

Master thesis

**Resistance of external stakeholders to logo change: The influence of  
evaluation, fit, and costs**

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## Preface

I hereby present to you my report. A thesis that was a big part of my study at the University of Twente. Without blood, sweat and tears? Certainly not. Every path has its obstacles, like my path to obtain my master degree. But it was worth all the effort. That's why I look back at my student life with joy, but along with a bit of relief.

In this thesis, just like in my pre-master thesis, I've researched logo changes. A subject that always intrigued me from the moment I've joined college's graphic design at Hogeschool Windesheim, Zwolle. I've seen so many interesting companies with the most beautiful or even hideous logos. But why would an organization change its logo? And how do customers or stakeholders respond to the change? The last few years, television shows, newspapers and other media were filled with logo changes and the negative responses from out multiple layers of society. In some cases people responded so angry and disturbed, that logo changes were reversed in just a few days. So much money, time and effort was spent; All for nothing.

The question I asked myself, was if and how I could help organizations to successfully introduce a logo change and gain insight in which factors cause resistance to the change of a logo. Not only to identify which factors are of influence towards resistance, as well as to mark the most important factors and to find evidence for this importance. With this dissertation, I hope I can offer a guide for organizations to make the best choices when changing a logo.

I would like to thank Jim Krokké, Menno de Jong and Joris van Hoof for their help they offered me during my master thesis. Quick telephone calls to Enschede and comprehensive mails from abroad, any form of communication was possible. Additionally thanks to my parents, my friends and my family for their support. A special thanks to Nico, who never lost faith in me.

Sincerely,

Annelies Pierik

Zwolle, August 3, 2015

## **Abstract**

This study examines the factors that influence the degree of resistance of external stakeholders towards a logo change. The objective was to identify which factors are most influential in relation to the degree of resistance, allowing organizations to get a better understanding of resistance to logo change.

### *Method*

Because of the exploratory nature of this project the first study is a case study that examines the characteristics and factors of real resistances situations. By researching the internet, twenty two international, national and regional cases were identified and examined to explore the factors that influence the emergence of resistance. Study 1 ends with a list of possible factors that could influence the emergence of resistance after a logo change.

The purpose of Study 2 is to determine which factors are the most important factors. Twenty two experts from national and regional operating communication and/or advertising agencies participated in this study. The experts ranked the factors extracted from Study 1. The most important influential factor at the top, and the least influential factor at the bottom. This results in a top 3 of the most important factors.

The purpose of Study 3 is to examine the possible effects of the top 3 factors influencing the emergence of resistance after a logo change. An online experiment (2x2x2) with 409 respondents is conducted to find these effects.

### *Results*

Study 1 identified eleven factors that are of influence regarding resistance after a logo change. These are profit/nonprofit, period of existence old logo, degree of logo change, involvement, evaluation, distinctiveness, costs, fit, choice design agency, process of introduction and lack of information.

The experts of Study 2 stated that the factors ‘costs’, ‘evaluation’ and ‘fit’ are most influential factors towards the emergence of resistance of external stakeholders.

During Study 3 a main effect was found for ‘fit’ and ‘evaluation’.

The resistance after a logo change was lower when the logo concerns a high fit. This also applies to evaluation. The resistance was lower when the logo concerns a high evaluation. No effect was found regarding the factor ‘costs’. No interaction effects were found.

## **Conclusions**

The factors evaluation and fit are of most influence towards the emergence of resistance after a logo change. The factors costs, involvement, lack of information, degree of logo change, period of existence, communication about the change, profit/nonprofit and choice of design agency are factors that could be of importance towards the emergence of resistance. This factors are supported by

theoretical findings and the results of the first study.

An organization that opts for a logo change could use this list of factors as a checklist during the logo change process. By taken each factor into account, the organization can make an informed choice of how to change a logo to create the least amount of resistance.

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# 1. INTRODUCTION

"A picture is worth a thousand words", is an often heard statement. This is because images are recognized faster than words (Edell & Staelin, 1983). Many years ago, companies have discovered this principle. Not only in the form of imagery for advertising, but also in their use of a logo. Formerly a logo consisted of a specific font and a simple decorated company name. Nowadays a lot of time and money is spent in the development of a logo.

