheid van een logo. De vier logo's die het beste scoorden voor de verschillende archetypes werden geselecteerd voor de tweede studie. De tweede studie omvatte vier fictieve bedrijfs situaties, elk bestaand uit een logo, een slogan en een bedrijfs beschrijving. De vier fictieve organisaties zijn actief in de groene energie sector, maar verschillen in hun positionering gebaseerd op de vier archetypen caregiver, hero, outlaw en sage. Er werden acht scenario's gecreëerd, elk bestaand uit twee bedrijfs situaties, één geval bestaand uit organisaties gepositioneerd op de hero vs. caregiver archetype, het andere geval bestaand uit de positionering van organisaties op basis van de outlaw vs. sage archetype. In elk van de acht scenario's, verschilden de logo's, slogans en bedrijfs omschrijvingen van de twee gevallen in congruentie en incongruentie. Elke respondent moest haar archetype perceptie en houding waarderen op de organisatie van de twee gepresenteerde gevallen. Vervolgens werd de design gevoeligheid van elke respondent gemeten

**Resultaten:** De eerste studie leverde positieve resultaten. Het blijkt dat respondenten vergelijkbare associaties hebben richting logo's zoals beschreven in de literatuur. Respondenten waren in staat om de juiste logo's te koppelen aan de juiste archetype beschrijving. Anders dan verwacht, leverde de tweede studie geen significante resultaten op voor congruentie op de houding ten opzichte van de organisatie, waardoor H1 verworpen werd. Er werd echter een effect gevonden van slogan en logo congruentie op de houding van de caregiver vs. hero situatie onder de respondenten die hoog scoorden op design gevoeligheid. Hierdoor werd H2 gedeeltelijk ondersteund. Bovendien werd een significant hoofdeffect gevonden van de bedrijfsomschrijvingen richting perceptie en houding in vrijwel alle scenario. In de scenario's waar de bedrijfsomschrijvingen bijvoorbeeld gebaseerd waren op de caregiver archetype, bleken de ratings op caregiver perceptie hoger te zijn.

**Conclusie:** Er werd geconcludeerd dat een congruente presentatie van bedrijfsomschrijving, het logo en de slogan geen effect heeft op de houding ten opzichte van de organisatie. Resultaten toonden echter dat organisaties een goed doordacht, informatieve en beknopte bedrijfsomschrijving moeten presenteren aan consumenten om een positieve houding ten opzichte van de organisatie te vormen. Echter bleek uit de resultaten dat het logo een belangrijke drager van de archetypische positionering is. Dit is een feit welke door organisaties zorgvuldig moet worden overwogen. Bovendien lieten de resultaten zien dat het logo een krachtige wapen is om een gewenste archetypische positionering te communiceren. Dit is echter niet van toepassing wanneer de bedrijfsomschrijvingen gelijktijdig werd gepresenteerd met het logo. Er wordt aangenomen dat specifieke assimilatie processen een rol hebben gespeeld op deze resultaten. Al met al toont deze studie aan dat wanneer een organisatie zich positioneert op een specifieke archetype, er duidelijk moet worden besloten over hoe deze archetype visueel en textueel gecommuniceerd moet worden richting de consument.

## 1. Introduction

Today, many strong brands are cavorting on the market. Markets are saturated and brands currently cannot longer compete based on characteristics such as features, price or quality only. This is why brand specialists and researchers look for new ways to position their brands in order to make a difference. The unique identity of a brand plays an important role as it helps to “establish a relationship between the brand and the customer” (Aaker, 1996). In recent years, brand specialists therefore started making use of archetypes in order to position a brand based on their brand identity. It is said that those brands communicating a clear archetypal story have better financial performance and a significantly higher economic value than those brands not positioning on archetypes (Grutzner, 2011).

Archetypal positioning has gained an increased amount of popularity. However, one question still remains, namely how should an organization communicate its archetypal positioning so that it positively affects consumers attitude towards the organization? Recent studies have identified the importance of translating the archetypal identity into communication means such as logo shapes, colors as well as word marks (Bolhuis, 2014; Oosterhout, 2013; Uit het Broek, 2014). While a clear focus has been put on logos in the first case, no investigation has been undertaken in the field of other stimuli like slogans/ taglines and company descriptions. Existing literature also demonstrated that congruence among stimuli has positive effects on the overall

attitude towards a brand (Lee & Labroo, 2004; Van Rompay & Pruyn, 2011). This study therefore focuses on the congruent communication of archetypes through communication elements like logos, slogans and company descriptions as well as its effects on the overall attitude towards the organization.

This report presents a literature review on archetypal positioning and existing literature on corporate visual identity in relation to archetypes. Moreover, an experimental study is reported, which explores the effects of a congruent communication of archetypal positioning through logos, slogans and company descriptions.

## 2. Theoretical Framework

In order to be able to derive our hypothesis, existing literature in the field of archetypal positioning, corporate visual identity, congruence and design sensitivity will now be discussed in further detail.

### **Archetypal positioning**

In order to differentiate a brand from competing ones, brand strategists focus on building a strong brand identity. The concept of brand identity reflects on how strategists want the brand to be perceived by the consumer. It can be seen as a set of brands associations that brand strategists aim to achieve and maintain among consumers. These unique associations include for instance what the brand stands for and its promise to the consumer (Aaker, 1996). According to Jansen

(2006), a strong brand identity enables a brand to position in a consistent and consequent manner and is therefore of importance to the success of a modern brand. Based on a strong brand identity, a meaningful relationship between brand and customer can be developed (Aaker, 1996; Jansen, 2006).

To build a strong brand identity, the concept of archetypes has become increasingly popular among brand strategists in recent years. The concept of archetypes finds its roots in the field of psychology and can be considered as a universal categorization of unconscious ambitions and aspirations which exist in every individual (Jansen, 2006). Carl G. Jung was the first to discover archetypes, which he defined as the structural components of the collective unconscious (Hall & Lindzey, 1970). Based on the archetypes described by Jung, Mark and Pearson (2001) reduced the wide amount to a set of twelve including the outlaw, jester, lover, caregiver, everyman, innocent, the ruler, the sage, the magician, the hero, the creator and the explorer. These archetypes have been divided in four categories, namely freedom, ego, order and social. Additionally, Mark and Pearson (2001) were the first to transfer the concept of archetypes into the field of branding. In recent years it has become a universal trend of positioning brands based on their archetypes. According to Grutzner (2011), “brands that consistently tell one archetypal story perform better financially” and “brands closely associating themselves with one of their twelve archetypes had a significantly higher economic

value added over the six-year time frame than brands telling either no archetypal story or multiple stories”.

Nowadays, brand strategists see great potential in creating and translating a brand's identity based on archetypes. According to Jansen (2006), the development of a brand identity based on archetypes enables a brand to develop a meaningful relationship with the consumer, due to the ability of connecting with the unconscious ambitions and aspirations of the consumer. This deep connection with consumer and brand enables a brand to greatly differentiate from other brands in the market. Additionally, Connan & Sarantoulis (2013) argue that the use of archetypes in the field of branding is based on the assumption that consumers tend to express their identity based on their choice of brand. Consumers tend to choose for brands in order to tell who they are (express identity), whereas others tend to choose for a particular brand in order “to tell others a story about how he/she wants to be seen” (Connan & Sarantoulis, 2013). In general, creating an archetypal brand identity can be successful due to the fact that it appeals to individuals as humans who share a “need for stability, belonging, discovery and achievement” (Grutzner, 2011). All in all, archetypal positioning has become a major trend in recent years.

### **CVI and symbolic meaning**

In order to communicate the defined positioning and identity of a brand, companies make use of certain tools considered as important key visual elements of the corporate

visual identity (CVI) (Kohli, Leuthesser & Suri (2007). These tools include among others the brand name, slogan and logo, which function as the key communicators of the brand. In recent years, several studies have been conducted in the field of archetypes and some of them focusing on the visualization of archetypes through certain key elements, first and foremost the visualization of archetypes through logos.

The logo is the visual element of a company's corporate visual identity and functions as a communicator of the corporate identity due to the symbolic meaning which shape, color and font of the logo may convey. In order to create a positive image in the minds of consumers, organizations spend much time, effort and resources in creating a logo that reflects the corporate identity (Napoles, 1988).

Successful logos convey next to high recognition and recall, a symbolic meaning which is in line with a brand's identity. Logos have the powerful ability to communicate the desired positioning of the company and features an organization wishes to communicate towards its stakeholders (Van Riel & Van den Ban, 2001). This ability is based on the fact that visual shapes by nature are able to communicate individual meaning, which can be beneficial for an organization if the associations regarding a logo match the desired positioning strategy (Van Riel & Van den Ban, 2001). According to Henderson and Cote (1998) logos have the ability evoke a consensually held familiar meaning, resulting in common associations among consumers.

In general, it can be said that the logo itself is an explicit communicator including its shape, font and color, which, however, is capable of communicating implicit values and meaning which characterize an organization (Sharma & Garikaparthi, 2013).

The shape of a logo for instance can communicate a hidden meaning to the consumer, strengthening or in some cases disturbing the image one holds towards the organization. Looking into logo shape literature it has been found that circled, round or curved shapes function as a symbol for softness, warmth and motherhood, whereas angular shapes can be associated with characteristics like energetic, tough and strong (Liu & Kennedy, 1997; Zhang et al, 2006). The decision on shape and color is therefore crucial and often made based on the values of a brand.

The importance of conveyed symbolic meaning confirms the fact that corporate visual identity in general is partly formed through the associations consumers have towards an organization.

With regards to archetypal positioning, certain studies confirm that logos are important elements in order to communicate the archetypal identity. Research has been conducted in the field of visualization of archetypes through means of specific shape characteristics (Bolhuis, 2011). Bolhuis's (2011) study revealed that the twelve archetypes can be categorized into three groups, namely freedom, order and social and that archetypes belonging to the freedom group

(explorer, jester, magician or lover) can be visualized in elegant and organic shapes. Archetypes belonging to the social group (innocent, everyman, caregiver), however, can be visualized through elegant and round shapes and the group containing order archetypes such as the hero, sage or ruler on the contrary are best to be visualized with tight or 3D shapes. A different study carried out by Oosterhout (2013), has focused on the type of word marks and their ability to express archetypes through word marks. The study has shown that the font of word marks can be used in order to visualize archetypes. Personal fonts that seem to be written with a feather or fountain pen fit better to the lover archetypes whereas tight formal and stately fonts visualize the ruler brands. Additionally, the visualization of archetypes through colors has been investigated. Uit het Broek's (2014) study revealed that colors are a helpful tool to visualize archetypes and that certain colors increase the fit between an archetypal positioning and the logo. It can be concluded that the visualization of archetypes through certain corporate visual images does matter; however, little investigation has been done with regards to slogans and the congruent visualization of archetypes.