A logo is a basic element in shaping a company or brand identity (Buttle & Westoby, 2006). Decisions, processes or events that provide a change in structure, performance or strategy of a company can lead to a redefinition of the identity of an organization (Muzellec, Doogan, & Lambkin, 2003). This includes changing names, reshaping their image, changing their strategy and the need of a company to innovate. These are all reasons to change a logo (Kohli, Suri, & Thakor, 2002). Every year, one in fifty organizations changes their name and/or logo (Speath, as quoted in Walsh, 2005).

It is important to acknowledge that change can cause resistance, which is a natural reaction for humans (Gao, Waynor, & O'Donnell, 2009). This is no different in situations involving logo change. Skepticism, distrust and doubt arise when no answers are provided to questions about the reasons for a change (AlShebil, 2007).

There is only limited research about the emergence of resistance when it comes to changing a logo. Most research is conducted regarding internal stakeholders, like employees. This makes sense, because the impact of a new corporate visual identity (CVI) is larger on employees (Bolhuis, De Jong, & Van den Bosch, 2015). Some research is done regarding external stakeholders, but these studies are limited. That is why this research focuses on discovering the different factors causing resistance to external stakeholders after a logo change and the factors that influence this resistance the most.

## 1.1 Problem statement

To gain clarity which factors play a role and to what extent, this research explores the following main question:

*What are the most important factors in the emergence of resistance after a logo change for external stakeholders and to what extent do these factors play a role in the emergence of resistance after a logo change?*

As stated before, it is still unclear as to which factors influence the origin of resistance among external stakeholders after a logo change. A start was made by some researchers on the emergence of resistance concerning logo change.

Bolhuis et al. (2015) examined the internal and external effects of a corporate visual identity change. The results of this study show that the consumers and employees show a higher appreciation of the new CVI when they have more knowledge about the change and its purpose. Knowledge about the new CVI and appreciation for the new CVI from stakeholders, also affect the evaluation of the organization. Walsh (2005) studied the consumers response in regard to a logo change, specified to the shape of the logo and the role of brand commitment. Consumers who have a strong commitment with a brand, evaluate a logo change more negatively as those who have a more negative attitude toward the brand. Enquiries from Bolhuis et al. (2015) and Walsh (2005) are just covering the beginning when it comes to research on resistance of external stakeholders after a corporate visual identity change. However, in this research area still many questions are unanswered. The results of this study contribute to filling the gap of existing theory in this research field.

Besides the theoretical relevance, the practical relevance is taken into account. This research intends to acquire knowledge and insights, that can help companies and organizations with the choices they make in relation to logo or corporate visual identity change. This research has the intention to help managers understand the consequences and help them make better decisions when modifying or updating brand logos. This way, organizations can make responsible choices with the least possible resistance of external stakeholders after a corporate visual identity change.

## **1.2 Structure of the report**

The theoretical framework is outlined in Chapter 2. The various concepts and terms used in this study are taken into account in this theoretical framework. Chapter 3 clarifies Study 1, a case study. This study consists of a case study in which various existing situations are examined by means of desk research. The main focus of this study is to find as many factors as possible that may be influencing the cause of resistance of external stakeholders after a logo change. In Chapter 4, Study 2 will be discussed. This study is an expert research, where professionals were asked to make a ranked list of the most important factors that cause resistance of external stakeholders after a logo change, distracted from the first study. Chapter 5 will focus on Study 3. This is an online experiment in which the three main factors from study two were examined. Per study the method, results and the discussion will be covered. A general discussion follows individual study results.