Slogans, which can also be referred to as brand taglines, have a vital supporting function in communicating a brand's image and personality (Kohli, Leuthesser, & Suri, 2007). In general a brand slogan is used in combination with the brand name and logo and aims at communicating a certain idea that evokes emotions associated with the brand in

the mind of a consumer. It can be used in order to communicate a clear positioning, a positioning that could also be based on brand identity and archetypes (Johnson, 2014). The role of the slogan, like the logo, is to enhance the awareness of a brand and its image (Kohli, Leuthesser, & Suri, 2007). In general, those brands carrying strong, meaningful slogans are evaluated more favorably, having a positive effect on brand awareness, brand image and brand equity (Dahlen & Rosengren (2005); Pryor & Brodie (1998) as cited in Dass, Kohl, Kumar & Thomas, 2014; Kohli et al., 2007).

In general, the visualization of archetypes through logos has a positive effect on the image of a brand. Due to the fact that strong slogans have the ability to communicate a certain idea and positively influence brand image, it is assumed that next to logos, slogans have the ability to communicate the archetypal positioning of the brand.

### **Congruence**

Recent studies have shown that logos have the ability to express the archetypal positioning of an organization. The logo is however not the only element companies use in order to communicate their values and identity. Additionally companies communicate among others through slogans as well as company descriptions, which both have the ability to express the archetype of an organization in a textual manner. A company therefore is capable of communicating its archetypal positioning in a congruent way towards its stakeholders. However, how important is a congruent representation of the

archetypal identity through logos, slogans and company descriptions and what are the effects on the overall attitude of consumers towards the organization?

Congruence has been an important topic in marketing and advertising research. Park, Milberg and Lawson (1991) refer to congruence as the “perceived fit”, a categorization process of suitability among an object and its membership, in their case the suitability of a product under a specific brand. Heckler and Childers (1992) consider congruence to be divided among two categories, namely relevancy and expectancy.

Congruence in general, has been shown to influence overall consumer responses and attitudes. Van Rompay and Pruyn (2011) studied the effects of congruence among visual and textual elements including the typeface on product packaging and the product shape and revealed positive effects of congruence on consumer attitudes. Additionally, it is said that a consistent and clear message should be communicated among marketing stimuli of organization in order to avoid misinterpretation on the side of the consumer (Keller, 1993).

However, some claim that incongruences may result in a positive effect on attitude towards the stimulus. According to Goodman (1980), incongruences occur when a message may be irrelevant and do not contribute to a certain theme or topic. Due to irrelevances in the stimulus incongruences may result in more effortful and elaborative processing, due to the fact that consumers’ brand schemata are being challenged (Dahlén,

2005). Lee & Labroo (2004), on the other hand, state that a conceptually fluent target, which can be referred to as congruence, is more positively evaluated by consumers due to the fact that it is processed more fluently. This present study bases its assumption on this latter proposition and defines congruence as the perfect fit and suitability between visual and textual elements in relation to brand identity.

### **Design sensitivity**

Design has become a popular issue in nowadays world. Design can be considered as a consciously applied discipline which helps producing more meaningful and profitable experiences for consumers (Swann, 2012). According to Swann (2012), there has been a shift of organizations being more design oriented in recent years resulting in consumers becoming more design focused. Organizations therefore greatly invest in good product design and corporate visual identities (Swann, 2012).

It can be claimed that consumers differ in the degree to which design is valued or perceived, resulting in some consumers being more design sensitive than others. In many cases a certain sensitivity towards design has to be present in order for a consumer to “perceive the, sometimes hidden, structure” and meaning (Hekkert, 2006). This concept of design sensitivity is confirmed by Bloch, Brunel & Arnold (2003), who state that there are individual differences in the centrality of visual product aesthetics among consumers.

All in all, design sensitivity seems to play an important role when including visual elements



and should therefore be included in the overall study.

### **Hypothesis**

According to existing literature, congruence seems to have a positive effect on the overall processing of the stimulus, which is why it is of major importance to study the effects of a congruent/incongruent archetype visualization/expression through logos, slogans and company descriptions. Based on the described literature, the following hypothesis can be drawn:

**H1** *A congruent presentation of logo, slogan and company description, expressing one archetype results in a positive effect on the attitude towards an organization.*

According to literature a distinction can be made among consumers in their sensitivity towards design. Due to the fact that the proposed study includes visual design elements, namely logos, design sensitivity plays a vital role and should therefore be included in the overall study. The following hypothesis can therefore be drawn.

**H2** *A congruent presentation of logo, slogan and company description visualizing the same archetype results in a more favorable attitude towards the organization among design sensitive respondents.*

This study focuses on the overall effects of a congruent vs incongruent representation of the archetypal identity through logos, slogans and company descriptions and its effects on the overall

attitude of consumers towards the organization. Additionally, it will be investigated whether design sensitivity has an effect on the overall attitude formation in congruent and incongruent representations. The overall research set up will be now described in detail.

### **3. Research design and stimuli**

In order to test the predictions, congruence among company description, logo and slogan positioned on one archetype will form the independent variable of this study. Additionally, design sensitivity (high vs. low) is included as independent variable. Brand attitude as well as the archetype perception will form the dependent variables of this study.

The experiment was carried out in form of an online experiment, consisting of two studies. The first study concerns the selection of the four logos to be used in the main study. The second study is concerned with testing the effects of the congruence/incongruence of four fictive company cases including logo, slogan and company description as stimulus. The preparation of the stimuli for both studies will now be presented

#### **Stimuli preparation**

For the experiment, fictive company cases have been created consisting of a logo, a slogan and a company description. A neutral sector, the green energy sector, in which these fictive companies are active, has been chosen. It was assumed that the green energy sector is familiar to each type of participant. For six of the twelve archetypes a company case has been developed based on the descriptions and core

values of brand archetypes by Jansen (2006) and Mark and Pearson (2001). During a pre-selection, four company cases have been selected for the study. The goal was to choose company cases that are positioned based on archetypes that are opposite to each other. The archetype wheel by Jansen (2006) divides the twelve archetypes into four groups, namely freedom, social ego and order. From each group one archetype has been chosen. The two opposite archetypes, outlaw versus sage and hero versus caregiver will be used for the study.

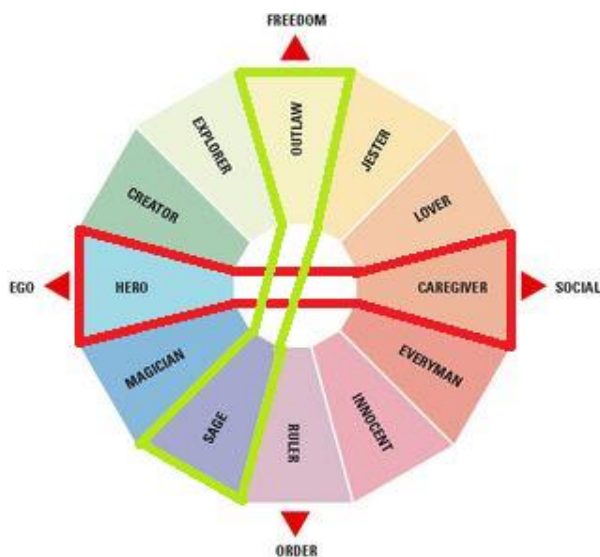


Figure 1: Archetype circle (Jansen, 2006) indicating the four archetypes integrated in the study

#### 4. First study

The objective of the first study was to identify suitable logos expressing each of the four archetypes: Hero, Caregiver, Sage and Outlaw. The study aims at answering the following question: *Which logos visualize the four archetypes best?*

The first study took place in form of an online questionnaire using the online survey software Qualtrics. Four individual questionnaires were distributed each of them containing different logos sets and archetype description including an Hero-, Caregiver-, Sage- and Outlaw- setting. Each respondent got exposed to one of the four archetype definitions and eight logo shapes. Afterwards respondents had to state their opinion of whether the logo matched the archetype or not. The archetype descriptions consisted of short phrases, which state the most important characteristics of the Archetype according to Jansen (2006), Mark and Pearson (2001) and Bolhuis (2011) (see table 1).

Archetype	Definition
Hero	The Hero is heroic, targeted and especially ambitious. The Hero wants to carry his power to improve the world.
Caregiver	The Caregiver wants to care for others and help. They make others feel valued and to fit in. The Caregiver is committed to harmony.
Sage	The sage wants to understand the world. He does this by gathering knowledge in order to be able to develop intellectually. Objectivity plays an important role in the life of the Sage. This makes the Sage knowledgeable.
Outlaw	The outlaw would like to change the existing situation. He wants to get rid of the standard conventions and follow his own rules. He thinks it is not important to belong and to get approval of others. Thus it may be that the Outlaw tends to shock.

Table 1: Archetype descriptions

#### Logo selection

For each archetype four logos have been selected which have undergone a pre-selection based on existing literature. A total of 16 logos were selected for the pre-study. The logos were detected on and downloaded from the website [www.all-free-downloads.com](http://www.all-free-downloads.com). All

logos were presented in the same color shade in order to prevent color associations that may influence the associations one has regarding the logo shape. Due to the fact that the logos would represent green energy supplier brands in the main study, the logos have been colored with two shades of green in order to add a “green energy characteristic” to it. The color green is strongly associated with the recycling and the green energy market and is used in major recycling and green energy logos across Europe (Shillcock, 2013).

The following section describes each of the four archetypes, followed by logo shape characteristics and associations found in existing literature. Afterwards a selection of four logos, considered to best visualizing the archetype is presented.

#### *Caregiver logos*

The major ambition of the Caregiver archetype is to care for something or someone, which is why this archetype belongs to the social oriented category of the twelve archetypes (Jansen, 2006). With its helpful and harmonious characteristics the Caregiver aims at making others feel valued and save and to fit in. According to Mark and Pearson (2001), the Caregiver archetype is characterized by “maternal feelings of protectiveness toward children” and aims at making others feel safe and feel at home.

Looking into logo shape literature it has been found that circled, round or curved shapes function as a symbol for softness, warmth and motherhood, which are among

others considered to be major characteristics of the Caregiver archetype (Liu & Kennedy, 1997). This fact is confirmed by Bar & Neta (2006) as well as Zhang, Feick & Price (2006), who state that harmony and warmth can be associated with circular shapes. Additionally, the curved shape of a logo can be associated with generosity (Cousins, 2014).

It can be seen that these associations match the characteristics of the Caregiver archetypes, which is why it can be concluded that circled, round or curved shapes should be considered in the logo selection. This fact is confirmed by the findings of Bolhuis (2011), indicating that Caregiver is best being visualized through round, organic, parallel and graceful shapes. It was also revealed that parallel forms play an important role in visualizing the Caregiver, which can be associated with stability and the fact that one can always rely on the Caregiver. The following four logo shapes have been selected for the Caregiver archetype.



Figure 2: Pre-selection Caregiver logos

### *Hero logos*

The Hero archetype is the direct opposite of the Caregiver, belonging to the ego category of archetypes which is characterized by rather egocentric views. The Hero's major goal and challenge is the realization of its ambitions and the urge to do better than others (Jansen, 2006). The Hero aims at carrying his power to improve the world, which makes him a highly energetic (Mark & Pearson, 2001), goal oriented, and disciplined archetype (Mark & Pearson, 2001; Jansen, 2006). Looking into existing logo shape literature, these traits can best be visualized through angular and tight shapes.

According to Zhang *et al* (2006), angular shapes can be associated with characteristics like energetic, tough and strong, which is confirmed by Liu and Kennedy (1997) who state that squared shapes are perceived as hard and strong. According to Cousins (2014), an angular shape in form of a triangle is considered to be a masculine shape, symbolizing stability, power and energy, which also imply motion. Cian, Krishna and Elder (2014) state that one holds more positive brand attitudes, when the perceived movement of a logo is high and representing a modern progressive brand. Motion is extremely important to the Hero as he is highly ambitious and goal-oriented and wants to move forward.

Bolhuis's (2011) study confirms the idea of the visualization of the Hero archetype through angular and tight shapes. Additionally, her study reveals that a three dimensional shape contributes to the dynamic and active

character of the Hero Archetype. Based on the literature the following logo shapes have been selected for the Hero Archetype.

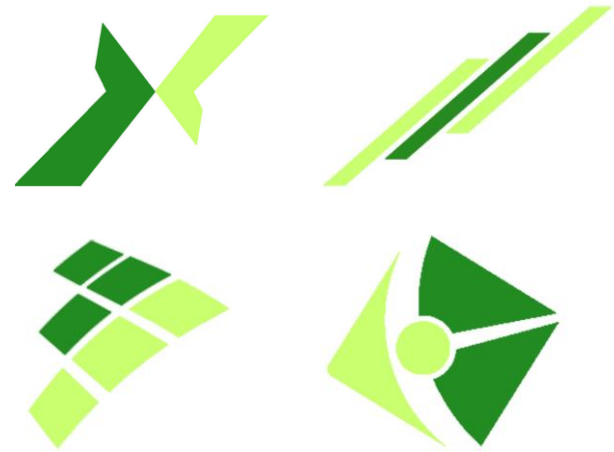


Figure 3: Pre-selection hero logos

### *Sage logos*

The Sage archetype is classified in the order category of archetypes and is driven by a need of understanding the world (Mark & Pearson, 2001; Jansen, 2006). This is mainly achieved through the use of intelligence and analysis (Mark & Pearson, 2001). Logical thinking and objectivity are major characteristics of the Sage, which makes him highly knowledgeable.

According to Bolhuis (2011), the characteristics of the Sage can best be visualized through tight and 3D shapes. Tight shapes are best visualized through geometric shapes like rectangles and squares. According to (Cahill, 2013), rectangles or squares are familiar and trusted shapes which symbolize order and formality as well as mathematics and rationality. According to Bolhuis (2011), the three-dimensional shape aspect visualized the intricacy of the Sage Archetype.

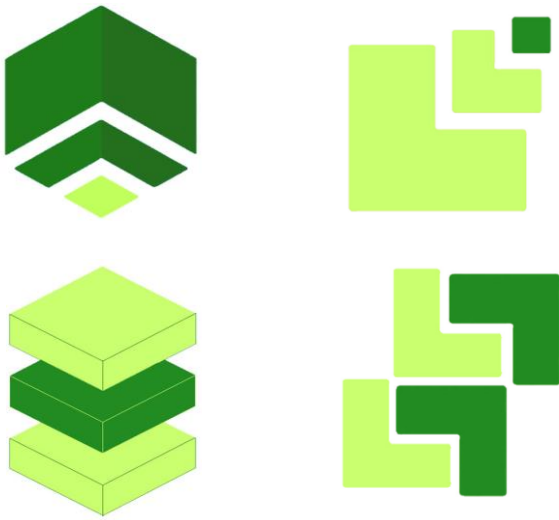


Figure 4: Pre-selection sage logos

### *Outlaw logos*

The Outlaw is the rebellious character among the archetypes and is classified within the freedom category. The Outlaw's major objective is to "put an end to the status quo" as well as the desire for freedom and own rules (Jansen, 2006). For the Outlaw the feeling of belonging and the approval of others is less important, this is why he often tends to shock his environment.

According to Bolhuis's (2011) findings, the outlaw is best being visualized through graceful, organic and three-dimensional shapes, which symbolize the unconventional character of the Outlaw. Cousins (2014) describes curved shapes as the most "free-flowing" of all shapes which matches the high need of freedom of the Outlaw. Additionally, "curves add a hint of the unexpected to something common" (Cousins, 2014).

Based on the literature the following logo shapes have been selected for the Outlaw archetype.

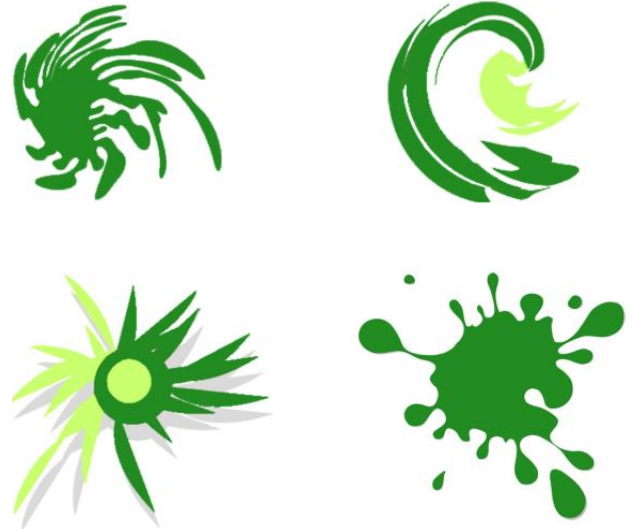


Figure 5: Pre-selection outlaw logos

## **Participants & Procedure**

The experiment has been carried out in form of an online survey. The questionnaire consisted of an archetype description and a presentation of eight logos. In total there were four different types of questionnaires each of them representing a different archetype description and logos (see table 2).

Archetype description	Type of logos
Caregiver	4 Caregiver logos vs. 4 Hero logos
Hero	4 Hero logos vs. 4 Caregiver logos
Outlaw	4 Outlaw logos vs. 4 Sage logos
Sage	4 Sage logos vs. 4 Outlaw logos

Table 2: Pre-study set-up

After being exposed to the archetype description and logos, the participant rated, based on a 6-point Likert scale (strongly disagree vs. strongly agree), whether he considers the eight logos to express the described archetype well or not. Afterwards,

four logos had to be rated on attractiveness as well as appropriateness regarding the green energy market. The attractiveness scales consisted of five items (negative vs. positive, unattractive vs. attractive, unappealing vs. appealing, ugly vs. beautiful, not appropriate for green energy market vs. appropriate) with Cronbach's alphas ranging between .77 and .96 (see Appendix).

A total of ninety-eight respondents participated in the pre-study (24 male and 74 female) ranging from 20 years up to 67 ( $M=26.20$ ;  $SD=7.04$ ). With regards to their education, the majority of the respondents hold a Bachelor's or a Master's degree (80%).

## Results

Mean scores and standard deviations were computed in order to find out the best fitting logos for each archetype. Moreover, each logo was tested with regards to logo attractiveness. The most important findings will now be presented for each archetype. A detailed table of all mean scores as well as a representation of all logos can be found in the appendix.

### *Caregiver*

The caregiver setting included the Caregiver archetype description as well as the presentation of four caregiver logos and four hero logos. All four Caregiver logos represent high mean scores (logo 1:  $M = 4.83$ ,  $SD = 0.91$ ; logo 6:  $M = 4.38$ ,  $SD = 1.12$ ; logo 7:  $M = 4.24$ ,  $SD = 1.09$ ). The caregiver logo that scored best in this setting was logo 4 ( $M = 5.27$ ,  $SD = 1.16$ ).

In relation to logo attractiveness, all four Caregiver logos scored high (logo 4:  $M = 5.66$ ,  $SD = 1.01$ ) and therefore considered as very attractive among respondents.

### *Hero*

The hero setting included the hero archetype description as well as the presentation of four hero logos and four caregiver logos. It was notable, that one of the caregiver logos (logo 1:  $M = 5.24$ ,  $SD = 1.27$ ) scored highest in the hero setting. The hero logo that scored the highest was logo 2 ( $M = 3.36$ ,  $SD = 1.52$ ).

With regards to logo attractiveness, all four logos had positive outcomes (logo 2:  $M = 4.46$ ,  $SD = 0.98$ ).

### *Outlaw*

The outlaw setting included the outlaw archetype description as well as the presentation of four outlaw logos and four sage logos. All of the outlaw logos represented higher means scores than the sage logos, including logo 4 scoring the highest ( $M=4.27$ ,  $SD=1.43$ ). Additionally all four logos represent positive results on logo attractiveness (logo 4:  $M = 5.18$ ,  $SD = 1.03$ ).