## **2. Theoretical Framework**

"Nothing lasts, except change" is a well-known phrase by the Greek philosopher Heraclitus. And nothing could be more true. Changes happen every day. Think, for example, of the development in technology and politics, on top of economic, environmental and social changes. When organizations don't respond to those changes, signals that the organization does not function as intended can be detected. The organization will sustain loss, customers will be lost, and hardly any new products will be developed (Axtell, Wall, Stride, Pepper, Clegg, Gardner, & Bolden, 2002). Lehu (2004) also states that ageing brands tend to suffer from losing market share, decrease of sales, problems with distribution channels and customers may scrap the brand from their evoked choice set. Only when organizations cope with these changes, they remain competitive (Axtell et al., 2002). To deal with this barriers it's essential to keep brands up-to-date through rejuvenation (Müller, Kocher, & Crettaz, 2013). According to Keller (2002), a change in brand logo and elements can revitalize an outdated brand. When a CVI change isn't implemented correctly, this can be counterproductive. A well-known example is about the logo change of the American clothing brand GAP. They adjusted their logo and placed it on their website. In a short period of time, negative comments poured in. The responses were so negative that GAP decided to take back their old logo within a few days. The question arises as to how this resistance emerged.

This theoretical framework provides insight into the existing literature around the emergence of resistance of external stakeholders after a logo change. First, the concepts 'identity' and CVI will be investigated. Next, changes in CVI will be discussed. Because changes are often accompanied by resistance, a closer look at resistance to change will follow. This topic will be specified in the direction of the emergence of resistance towards CVI-changes.

### **2.1 Identity**

Certain decisions, events or processes that cause a substantial change in the structure, strategy or performance of an organization can be reason for a fundamental redefinition of the identity of an organization (Muzellec, Doogan, & Lambkin, 2003). The corporate identity was originally seen as a synonym for the use of logos, corporate identities and other forms of symbolism in an organization. Over the years, identity has become a broader, more overall view, in which the self-presentation of an organization became the point of focus (Van Riel as cited in Van den Bosch, 2005). In addition to symbolism, communication and behavior play an important role. Van den Bosch (2005) notes that organizations not only express their identity through visual expressions, but that communication and behavior of employees also have an effect on the identity.

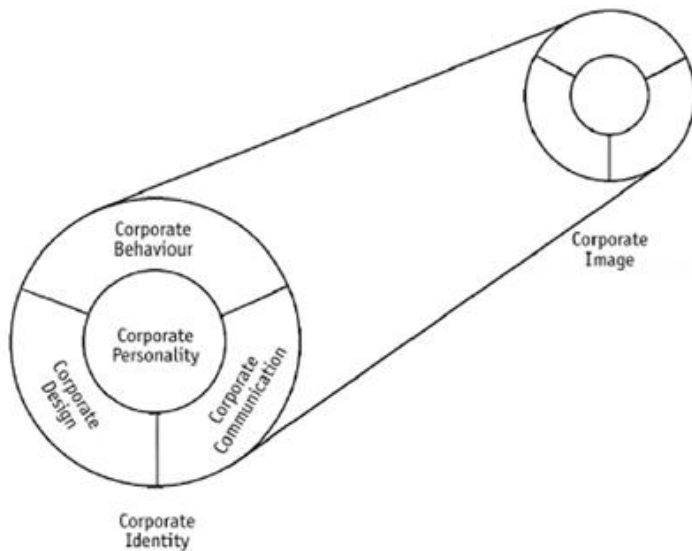


Figure 1. Extended corporate identity mix (Birkigt & Stadler, 1986)

These characteristics form the foundation for the corporate identity mix of Birkigt and Stadler (1986) as seen in Figure 1. They claim that the identity of an organization can be divided into four parts. The core of it all is personality. The personality is determined by the reason of existence of an organization, the position of the organization within the society, the history of the organization and the goals and values that the organization pursues. The other three parts are instruments whereby the personality of an organization is expressed. Behavior is the actions of an organization towards its stakeholders. Communication is all expressions that an organization emits and symbolism is the graphic expression of an organization. This includes logo and font. The way these elements are received by external parties, makes the image of an organization. The aim of an organization is to match the identity and image as much as possible.

## 2.2 Corporate visual identity (CVI)

Symbolism, in the previously mentioned corporate identity mix of Birkigt and Stadler (1986), is known as corporate visual identity. CVI is defined as the visual presentation of the corporate identity of an organization. The CVI consists of a logo, name, slogan, typography and the color scheme of a company. In addition, often a graphic element is added (Van den Bosch, De Jong, & Elving, 2005).

Organizations use this visual expression to improve the recognition of the organization and to distinguish itself from other organizations (Melewar, Hussey, & Srivoravilai in Bolhuis, De Jong, & Van den Bosch, 2015). CVI contributes to communicating a corporate identity and therefore affects corporate images (Van Riel, Van der Ban, & Heijmans, 2001). The CVI, in addition, contributes to the degree of identification with and appreciation of the organization of the internal stakeholders (Van den Bosch, 2005). These are not the only benefits that a CVI may have for an organization. Due to its visual character, a CVI makes it easier to cross national borders and eliminate language barriers (Keller, 2002). The visual character of a logo also proves to be beneficial when there's restricted time

or space. In case of billboards, which often are placed where consumers can read the advertisement only fleeting.

Consumers also benefit from logos. Logos ensure a quick search because they provide consumers a particular certainty about product quality (Kohli, Suri, & Thakor, 2002).

### **2.3 CVI change**

As stated before, every year one in fifty organizations changes their name and/or logo (Speath, as quoted in Walsh, 2005). Organizational changes and rebranding often cause management to revitalize the brand through CVI, in order to visualize the change and to keep the brand up-to-date (Müller, Kocher, & Crettaz, 2013). Henderson and Cote (1998) argue that most organizations periodically update their logo to maintain a modern look.

The corporate rebranding process is risky, as it often requires considerable investment, with no guarantee of achieving successful outcomes (Amujo & Otubanjo, 2012). However, changing the visual identity still is a popular mean to revitalize a brand because of the flexibility and rapidity of the implementation (Müller, Kocher, & Crettaz, 2013).

The reasons for a logo change are diverse. Mergers, acquisitions and divisions, shifts in the market, image aging or a new focus or vision can be grounds for CVI changes (Muzellec & Lambkin, 2004). The name of an organization can also change, as was the case when TNT became PostNL. Another reason that can be addressed is that a company wants to update its image or shifts its emphasis to a different product, service or strategy (Kohli et al., 2002).

Some developments provides pressure on the creation and development of a CVI, however the organization itself is not involved. First of all there's the development around the concept 'brand'. Brands were previously only used by products and their manufacturer. Nowadays, brands are used by all kinds of organizations, both profit and nonprofit (Van den Bosch, 2005). The (re)development of a CVI helps organizations creating this brand.

Secondly, the need of consumers to get to know the organization behind the brand. Currently, the range of products and brands is huge. A good reputation therefore becomes an important advantage compared to competitors (Van den Bosch, 2005). It is likely that transparency in management and clear communication improves the involvement and trust of the consumer (Fombrun and Rindova, quoted in Van den Bosch, 2005).

A third development is the increase in visual stimuli in society. Visual impressions compete for the attention of the consumer (Van den Bosch, 2005). A combination of visual and verbal signals ensures that the essence of the brand is propagated, supporting the brand recognition.

Developing and changing a logo and corporate visual identity can be done in many different ways. For example, elements can be added, deleted, or modified. Changes can also be made in color, shape and details. The changes in logos may differ from major to minor changes. There are major logo changes such as the new logo of the city council of The Hague. Where both color, form and

typography have changed. In contrast to this, there are companies that gradually adjust their logo, such as Shell.

To determine the size of the change, Krokké (2011) has developed a CVI change continuum, as shown in Figure 2. This continuum distinguishes two dimensions: the logo and the CVI. This is in conflict with the previously stated theory that a logo is part of a CVI.

Krokké (2011) argues that in practice the logo and CVI often do not change to the same extent. Therefore, a breakdown of these dimensions is necessary. When speaking of a CVI change, in this continuum, we refer to a change in one or more CVI elements, except for the logo. For instance slogan, color, font, imagery, and photography. Krokké (2011) states the following explanation about the degree of change: no change means that the logo or corporate visual identity in the new situation has remained the same according to the old situation. A small change means that a part of the logo or corporate identity has changed, keeping the old logo or old corporate identity well recognizable. A major change implies that multiple items of the logo or CVI changed, so a clear visual change is observable, but the