### *Sage*

The sage setting included the sage archetype description as well as the presentation of four sage logos and four outlaw logos. It was notable, that all sage logos had higher mean scores than the outlaw logos. Logo 6 scored the highest among all eight logos ( $M=4.19$ ,  $SD = 1.33$ ). In relation to logo



attractiveness, all four logos scored positive (logo 6:  $M = 3.94$ ,  $SD = 0.68$ ).

## Conclusion

In general, the first study represented positive results, showing that respondents had similar associations towards the logos as described in the literature. Most of the caregiver, sage and outlaw logos showed unequivocal results. The outcomes of the hero logos, however, differed from expectations, due to the fact that one logo, which has been defined as a caregiver logo based on literature, scored higher in the hero setting than the hero logos.

The fact of caregiver logo 1 scoring high in the hero setting ( $M = 5.24$ ,  $SD = 1.27$ ), can be resulted from the logo representing an oblong figure with two feet fast on the ground. This visualization may have triggered dominant and powerful associations, associations that better fit the hero archetype description. The hero logo with the highest score was logo 2, a logo that misses this oblong figure as well as the massiveness, which caregiver logo 1 represents. For this reason the hero logo 2 has been slightly adapted in order to resemble dominance and power (see figure 6).

It was noticeable that the caregiver logos also scored high in the hero setting. For this reason the caregiver logo chosen for the main study was slightly adapted, even though it represented high scores in the first study. The inner part of the logo has been slightly downsized, so it gives the impression that the



Figure 6: Final hero (left) and caregiver (right) logo

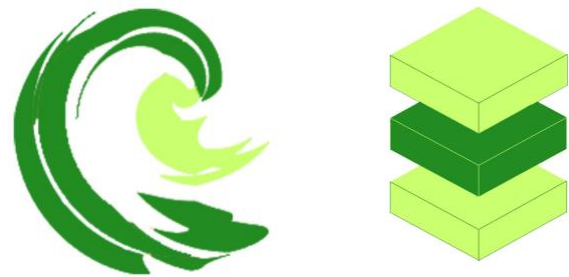


Figure 7: Final outlaw (left) and sage (right) logos

outer parts of the logo embrace the inner part, stimulating associations of protectiveness (see figure 6). Embracing can be considered as a form of nonverbal communication indicating protection and intimacy (Wilkinson, 1994). Physical touch, including an embrace is a symbol of comfort and social support (Robinson, Hoplock & Cameron, 2015). These are symbolic meanings which clearly go in line with the values of the caregiver, resulting in the decision of slightly adapting the caregiver logo. For the main study, one logo has been selected for each archetype. Next to the two adapted hero and caregiver logos, logo 6 has been selected for the sage and logo 4 for the outlaw (see figure 6 and 7). The selected logos all scored high on logo attractiveness.

## 4. Second study

The second study is concerned with getting an answer to the question of whether a congruent presentation of slogan, company description and logo based on archetypes has positive effects on the overall attitude towards the organization. Moreover, it studies whether participants are able to stipulate the differences among the archetypes, resulting in the question whether Archetypes actually matter. The procedure of the experiment will now be described in further detail.

### Participants and Procedure

The experiment was carried out in form of an online experiment. Via social media platforms including Facebook and LinkedIn, people were invited to fill out an online questionnaire using the survey software tool Qualtrics. Next to social media, students of the University of Twente have been personally approached and asked to fill out the online questionnaire. A total of one hundred and seventy-four people of which 75 male and 119 female, participated in this study. The majority of respondents holds a Bachelor's and Master's degree (90%) and ages range from 16 up to 70 years ( $M = 27,38$ ,  $SD = 7,91$ ).

The research model included stimulus material consisting of four fictive company cases, all of them green energy suppliers. Each organization has been positioned on one particular archetype: outlaw, sage, hero and caregiver. In the study each participant got exposed to three elements per organization: a corporate story, a logo and a slogan. The archetype was expressed/ visualized in the company description, slogan, as well as the logo. The appropriateness of the logo has been tested and confirmed in the pre-study. When positioning an organization on a particular archetype, it had been taken into account that the positioning was not made too extreme. The choice of archetype and a neutral representation was crucial.

While filling in the survey, each participant got exposed to two company cases, both of them showing elements of two different archetypes. In total, there were eight different scenarios resulting in eight questionnaires, four of them concerning the archetypes caregiver vs. hero and four of them concerning the archetypes sage vs. outlaw. Each questionnaire differs in the presentation and coherence of the logo, slogan and corporate story. While one participant received

	Case 1 - Caregiver vs Hero	Case 2 - Outlaw vs Sage
Scenario 1	all congruent caregiver	all congruent outlaw
Scenario 2	all congruent hero	all congruent sage
Scenario 3	logo, slogan caregiver – company description hero	logo, slogan sage – company description outlaw
Scenario 4	logo, company description caregiver – slogan hero	Logo, company description sage– slogan outlaw
Scenario 5	slogan, company description caregiver – logo hero	slogan, company description sage– logo outlaw
Scenario 6	logo caregiver – company description, slogan hero	logo sage– company description, slogan outlaw
Scenario 7	company description caregiver – logo, slogan hero	company description sage – logo, slogan outlaw
Scenario 8	slogan caregiver – company description, logo hero	slogan sage– company description, logo outlaw

Table 3: Stimulus Material of the 8 questionnaires



a congruent representation of the three elements, corporate story, slogan and logo, other participants received an incongruent representation of the elements of the fictive organization. Table 3 implicates how the two organizations were presented among the eight questionnaires.

Internal consistency of the items used to measure the opinion towards perception of the organization, brand attitude and design sensitivity of respondents was measured in each of the eight scenarios. The separate findings for each scenario are presented in the appendix. Most important findings are now discussed in detail.

### **Brand attitude**

The attitude towards the brand formed the dependent variable of this study and was measured based on four items to be answered on a 6-point likert scale (“The organization appeals to me”, “This is a fine organization”, “I feel positive about this organization”, “This is an attractive organization”). Among all eight scenarios, the construct was perfectly reliable, ranging among .85 and .96 in caregiver/hero and outlaw/sage scenarios.

### **Perception**

After being presented one of the eight scenarios, including the congruent and incongruent settings, each respondent had to give his opinion on how he/ she perceived the organization. In the first case, a distinction of perception was made among hero and caregiver archetypes and in the second among outlaw or sage archetypes. For each archetype,

three adjectives have been presented to the respondent; the items had to be answered on a 6-point Likert scale (strongly disagree vs. strongly agree).

The adjectives have been partly derived from a previous study of (Bolhuis, 2011), who has done research on archetype logo visualization and who derived core value adjectives based on literature of Jansen (2006) and Mark & Pearson (2001). In her study, constructs showed perfectly reliable measures, which was the reason for using these constructs in this study. The core value adjectives derived by Bolhuis (2011) have been translated from Dutch to English. Due to translation issues, three adjectives have been slightly changed.

Construct	Core value adjectives
Caregiver	Caring, generous, harmonic
Hero	Goal-oriented, courageous, heroic
Outlaw	Rebellious, challenging, disruptive
Sage	Wise, competent, intellectual

Table 4: Core value adjectives of the four archetypes

The caregiver perception construct showed acceptable reliability values among the eight questionnaires except for scenario 4 ( $\alpha = .03$ ) and scenario 8 ( $\alpha = .45$ ). It is noticeable that these low reliability measures occurred in scenarios where the caregiver is less dominant, either visualized/expressed through a slogan or logo, making it difficult for respondents to decide. An explanation for low Cronbach’s alpha score might be that respondents were not making the connection of the represented

material with the caregiver adjectives and therefore not getting the test items correct.

Also for the hero perception construct not all scenarios showed reliable values. Scenario 2 ( $\alpha = .46$ ) and scenario 8 ( $\alpha = .49$ ) had unacceptable reliability scores. The outlaw perception construct was unreliable in two scenarios out of eight. Scenario 2 ( $\alpha = .53$ ) and Scenario 4 ( $\alpha = .54$ ) show poor reliability scores. The outlaw perception construct was the only construct with acceptable to good reliability measure, ranging from .94 to .61. Due to the fact that caregiver, hero and outlaw constructs were not reliable in two out of eight scenarios, it has been decided to not delete any items of the construct, in order to miss important data.

### **Design sensitivity**

At the end of each questionnaire, each participant was asked overall questions regarding its design sensitivity. The product aesthetics centrality scale of Block, Brunel & Arnold (2003) has been used, consisting of eleven items that had to be answered by each participant based on a 6-point Likert scale (strongly disagree vs. strongly agree). The scale measures the level of sensitivity of particular consumers with regards to visual product aesthetics (Bloch, Brunel, & Arnold, 2003). The scale consists of three dimension, namely value, acumen and response intensity. The first dimension is concerned with the personal and social value of design and includes statements such as “I enjoy seeing displays of products that have superior designs” or “A product’s design is a source of

pleasure for me.” The second dimension, acumen, reflects the ability to recognize and evaluate product design and includes statements such as “Being able to see subtle differences in product design is one skill that I have developed over time” or “I see things in a product’s design that other people tend to pass over.” The third dimension is concerned with the level of response and includes statements such as “If a product’s design really “speaks” to me, I feel that I must buy it” or “Sometimes the way a product looks seems to reach out and grab me.”

Cronbach's alphas for the eleven design sensitivity items were very reliable in all eight scenarios and ranged between .83 and .93 (see Appendix).

## **4. Results**

Overall results of the second study will now be presented. First, the overall perception scores have been analyzed in order to find out whether there is a dominant factor among the three elements company description, logo, and slogan. In addition, the effect of congruence on the attitude towards the organization has been analyzed in order to test *H1*. To test *H2*, an analysis of congruence on the attitude towards the organization among a design sensitive sample has been conducted. To distinguish from design sensitive respondents and less design sensitive ones, the sample has been filtered by means of a median split ( $Mdn = 3.90$ ) and included only those respondents scoring greater or above the median.

Overall results will now be presented per dependent variable. Mean scores and standard deviations of the analysis of perception and attitude are presented in table 5 and 6.

### **Perception**

The goal of the first analysis was to find out which of the three elements, description, logo and slogan were the most determinant factor and therefore functioning as the anchor for further analysis. An analysis of variance was conducted including company description, logo and slogan as independent variable and perception as dependent variable. Results per case will now be presented in detail.

#### *Caregiver vs Hero*

The first analysis included caregiver perception as the dependent variable. A significant main effect was shown for company description,  $F(1, 166) = 14.22, p = .000$ , resulting in higher caregiver perception scores in scenarios with caregiver company descriptions ( $M = 4.74, SD = .68$ ) compared to scenarios with hero descriptions ( $M = 4.34, SD = .71$ ). No further main effects or interaction effects were found. Results are presented in appendix D.

The second analysis included hero perception as the dependent variable and shows a marginal significant effect for company description,  $F(1, 166) = 3.374, p = .068$ , resulting in higher hero perception scores in scenarios with hero company description ( $M = 4.23, SD = .91$ ) compared to scenarios with

caregiver company description ( $M = 3.98, SD = .92$ ). No further significant main effects of logo and slogan or interaction effects of logo, slogan and description were found (see further results in Appendix D).

#### *Outlaw vs. Sage*

In the outlaw perception analysis, results indicate a significant main effect of company description,  $F(1, 161) = 33.538, p < .000$ . This result indicates that outlaw perception scores were significantly higher for outlaw company descriptions ( $M = 4.19, SD = .94$ ) compared to sage company descriptions ( $M = 3.34, SD = .89$ ). There were no further significant results noticed.

Results of the sage perception analysis also show a significant main effect of company description,  $F(1, 161) = 40.545, p < .000$ , indicating that sage perception scores were significantly higher for sage company descriptions ( $M = 4.69, SD = .83$ ) compared to outlaw company descriptions ( $M = 3.74, SD = 1.09$ ). No further main effects or interaction effects were shown.

In both cases results show that company description is a dominant factor among description, slogan and logo and had a significant effect on the archetype perception. It can be concluded that the company description can be seen as a decisive factor and reference point for respondents with regards to the overall perception. Furthermore, congruence among the three elements did not have any effect on the way the organization is perceived.

**Table 5: Descriptive Statistics of dependent variables Caregiver vs. Hero**

Description	Logo	Slogan	Perception						Attitude		
			Caregiver			Hero			Caregiver vs. Hero		
			<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Caregiver	Caregiver	Caregiver	4.79	0.61	25	4.12	0.86	25	4.63	0.66	25
		Hero	4.90	0.66	23	4.04	0.88	23	4.26	0.85	23
		Total	4.84	0.63	48	4.08	0.86	48	4.45	0.77	48
	Hero	Caregiver	4.65	0.58	21	3.76	1.01	21	4.31	0.87	21
		Hero	4.63	0.82	25	4.01	0.95	25	4.24	1.10	25
		Total	4.64	0.72	46	3.90	0.98	46	4.27	0.99	46
	Total	Caregiver	4.72	0.59	46	3.96	0.94	46	4.48	0.77	46
		Hero	4.76	0.76	48	4.03	0.91	48	4.25	0.98	48
		Total	4.74	0.68	94	3.99	0.92	94	4.36	0.89	94
Hero	Caregiver	Caregiver	4.60	0.50	21	4.37	1.00	21	4.55	0.71	21
		Hero	4.22	0.78	21	3.95	0.87	21	4.15	1.06	21
		Total	4.41	0.68	42	4.16	0.95	42	4.35	0.91	42
	Hero	Caregiver	4.19	0.82	19	4.19	0.92	19	4.09	1.01	19
		Hero	4.35	0.70	19	4.46	0.84	19	4.24	1.19	19
		Total	4.27	0.75	38	4.32	0.88	38	4.16	1.09	38
	Total	Caregiver	4.41	0.69	40	4.28	0.95	40	4.33	0.88	40
		Hero	4.28	0.74	40	4.19	0.88	40	4.19	1.11	40
		Total	4.35	0.71	80	4.24	0.91	80	4.26	1.00	80
Total	Caregiver	Caregiver	4.70	0.56	46	4.23	0.92	46	4.59	0.68	46
		Hero	4.58	0.79	44	4.00	0.87	44	4.21	0.94	44
		Total	4.64	0.68	90	4.12	0.90	90	4.41	0.84	90
	Hero	Caregiver	4.43	0.73	40	3.97	0.98	40	4.21	0.93	40
		Hero	4.51	0.78	44	4.20	0.92	44	4.24	1.13	44
		Total	4.47	0.75	84	4.09	0.95	84	4.22	1.03	84
	Total	Caregiver	4.58	0.66	86	4.11	0.95	86	4.41	0.82	86
		Hero	4.54	0.78	88	4.10	0.90	88	4.22	1.04	88
		Total	4.56	0.72	174	4.11	0.92	174	4.32	0.94	174

**Table 6: Descriptive Statistics of dependent variables Outlaw vs. Sage**

Description	Logo	Slogan	Perception						Attitude		
			Outlaw			Sage			Outlaw vs. Sage		
			<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Outlaw	Outlaw	Outlaw	4.35	0.97	24	3.67	1.01	24	3.79	1.04	24
		Sage	4.04	1.17	18	3.61	1.01	18	3.63	0.96	18
		Total	4.21	1.06	42	3.64	1.00	42	3.72	1.00	42
	Sage	Outlaw	4.25	0.71	21	3.73	1.00	21	3.58	0.98	21
		Sage	4.07	0.93	19	3.95	1.37	19	3.76	1.22	19
		Total	4.17	0.81	40	3.83	1.18	40	3.67	1.09	40
	Total	Outlaw	4.30	0.85	45	3.70	0.99	45	3.69	1.01	45
		Sage	4.05	1.04	37	3.78	1.20	37	3.70	1.09	37
		Total	4.19	0.94	82	3.74	1.09	82	3.70	1.04	82
Sage	Outlaw	Outlaw	3.33	1.02	25	4.44	0.74	25	4.20	0.77	25
		Sage	3.30	0.95	21	4.73	0.70	21	4.61	0.74	21
		Total	3.32	0.98	46	4.57	0.73	46	4.39	0.77	46
	Sage	Outlaw	3.29	0.79	23	4.90	1.10	23	4.58	0.88	23
		Sage	3.44	0.86	18	4.70	0.64	18	4.79	0.54	18
		Total	3.36	0.81	41	4.81	0.92	41	4.67	0.75	41
	Total	Outlaw	3.31	0.91	48	4.66	0.95	48	4.38	0.84	48
		Sage	3.37	0.90	39	4.72	0.66	39	4.69	0.65	39
		Total	3.34	0.90	87	4.69	0.83	87	4.52	0.77	87
Total	Outlaw	Outlaw	3.83	1.11	49	4.06	0.95	49	4.00	0.92	49
		Sage	3.64	1.11	39	4.21	1.02	39	4.15	0.97	39
		Total	3.75	1.11	88	4.13	0.98	88	4.07	0.94	88
	Sage	Outlaw	3.75	0.89	44	4.34	1.20	44	4.10	1.05	44
		Sage	3.77	0.94	37	4.32	1.13	37	4.26	1.07	37
		Total	3.76	0.90	81	4.33	1.16	81	4.18	1.06	81
	Total	Outlaw	3.79	1.00	93	4.19	1.08	93	4.05	0.98	93
		Sage	3.70	1.02	76	4.26	1.07	76	4.21	1.02	76
		Total	3.75	1.01	169	4.22	1.07	169	4.12	1.00	169

## Attitude towards the organization

In order to test our first assumption of whether a congruent presentation of logo, slogan and company description, expressing one archetype results in a positive effect on the attitude towards an organization, an analysis of variance was conducted including company description, logo congruence and slogan congruence as independent variables and attitude as the dependent variable. To test the second hypothesis, the same analysis has been conducted including only respondents scoring high on design sensitivity. Results per case will now be presented in further detail.

### *Caregiver vs. Hero*

Results of an analysis of variance including description, logo congruence and slogan congruence as independent variables did not result in any significant effects on attitude towards the organization. Results are presented in Appendix D. Among respondents scoring high on design sensitivity, a significant interaction effect was found for logo and slogan on attitude towards the organization,  $F(1, 81) = 7.856, p = .006$ . Results indicate that attitude ratings are higher in scenarios with congruent caregiver logo and slogan ( $M = 4.69, SD = .45$ ), therefore partly supporting  $H2$ .

### *Outlaw vs. Sage*

An analysis of variance, with company description, logo congruence and slogan congruence as independent variables as well as attitude as dependent variables, results in a significant main effect of description,  $F(1,$

$161) = 36.511, p < .000$ . This effect indicates higher attitude ratings in scenarios with sage descriptions ( $M = 4.52, SD = .77$ ) compared to scenarios with outlaw description ( $M = 3.69, SD = 1.04$ ). Among respondents scoring high on design sensitivity, an interaction effect was found ( $F(1, 81) = 5.362, p = .023$ ), indicating higher attitude ratings in scenarios with sage description and slogan, however, an outlaw logo ( $M = 5.09, SD = .39$ ).

All in all, results indicate that the company description functions in most of the scenarios as the anchor point for perception and has major effects on how the organization is perceived regarding a specific archetype. Moreover, the analysis shows that the company description is the main predictor of attitude, the more favorable the description is perceived, the more favorable the attitude towards the organization. Among the overall sample congruence did not have an effect, neither on perception nor on attitude towards the organization. Therefore our first hypothesis of a congruent presentation expressing one archetype resulting in a positive effect on the attitude towards an organization can be rejected. Among the design sensitive sample, congruence, however, did play a role in caregiver vs. hero cases. The representation of a congruent logo and slogan resulted in a more favorable attitude towards the organization.

Furthermore, it was noticed that there were no significant differences in attitude towards organizations with caregiver and hero descriptions; however there were differences among organizations with outlaw and sage

descriptions. Organizations with an outlaw company description scored significantly lower on attitude than organizations with a sage description. Results are now being discussed in further detail.

## 5. General discussion

This present study was the first to examine the effects of a congruent versus incongruent visualization/expression of archetypes based on slogans, logos and company descriptions and therefore makes an important contribution to congruence and logo research. This section discusses the overall findings and limitations of this study and gives advice to further research in this field.