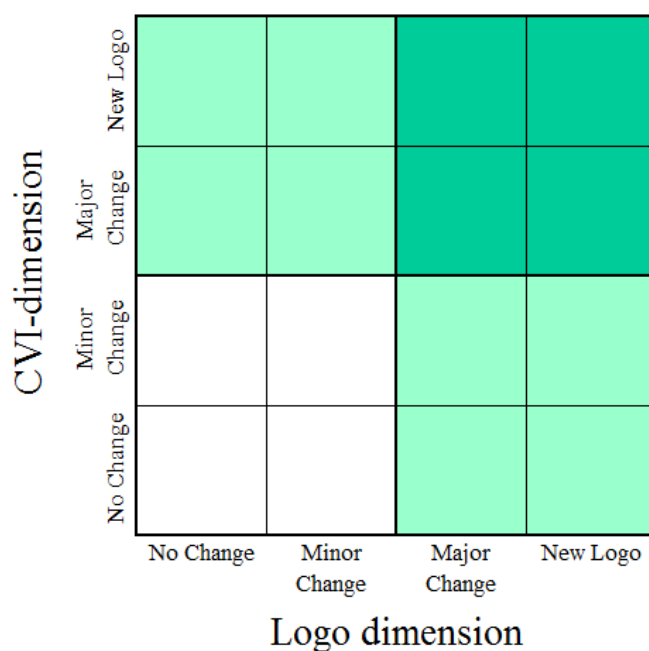


Figure 2. CVI-continuum Krokke (2011)

new logo or the new CVI is still related to the old logo or CVI. The fourth degree of change means that there is a whole new logo or an entirely new CVI introduced, that visually is not related to the previous logo or CVI.

## 2.4 Resistance to change

According to Coetsee (1999) there are various reactions towards change. These reactions form a continuum with resistance and commitment at the ends as shown in Figure 3.

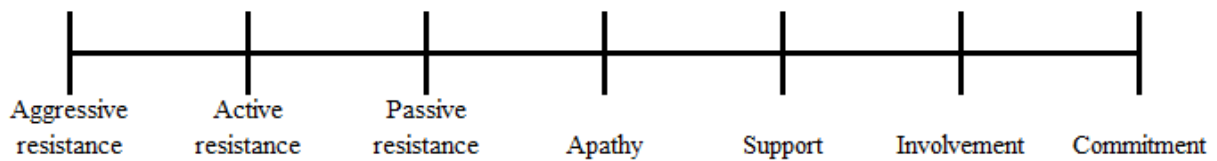


Figure 3 Commitment Resistance Continuum (Coetsee, 1999)

Aggressive resistance represents proactive spreading of destructive rumors and stories. This may even result in strikes, boycotts and sabotage. Active resistance is shown by voicing opposing attitudes. A passive resistance is only the presence of an negative attitude towards the change.

Apathy is the transition zone between resistance and commitment. In this part of the continuum there's an absence of positive or negative attitudes. Support represents the will to vote for the change, but this is the end of the support. No further actions are taken. Involvement is a stronger form of accepting the change and is manifested by willing co-operation and participative behavior.

Commitment is shown by the willingness to use their energy and loyalty for the benefits of the organization (Coetsee, 1999).

Koeleman (2002) indicates that resistance during changes arises when people are uninformed, whether people can't know or because people do not want to know. Skepticism, distrust and doubt also arise when no answers are provided to questions about the reasons for a change (AlShebil, 2007).

Various researchers acknowledge the emergence of resistance from people who have to deal with change. Resistance is often viewed as something negative, as well as something that should be taken for granted. According to Caluwé and Vermaak (2006, p196) these are a few examples of assumptions:

- Resistance against change is part of the game and is inevitable during change interventions;
- Resistance against change is malicious and impairs what we try to accomplish;
- People have a natural urge to resist themselves against changes;
- In particular employees (and not managers) offer resistance.

Not all researchers believe in the emergence of resistance after a change. Dent (1999) argues that people do not resist change, per se. He states that humans may resist the loss of pay, comfort, or status, but these are not the same as resisting change. Dent (1999) also states that believing people do resist change causes unproductive actions within organizations.

Other researchers have a more positive approach regarding resistance. Resistance has also been seen as a normal and valuable phenomenon. It protects us from chaos and leads us to a natural process (Caluwé & Vermaak, 2006, p. 199). Resistance can be considered as an expression of the

desire to make a different decision. There can be different ideas on the approach of the change or what to change.

According to Gao, Waynor, and O'Donnell (2009) there are five strategies that can reduce the emergence of resistance:

- Education and communication: provide information about the change process and communicate consistently about the process in order to increase the support of decisions.
- Participation and involvement: provide the possibility to take part in the change process. This can help in accepting and supporting change.
- Facilitation and support: Provide technical support, such as training courses to develop new skills. Emotional support can be an effective method to dispel the fears around change.
- Change driven by agency mission: integrate psychological improvement philosophies with practice.
- Necessity and inevitability: Emphasize the change repeatedly, through various ways, in formal and informal way.

Most likely, these strategies can decrease the emergence of resistance after a logo change as well.

## **2.5 Resistance to CVI change**

As stated before, a CVI change which isn't implemented correctly, this can be counterproductive. A well-known example is the logo change of the American clothing brand GAP. This organization decided to take back their old logo within a few days. In like manner the Dutch football club Ajax was confronted with the emergence of resistance among external stakeholders after a logo change. The question arises as to how and why this resistance emerged.

Miller, Merrilees, and Yakimova (2014) argue there are certain major enablers and barriers to corporate rebranding. Strong rebranding leadership, developing brand understanding, internal branding activities, continuity of brand attributes, stakeholder coordination and an integrated marketing program are enabled to corporate rebranding. Barriers in corporate rebranding are autocratic rebranding approach, stakeholder tensions, narrow brand re-vision, inadequate research and inadequate customer consideration.

A CVI change or a rebranding can have different outcomes. Miller, Merrilees, and Yakimova (2014) identify the rebranding outcome by assessing whether cases have any of three indicators of success. They argue that the first indicator is the increase in measure of business success. This includes profitability, sales and a favorable corporate reputation or corporate image. The second indicator is whether the case achieved the stated objectives for corporate rebranding. The third indicator is strong, positive references to the overall case or to specific aspects of the case (Miller, Merrilees, & Yakimova, 2014).

Various researchers studied the emergence of resistance after a logo change regarding internal stakeholders. They argue that internal staff is often dissatisfied with the CVI change, because they are generally dissatisfied with the organization or because they are not sufficiently informed about the change. A CVI change therefore can be a threat, as well as an opportunity (Krokké, 2011). It can be an opportunity for an organization to completely reposition itself with a CVI that fits the identity of the organization. This can provide an improvement compared to the old position of the organization including all the positive consequences. The successfulness of the CVI change depends on the specific organization and the quality of the design and the implementation process (Bolhuis, De Jong, & Van den Bosch, 2015). A CVI change can also be a threat, due to the fact that the new CVI replaces an old CVI to which people are accustomed. The recognizability can diminish or vanish after a brand change which can harm the additional value of a brand, or even completely destroy it. Kohli et al. (2002) support this statement.

The first observation of a specific form can be experienced as a threat. This sense of threat will decrease as someone is repeatedly exposed with this form. The appreciation and evaluation of a logo turns positive as time passes by and multiple exposures have occurred. This effect is called the "mere-exposure effect" (Kohli et al., 2002).

On the one hand, some researchers argue that consumers have absolutely no preference for a logo change (Pimentel & Heckler, 2002). They state that when a change must take place, this should be as minimal as possible. This way consumers will be more likely to tolerate the change. This is similar to the research by AlShebil (2007). He shows that the more radical the logo change, the more skeptical, the more distrustful and the more doubt people have in relation to the logo change. On the other hand, Müller, Kocher, and Crettaz (2013) mention that "minor changes may miss the purpose if consumers do not perceive these modifications". The findings of their study suggest that drastic logo changes are not necessarily detrimental for the evaluation of a brand.