Our study has been based on the assumption that a congruent representation of the different archetype cases has positive effects on the attitude toward the organization. We based this assumption on the fact that a conceptual fluent target, also referred to as congruence, is more positively evaluated by consumers (Lee & Labroo, 2004). It is assumed that consumers would perceive a congruent representation as more professional and credible, resulting in positive attitude formations. Overall findings indicate that a congruent expression / visualization of archetypes among company description, logo and slogan did not have an effect on attitude and perception. Overall results will now be discussed in further details.

Based on our findings it is to conclude that in all scenarios, the company description has played a decisive role with regards to

perception and attitude formation. This study revealed that the company description is the most decisive factor among the three tested elements with regards to perception and attitude. The company description is a highly dominant part in the different case scenarios, presenting respondents a great share of information on the values and intentions of the organization. This resulted in the company description functioning as a point of reference for respondents with regards to perception. Whereas logos convey a symbolic meaning which has to be interpreted by the consumer, company descriptions present clear facts and organizations have the ability to actually elaborate their course of action and reason of being. This makes the company description a richer communicator compared to logos and slogans. According to Daft & Lengel (1988), the more elaborate information can be communicated, the richer the medium. In this context, the logo can be considered as a limited medium in comparison to the company description, which lacks the inherent ability to say much about the product or brand (Kohli, Leuthesser & Suri, 2007).

The fact that the logo lacks the ability to say much about the brand is, however, only supported in scenarios in which logo, slogan, and description are represented simultaneously. In fact, our first study has shown that logos are vital communicators of the archetypal positioning. During the first study, respondents were shown a logo without any further information of the organization. Respondents had to match the logo to specific

archetype descriptions. Results indicate that certain logo shapes have the ability to visualize specific archetypes and participants were able to encode logos as a specific archetype. This finding confirms Bolhuis's (2011) findings who researched the visualization of archetypes through logos in an earlier study. In addition, our findings go in line with those of Van Riel and Van den Ban (2001), indicating that logos have the ability to communicate the desired positioning of an organization. As explained earlier, this ability is based on the fact that visual shapes by nature are able to communicate individual meaning (Van Riel & Van den Ban, 2001). In this context, intrinsic properties, those properties directly resulted from confrontation including the perception of what the logo represents, play a major role. Without having the background information of the organization, consumers may be more aware of the meaning that visual shapes communicate (Van Riel & Van den Ban, 2001).

On the contrary, the findings of our second study taught us, that the powerful ability to communicate a desired positioning through logos is not applicable when the company description is presented simultaneously with the logo. It is assumed that certain assimilation processes, namely adjusting new perceptions, ideas and experiences to an already existing schema (Piaget, 1961), are responsible for these findings. As explained earlier, the description has a dominant position among the three elements and functions as the decisive factor of

whether an organization is perceived as favorable as well as of whether the organization is perceived as a specific archetype. Due to the fact that there was a detailed company description presented with each logo, extrinsic properties may have dominated the overall processing. According to Van Riel & Van den Ban (2001), extrinsic properties are connected to associations with the organization behind the logo and the behavior of the organization in the past and in their communication. The company description presents in depth information on the organization, causing that certain associations may have been defined in the mind of the respondents while reading the company description. It is assumed that graphical parts and the perception of referential parts of the logo have been adjusted to the overall knowledge respondents built upon the company description.

This brings us to the conclusion that a logo may not be a strong communicator of the archetypal positioning in relation to a company description; however, it is, a strong communicator when presented individually. Once a logo is designed according to the specific characteristics of a certain archetype it can function, individually, as a powerful communication tool of the archetypal identity of an organization. This is an important finding; due to the fact that the logo, next to the brand name, is the most visible and familiar component of an organization's corporate visual identity (Fatt, 1997).

Not only logo and company description, but also slogans have been included in our study, however, did not show any relevant results among the overall sample. It was assumed that slogans have a vital supporting function in communicating a brand's image and personality (Kohli, Leuthesser & Suri, 2007). According to our findings, slogans, however, neither influenced perception nor attitude. A reason for that may be the overall placing and representation of the slogan in the stimulus material. The slogan did not make out a dominant part in the stimulus material as it was placed, together with the company name, above the company description. It is assumed that the short slogan did not stand out enough due to a long and detailed company description. Usually, slogans are presented in combination with the company logo and take over a supporting function of communicating the brand personality (Kohli, Leuthesser & Suri, 2007). The fact that the company description has taken over a dominant part in the scenario may have resulted, again, in assimilation processes and did not result in significant effects accordingly. Similar to the logo, respondents may have formed associations based on the company description, placing the vital archetypal

identity which the slogan carries, into the background. This finding is applicable for the entire sample.

Results, however, differed among those respondents scoring high on design sensitivity. Previous to our study, we assumed that a congruent presentation of logo, slogan and company description, visualizing the same archetype, results in a more favorable attitude towards the organization among design sensitive respondents. An effect was found between logo and slogan in caregiver vs. hero case scenarios. Results show, that attitude ratings were more favorable in scenarios where slogan and logo were congruent, therefore partly supporting our hypothesis.

Our result of a congruent logo and slogan positively effecting attitude is an important finding, as in most cases, organizations present their slogan in combination with the logo (see examples in figure 8). Once an organization positions itself on a specific archetype, it should take into consideration to congruently visualize and express this archetype through logo and slogan. Results indicate that those consumers scoring high on design sensitivity form a more favorable attitude towards the organization.



Figure 8: Logo / slogan example of Nike, Audi and Apple



Due to the fact that this finding was solely significant in one of the two cases, namely caregiver vs. hero and only among respondents scoring high on design sensitivity, further research is required in this field. For future research it is advised to study the effects of solely the logo and slogan on attitude. Scenarios should be presented including only logo and slogan or presenting them separately from the company description. There are two reasons for testing the logo and slogan separately from the company description. On the one hand, to avoid assimilation processes resulted from the company description and on the other hand, to create a more authentic research scenario. In real life, consumers get more easily and often exposed to a logo and slogan through advertisements, commercials or product display. In order to read more about an organizations' purpose and reason of being, consumers have to actively look up the description on the company's website or brochure. Testing the slogan and logo separately from the description, therefore indicates a more authentic research scenario.

With regards to the logo, this research has been focused on logo shapes only. Several studies, however, indicate that archetypes can also be visualized through color and word marks (Uit het Broek, 2014; Oosterhout, 2013). While studying the effects of logo/slogan archetype visualization, it would be of interest for future research to also consider the effects of word marks and color.

Next to our findings on the visualization and expression of archetypes through certain elements, we can also draw conclusions with regards to the overall archetypal positioning model itself. Our study included four archetypes, caregiver, hero, sage and outlaw. Certain results caught our attention, which require further explanation.

In the outlaw vs. sage cases, our findings show that organizations with a sage company description were perceived as more favorable among respondents than organizations with an outlaw description. On the one hand, this result can be purely based on the fact that the description is perceived as more concise and readable. On the other hand, however, this result may be an indication of certain archetypes fitting a specific industry better than others. Both, sage and outlaw organizations presented in our stimulus material were active in the green energy business, a highly technical and scientific industry. A reason for high attitude ratings of sage organizations may be resulted from the fact that the sage organization presents itself as an organization basing its actions on fundamental, rational thinking as well as high investments in research and technology. The outlaw, on the other hand, presents itself as rebellious, revolutionary and "free from insanity", which may have been perceived as less favorable considering the technical standards and innovativeness in this industry. Based on these results it can be assumed that for technical and scientific business sectors the sage archetype may be more suitable than

other archetypes, due to its objective and intellectual characteristics. Our results give reason to assume, that certain archetypes may not be suitable for specific industries and calls for further research in this field.

An additional finding of this study with regards to archetypal positioning was that respondents encoded little differences among caregiver and hero scenarios in both studies. In the first study, little differences have been encoded among caregiver and hero logos, which is why these logos had to be slightly adapted for the main study. The second study shows again, that perception mean scores did not greatly differ among caregiver and hero organizations. Greater differences were, however, noticed in outlaw and sage scenarios. These results give reason to assume that certain personality traits of the caregiver and hero archetype may overlap, making it difficult for consumers to distinguish the values of these two archetypes.

Considering Jansen's archetype wheel, caregiver and hero archetypes are organized opposite from each other, both belonging to opposite categories (Jansen, 2006). Whereas the caregiver belongs to the social category of archetypes, the hero belongs to the ego category. According to our findings there is reason to assume that the categorization of archetype may differ.

In our study, the organization that was positioned as a hero presents itself as highly ambitious and goal-oriented with a clear goal

of turning Great Britain into a more sustainable and responsible country.

In general, respondents may have interpreted the ambitious and goal-oriented appearance of the hero organization as safe and trusting, which may in return be interpreted as caring. Taking a closer look at the sample one may conclude that the origin and particular cultural traits may have resulted in this. Even though we have not asked our respondents to state their country of origin, we can assume that our sample mainly consists of Dutch and German respondents, as people from the Netherlands and Germany have been asked to participate in this study. Based on Hofstede's cultural dimension index, these two countries can be considered as rather uncertainty avoidant cultures (Hofstede & Hofstede, 2004). Hofstede's uncertainty avoidance dimension describes to what extent members of a society feel distressed with uncertainty and ambiguity. The idea of being a powerful, ambitious organization that serves quality and security may make respondents feel less uncertain and give them the impression of being well cared for and secure. Based on our findings it can be assumed, that little differences are perceived among respondents between the caregiver and hero archetypes, which is why further research in this field is advised.

## **Managerial implications**

A professional and well thought through positioning is crucial in order to be able to compete with other organizations in highly competitive markets. Archetypal positioning is a popular positioning strategy among brand strategists, however, the implementation this type of strategy among an organizations visual identity has little been studied.

Our study shows that once an organization positions itself on a specific archetype, it has to thoroughly decide on how to express and visualize this archetype to its consumers. Our results indicate that organizations need to present a well thought through, informative and concise company description, as consumers use this as anchor point for perception and judgment. The more favorable the description is perceived and fitting into a particular business sector, the more favorable the attitude towards an organization. Organizations are therefore advised to take their company description serious and put much effort in communicating their archetypal positioning in a clear and concise way. The positioning statement or company description will function as the anchor point for internal and external stakeholders and contributes to a successful archetypal positioning and more favorable attitudes towards the organization.