Walsh (2005) studied the reaction of consumers to a logo change specified on form and the role of involvement. For the definition of involvement, Walsh (2005) uses the definition of Moorman, Zaltman and Deshpande who describe it as an enduring need to maintain a valued relationship. He extends the definition with the words of Beatty, Kahle, and Homer (1988) who define the level of involvement as a psychological bonding with a brand, which is closely related to behavioral loyalty with a brand. In the article of Andrews, Durvasula, and Akhter (1990) they define involvement as an individual and internal state of excitement with intensity, direction and perseverance. The level of involvement with a brand or organization depends on the individual. The intensity indicates the strength of arousal of the customer in relation to the product, service or advertisement. Direction refers to the stimulus (product, service or advertisement) to which the arousal is directed. The duration of the high/low intense form of involvement is also interpreted as 'perseverance'. Laurent and Kapferer (1985) indicate that high involvement will lead to more information gathering about a product or service. When a consumer is highly involved, this person will communicate more open about his/her

lifestyle. It is logical to say this consumer will be more in contact with the brand and logo. Walsh (2005) poses that customers that are highly involved with an organization, will evaluate a major logo change more negatively. On the other hand, low involved consumers evaluate a brand more positive, the more drastic a logo change is. According to the researcher, it is plausible that a high involved consumer offers more resistance to information that attacks the organization or undermines the meaning of a logo. In undermining the meaning of a logo we think of logo change.

A successful implementation of a change is possible through communication. To implement a CVI change, Krokké (2011) states that the process of internalization has to be applied well in order to let the process of externalization go smoothly. He means that employees need to be informed about the change and the backgrounds of the new CVI. That they know how the new style should be applied and how the project progresses. After all, the employees serve the new identity to customers, suppliers, politics and other stakeholders. Krokké (2011) refers to Margulies which emphasizes that an organization should have a clear vision about the purpose and desired impact of a CVI change. Bolhuis et al. (2015) proved in their research that the supply of information about a CVI change can influence the appreciation of the stakeholders for the organization. Knowledge about the new CVI and appreciation for the new CVI from stakeholders, also affects the evaluation of the organization. This ties in with Müller, Kocher, and Crettaz (2013).

They state that the attractiveness of a logo has a positive effect on the attitude towards the logo. Henderson and Cote (1998) even state that when consumers like a logo, they have a more positive attitude toward that brand.

According to Krokké (2011), who researched the emergence of resistance after a CVI change among internal stakeholders, other factors are also important. For example the high costs connected to a change. The process of CVI change is a demanding operation in terms of money and effort (Bolhuis, De Jong, & Van den Bosch, 2015). Krokké states that the resistance around the cost of logo change is mainly the results of ignorance about all that has to be done for a CVI change. The costs can cause negative reactions because a CVI change is often the result of an organizational change in which costs should be saved. In such a situation, investing money to create a new CVI can lead to resistance. Nonprofit organizations additionally have the factor taxes waging in (Krokké, 2011). This makes people react extremely critical when it comes to the costs of a logo change.

## **2.6 Conclusion**

Summarized the following can be stated: The theoretical background indicates the influence of various factors which cause the emergence of resistance among external stakeholders after a logo change. These factors are the period of existence of the old logo, the degree of logo change, involvement, evaluation of the new logo, communication about the logo change and the costs of the logo change. These factors will be taken into account during the first study.



### **3. Study 1 – Case Study**

Over the past few months and years, several issues were addressed in the news, because of the emergence of resistance of external stakeholders after a logo change. These issues provide information towards the reasons of resistance. This study examines the factors that could emerge resistance.

#### **3.1 Research method**

The purpose of this study is to collect a list of factors that could be part of the emergence of resistance among external stakeholders.

##### *3.1.1 Organizations*

A total of 22 cases were examined. The cases have been selected on the basis of the public discussion that arose after the logo change. This is an almost exhaustive list of organizations which in recent years have experienced resistance that emerged after a logo change, in which sufficient information was available online. The cases were collected from regional, national and international organizations. The international organizations included in this research are Gap, University of Twente, Rijksmuseum, Stedelijk museum, The Hague city marketing, Olympic Games 2012, AFC Ajax, British Airways and Apple. The national organizations included in this research are the national government, Noord Brabant region marketing, Almere city marketing, soccer club RKC Waalwijk, soccer club FC Everton. The educational institute Baarnsch Lyceum, municipality of Kampen, municipality of Oldambt, municipality of Zaanstad, municipality of Maasdriel, municipality of The Hague, municipality of Amsterdam and soccer club VV Baronie are all regional organizations. The degree of logo changes varied from minor to major.