In addition, our findings show that the logo is a vital carrier of the archetypal positioning, which should be carefully

considered among designers and CVI strategists. No significant effects for congruence on attitude were found, however, due to the fact that logo and company description are often visualized and used separately from each other, we can advise that organizations should design its logo based upon shape characteristics matching the archetype the organization positions itself on.

Additionally, we can conclude that a certain part of people, namely those scoring high on design sensitivity, perceives an organization with a congruent logo and slogan as more favorable. For a design oriented organization like for instance Apple, which “utilizes design to secure a competitive advantage” (Swann, 2012), this finding may be very useful, as their customer base includes the rather design sensitive population. This type of organizations can be advised to congruently visualize and express its archetype through both, logo and slogan.

This present study has made an important contribution to the research field of archetypal visualization and expression, a field which has little been researched before. Our findings advise organizations regarding the importance of visualizing archetypes through logos, slogans and company description.

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## APPENDIX A: Statistical Output

### First Study

#### Respondent / sample characteristics

Demographics	N	%
<i>Age:</i>		
16 thru 25 years	109	50%
26 thru 35 years	91	41%
36 thru 45 years	10	4%
46thru 60 years	8	4%
Above 60	2	1%
<i>Education:</i>		
Elementary school	6	3%
Vocational education	27	12%
Bachelor degree	122	55%
Master degree	65	30%
<i>Gender:</i>		
Male	70	32%
Female	150	68%

#### Scale descriptives

	N	N-Items	Rel. ( $\alpha$ )	Mean	SD
<i>Measurement scales:</i>					
Logo attractiveness Caregiver Logo 1	21	5	0,88	5,68	0,88
Logo attractiveness Caregiver Logo 2	21	5	0,93	5,20	1,05
Logo attractiveness Caregiver Logo 3	21	5	0,92	5,66	1,01
Logo attractiveness Caregiver Logo 4	21	5	0,95	5,04	1,37
Logo attractiveness Hero Logo 1	25	5	0,79	4,46	0,98
Logo attractiveness Hero Logo 2	25	5	0,92	3,74	1,14
Logo attractiveness Hero Logo 3	25	5	0,91	4,25	1,28
Logo attractiveness Hero Logo 4	25	5	0,93	4,06	1,25
Logo attractiveness Outlaw Logo 1	26	5	0,88	4,49	1,11
Logo attractiveness Outlaw Logo 2	26	5	0,89	5,18	1,03
Logo attractiveness Outlaw Logo 3	26	5	0,91	4,75	1,22
Logo attractiveness Outlaw Logo 4	26	5	0,96	4,33	1,46
Logo attractiveness Sage Logo 1	20	5	0,87	4,66	1,16
Logo attractiveness Sage Logo 2	20	5	0,94	5,12	1,05
Logo attractiveness Sage Logo 3	20	5	0,77	3,94	0,68
Logo attractiveness Sage Logo 4	20	5	0,92	4,87	0,98

All scales are measured on a 6-point likert scale (1= strongly disagree / 6= strongly agree)

Appendix B: Statistical Output Second study

Respondent / sample characteristics

Demographics		
	N	%
<i>Age:</i>		
16 thru 25 years	88	50%
26 thru 35 years	70	41%
36 thru 45 years	8	5%
46thru 60 years	6	3%
Above 60	2	1%
<i>Education:</i>		
Elementary school	6	3%
Vocational education	12	7%
Bachelor degree	101	58%
Master degree	55	32%
<i>Gender:</i>		
Male	55	32%
Female	119	68%

Scale descriptives

	Scenario 1			Scenario 2			Scenario 3			Scenario 4			Scenario 5			Scenario 6			Scenario 7			Scenario 8		
	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)	N	N-Items	Rel. (α)
<i>Measurement scales:</i>																								
Attitude (caregiver/hero)	25	4	0,89	19	4	0,96	21	4	0,87	23	4	0,93	21	4	0,92	21	4	0,95	25	4	0,95	19	4	0,93
Attitude (outlaw/sage)	24	4	0,93	18	4	0,93	19	4	0,96	23	4	0,94	21	4	0,85	21	4	0,95	25	4	0,90	18	4	0,91
Self-presentation caregiver	25	3	0,70	19	3	0,77	21	3	0,03	23	3	0,63	21	3	0,60	21	3	0,76	25	3	0,77	19	3	0,45
Self-presentation hero	25	3	0,71	19	3	0,46	21	3	0,72	23	3	0,70	21	3	0,82	21	3	0,70	25	3	0,71	19	3	0,49
Self-presentation outlaw	24	3	0,80	18	3	0,53	19	3	0,61	23	3	0,54	21	3	0,76	21	3	0,64	25	3	0,68	18	3	0,84
Self-presentation sage	24	3	0,89	18	3	0,81	19	3	0,94	23	3	0,94	21	3	0,77	21	3	0,89	25	3	0,67	18	3	0,61
Design sensitivty	23	11	0,91	18	11	0,89	19	11	0,88	22	11	0,93	21	11	0,89	21	11	0,92	25	11	0,83	18	11	0,83

All scales are measured on a 6-point likert scale (1= strongly disagree / 6= strongly agree)



**Tests of Between-Subjects Effects with perception (caregiver vs. hero) as dependent variable**

Source	Caregiver perception					Hero perception				
	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Description (caregiver vs. hero)	6.83	1	6.83	14.22	0.00	2.84	1	2.84	3.37	0.07
Logo (caregiver vs. hero)	1.28	1	1.28	2.66	0.10	0.01	1	0.01	0.01	0.92
Slogan (caregiver vs. hero)	0.05	1	0.05	0.10	0.75	0.00	1	0.00	0.00	0.96
Description * Logo	0.04	1	0.04	0.09	0.77	1.39	1	1.39	1.65	0.20
Description * Slogan	0.26	1	0.26	0.54	0.46	0.28	1	0.28	0.34	0.56
Logo * Slogan	0.44	1	0.44	0.91	0.34	2.71	1	2.71	3.22	0.07
Description * Logo * Slogan	1.23	1	1.23	2.55	0.11	0.33	1	0.33	0.39	0.53
Error	79.75	166	0.48			139.89	166	0.84		
Total	89.78	173				147.07	173			

**Tests of Between-Subjects Effects with perception (outlaw vs. sage) as dependent variable**

Source	Outlaw perception					Sage perception				
	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Description (outlaw vs. sage)	29.03	1	29.03	33.54	0.00	37.93	1	37.93	40.54	0.00
Logo (outlaw vs. sage)	0.00	1	0.00	0.00	0.95	1.80	1	1.80	1.93	0.17
Slogan (outlaw vs. sage)	0.36	1	0.36	0.41	0.52	0.17	1	0.17	0.18	0.67
Description * Logo	0.07	1	0.07	0.08	0.78	0.00	1	0.00	0.00	0.96
Description * Slogan	0.99	1	0.99	1.14	0.29	0.01	1	0.01	0.01	0.91
Logo * Slogan	0.25	1	0.25	0.29	0.59	0.12	1	0.12	0.13	0.72
Description * Logo * Slogan	0.01	1	0.01	0.01	0.92	1.49	1	1.49	1.60	0.21
Error	139.35	161	0.87			150.62	161	0.94		
Total	171.78	168				192.57	168			

**Tests of Between-Subjects Effects with attitude (caregiver vs. hero) as dependent variable**

Source	SS	df	MS	F	p
Description (Caregiver vs. Hero)	0.45	1	0.45	0.51	0.48
Logo (Congruent vs. Incongruent)	0.00	1	0.00	0.00	0.96
Slogan (Congruent vs. Incongruent)	0.10	1	0.10	0.11	0.74
Description * Logo	1.37	1	1.37	1.55	0.21
Description * Slogan	1.27	1	1.27	1.43	0.23
Logo * Slogan	1.89	1	1.89	2.13	0.15
Description * Logo * Slogan	0.15	1	0.15	0.17	0.68
Error	146.97	166	0.89		
Total	152.39	173			

**Tests of Between-Subjects Effects with attitude (outlaw vs. sage) as dependent variable**

Source	SS	df	MS	F	p
Description (outlaw vs. sage)	30.30	1	30.30	36.51	0.00
Logo (congruent vs. Incongruent)	1.04	1	1.04	1.25	0.27
Slogan (congruent vs. Incongruent)	0.97	1	0.97	1.17	0.28
Description * Logo	0.63	1	0.63	0.75	0.39
Description * Slogan	1.05	1	1.05	1.27	0.26
Logo * Slogan	0.06	1	0.06	0.08	0.78
Description * Logo * Slogan	0.75	1	0.75	0.91	0.34
Error	133.62	161	0.83		
Total	167.14	168			

**Tests of Between-Subjects Effects with attitude (caregiver vs. hero) as dependent variable among high design sensitive sample**

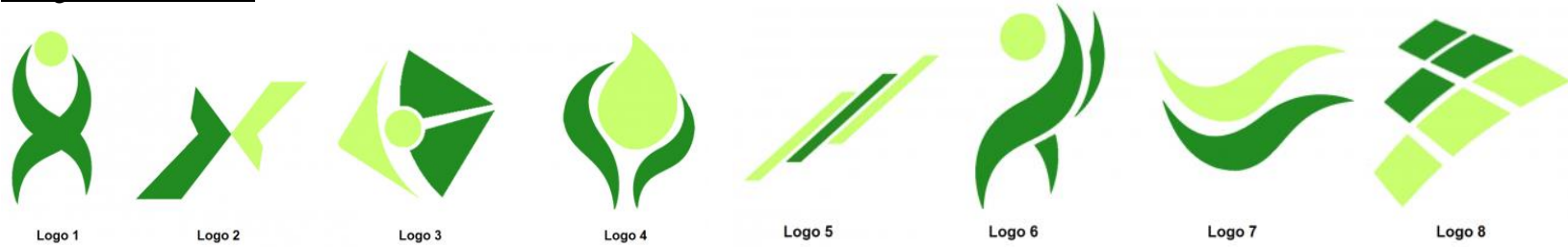
Source	SS	df	MS	F	p
Description (Caregiver vs. Hero)	0.17	1	0.17	0.23	0.63
Logo (Congruent vs. Incongruent)	0.11	1	0.11	0.14	0.71
Slogan (Congruent vs. Incongruent)	0.19	1	0.19	0.25	0.62
Description * Logo	0.63	1	0.63	0.82	0.37
Description * Slogan	0.43	1	0.43	0.57	0.45
Logo * Slogan	5.97	1	5.97	7.86	0.01
Description * Logo * Slogan	0.62	1	0.62	0.81	0.37
Error	61.57	81	0.76		
Total	70.10	88			

**Tests of Between-Subjects Effects with attitude (outlaw vs. sage) as dependent variable among high design sensitive sample**

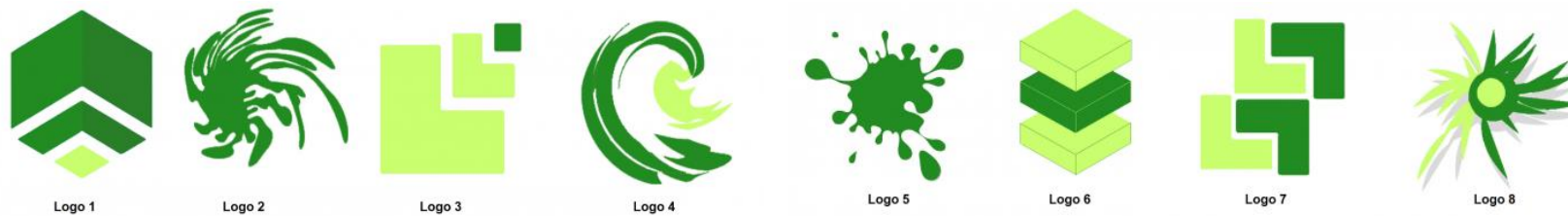
Source	SS	df	MS	F	p
Description (outlaw vs. sage)	10.72	1	10.72	14.64	0.00
Logo (congruent vs. Incongruent)	1.14	1	1.14	1.56	0.22
Slogan (congruent vs. Incongruent)	1.04	1	1.04	1.42	0.24
Description * Logo	0.27	1	0.27	0.37	0.54
Description * Slogan	1.43	1	1.43	1.95	0.17
Logo * Slogan	0.17	1	0.17	0.24	0.63
Description * Logo * Slogan	3.93	1	3.93	5.36	0.02
Error	59.29	81	0.73		
Total	78.15	88			

## APPENDIX C: Logos first study

### Caregiver versus Hero



### Outlaw versus Sage



## APPENDIX D: Company cases main study

### Scenario 1:

#### Case 1



#### **Green Energy Inc. For a carefree, sustainable future.**

At Green Energy Inc. we care: for our environments well-being and for the well-being of our society. Therefore Green Energy Inc. provides green energy consultancy including solely sustainable energy sources.

At Green Energy Inc. we care to make this world a better and secure place where every generation is able to live a carefree live. This is why we put reliability and security in our approach central. We envision a sustainable, reliable and carefree future; for us, our children, our grandchildren and for this beautiful place we happen to call mother earth.

So switch to Green Energy Inc. and care with us.

#### Case 2



#### **Green Energy Inc. Different, but not insane.**

Fossil fuels are scarce and CO2 emissions leading to climate change. We all know that. Thank god we established Green Energy Inc. Since we showed up in 2010, Green Energy Inc. focuses on a clear goal of turning the British energy market upside down, contributing to a more transparent and sustainable market.

How we do that? It's simple: unlike others, we think before we act. By operating a unique and revolutionary model, we change the way energy is generated and consumed.

At Green Energy Inc., we believe in a world free of insanity but full of reliability, for our customers and for our environment. So stop being insane and start taking responsibilities.

## Scenario 2

### Case 1



#### **Green Energy Inc.** **The power to realize ambition.**

Since our establishment, Green Energy Inc. is driven by the ambition to turn Great Britain into a more sustainable and responsible country. As a green energy supplier it is our mission to turn the impossible into possible and to serve our customers with the utmost determination and dedication. Green Energy Inc.'s continuous flair of new possibilities in the markets allows us to fully adapt to the needs and wants of consumers and first and foremost our environment.

By focusing on our major goal we are able to turn this world into a better place. We are as true to that today as we were when we started out.

### Case 2



#### **Green Energy Inc.** **The wisdom of green technology**

Since our establishment in 2010, Green Energy Inc. aims at making a difference to climate change and carbon emissions. We aim at advising our customers in making the smartest decisions with regards to the generation and consumption of sustainable energy, all based on science and innovation. Our great expertise and heavy investments in Research & Development makes Green Energy Inc. a strong and reliable partner on the British market.

At Green Energy Inc. we are sure that our fundamental expertise will make a major contribution to helping the UK achieve a future that is powered purely by renewables.



## Scenario 3

### Case 1



#### **Green Energy Inc. For a carefree, sustainable future.**

Since our establishment, Green Energy Inc. is driven by the ambition to turn Great Britain into a more sustainable and responsible country. As a green energy supplier it is our mission to turn the impossible into possible and to serve our customers with the utmost determination and dedication. Green Energy Inc.'s continuous flair of new possibilities in the markets allows us to fully adapt to the needs and wants of consumers and first and foremost our environment.

By focusing on our major goal we are able to turn this world into a better place. We are as true to that today as we were when we started out.

### Case 2



#### **Green Energy Inc. The wisdom of green technology**

Fossil fuels are scarce and CO2 emissions leading to climate change. We all know that. Thank god we established Green Energy Inc. Since we showed up in 2010, Green Energy Inc. focuses on a clear goal of turning the British energy market upside down, contributing to a more transparent and sustainable market.

How we do that? It's simple: unlike others, we think before we act. By operating a unique and revolutionary model, we change the way energy is generated and consumed.

At Green Energy Inc., we believe in a world free of insanity but full of reliability, for our customers and for our environment. So stop being insane and start taking responsibilities.

## Scenario 4

### Case 1



#### **Green Energy Inc. The power to realize ambition.**

At Green Energy Inc. we care: for our environments well-being and for the well-being of our society. Therefore Green Energy Inc. provides green energy consultancy including solely sustainable energy sources.

At Green Energy Inc. we care to make this world a better and secure place where every generation is able to live a carefree live. This is why we put reliability and security in our approach central. We envision a sustainable, reliable and carefree future; for us, our children, our grandchildren and for this beautiful place we happen to call mother earth.

So switch to Green Energy Inc. and care with us.

### Case 2



#### **Green Energy Inc. Different, but not insane**

Since our establishment in 2010, Green Energy Inc. aims at making a difference to climate change and carbon emissions. We aim at advising our customers in making the smartest decisions with regards to the generation and consumption of sustainable energy, all based on science and innovation. Our great expertise and heavy investments in Research & Development makes Green Energy Inc. a strong and reliable partner on the British market.

At Green Energy Inc. we are sure that our fundamental expertise will make a major contribution to helping the UK achieve a future that is powered purely by renewables.

## Scenario 5

### Case 1



#### **Green Energy Inc. For a carefree, sustainable future.**

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So switch to Green Energy Inc. and care with us.

### Case 2



#### **Green Energy Inc. The wisdom of green technology**

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At Green Energy Inc. we are sure that our fundamental expertise will make a major contribution to helping the UK achieve a future that is powered purely by renewables.



## Scenario 6

### Case 1



#### **Green Energy Inc. The power to realize ambition.**

Since our establishment, Green Energy Inc. is driven by the ambition to turn Great Britain into a more sustainable and responsible country. As a green energy supplier it is our mission to turn the impossible into possible and to serve our customers with the utmost determination and dedication. Green Energy Inc.'s continuous flair of new possibilities in the markets allows us to fully adapt to the needs and wants of consumers and first and foremost our environment. By focusing on our major goal we are able to turn this world into a better place. We are as true to that today as we were when we started out.

### Case 2



#### **Green Energy Inc. Different, but not insane**

Fossil fuels are scarce and CO2 emissions leading to climate change. We all know that. Thank god we established Green Energy Inc. Since we showed up in 2010, Green Energy Inc. focuses on a clear goal of turning the British energy market upside down, contributing to a more transparent and sustainable market.

How we do that? It's simple: unlike others, we think before we act. By operating a unique and revolutionary model, we change the way energy is generated and consumed. At Green Energy Inc., we believe in a world free of insanity but full of reliability, for our customers and for our environment. So stop being insane and start taking responsibilities.

## Scenario 7

### Case 1



#### **Green Energy Inc. The power to realize ambition.**

At Green Energy Inc. we care: for our environments well-being and for the well-being of our society. Therefore Green Energy Inc. provides green energy consultancy including solely sustainable energy sources.

At Green Energy Inc. we care to make this world a better and secure place where every generation is able to live a carefree live. This is why we put reliability and security in our approach central. We envision a sustainable, reliable and carefree future; for us, our children, our grandchildren and for this beautiful place we happen to call mother earth.

So switch to Green Energy Inc. and care with us.

### Case 2



#### **Green Energy Inc. Different, but not insane**

Since our establishment in 2010, Green Energy Inc. aims at making a difference to climate change and carbon emissions. We aim at advising our customers in making the smartest decisions with regards to the generation and consumption of sustainable energy, all based on science and innovation. Our great expertise and heavy investments in Research & Development makes Green Energy Inc. a strong and reliable partner on the British market.

At Green Energy Inc. we are sure that our fundamental expertise will make a major contribution to helping the UK achieve a future that is powered purely by renewables.

## Scenario 8

### Case 1



#### **Green Energy Inc. For a carefree, sustainable future.**

Since our establishment, Green Energy Inc. is driven by the ambition to turn Great Britain into a more sustainable and responsible country. As a green energy supplier it is our mission to turn the impossible into possible and to serve our customers with the utmost determination and dedication. Green Energy Inc.'s continuous flair of new possibilities in the markets allows us to fully adapt to the needs and wants of consumers and first and foremost our environment.

By focusing on our major goal we are able to turn this world into a better place. We are as true to that today as we were when we started out.

### Case 2



#### **Green Energy Inc. The wisdom of green technology**

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