##### *3.1.2 Procedure*

Through desk research on the internet, the cases were examined. Search engine Google was used to look for keywords like ‘new logo’, ‘logo change’ and ‘resistance’ in combination with the name of the organization.

Aspects that were examined during this case study are: activities of the organization, work area of the organization, date of the logo change, period of existence of the old logo, degree of logo change, the fact if only the logo is changed or also the CVI, the costs of the change, communication about the change, which stakeholders were involved in the resistance, the role of the press, the scale of resistance, negative reactions on the logo change and the response of the organization on the resistance after the logo has been changed. For specific questions, more specific search terms were used, such as ‘costs logo change’ and ‘introduction new logo’ in combination with the name of the organization. To look at the case studies from a multiple perspective, also legitimate sources such as

newspapers and magazines were used via Lexis Nexis Academic. In some cases, the organization or the design agency has been approached.

The factor 'degree of logo change could not be examined by desk research. A short questionnaire was developed to examine this factor, without being influenced by accidental circumstances or without depending on the interpretation of the observer. The aim was to minimize the researcher's bias.

Reviewers of the questionnaire saw the old and the new logo of the organizations that have been examined in the case studies. At every logo the reviewers had to answer if they thought the change of the logo was minor, major or that a new logo was designed. This construct was developed by Krokké (2011). The explanation of all the possible answers were appointed for each logo, namely minor change: an element has changed, but the old logo is still easily recognizable; major change: multiple items are changed and there is an obvious change visible, but the new logo is still related to the old logo; new logo: a completely new logo is designed, no visual link exists between the old and the new logo. The organizations that designed a logo for the first time, were not included in this study and automatically labeled as 'new logo'.

The group of reviewers existed of ten women and three men, with an average age of 38.2 ( $SD = 17.99$ ). One of the reviewers completed a senior vocational education (mbo in Dutch), nine persons completed a bachelor degree (hbo in Dutch) and three persons obtained a master's degree (wo in Dutch). The questionnaire in Dutch can be found in Appendix 1.

### **3.2 Results**

The primary objective of Study 1 was to explore the factors that influenced the emergence of resistance. The factors that emerged during this study are appointed in this chapter.

#### *Organizations*

The organizations in this study operate in different sectors. See Table 1 for the activities of the organizations. Remarkable is the high number of (semi) government related organizations such as municipalities, educational institutions and region/city marketing organizations. Twelve out of twenty two organizations can be categorized as (semi) government related organizations.

The area in which the organizations operates varies (see Table 1). The most organizations operate internationally or regionally. Results concerning Profit / Nonprofit are also listed in Table 1. The number of profit organizations is well represented.

**Table 1***Characteristics organizations*

<b>Description</b>	<b>Frequency</b>
<i>Activities</i>	
(Municipal) Government	7
Sport Organization	5
Region/city marketing Organization	3
Museum	2
Clothing brand	1
University	1
High School	1
Airline	1
Electronic Company	1
<i>Operating area</i>	
International	9
National	5
Regional	8
<i>Profit / Non-profit organizations</i>	
Profit	6
Non-profit	16

*Logo change*

The changes of the logo occurred between 1991 and 2014. Table 2 shows how long the old logos existed. The period how long the old logos existed are divided, there doesn't seem to be a tendency. It's unknown how long the old logos existed in two cases. Results concerning the degree of logo change are also shown in Table 2. The amount of major changes and new logos is remarkable. Twenty out of twenty two logo changes can be categorized as major change or new logo.

Many organizations changed their logo and their CVI. It's unknown if Ajax only changed its logo or also its CVI. In most cases, resistance emerges after a change in logo and CVI.

In total, an amount of € 6.516.693,- has been spent on logo changes. As many as ten organizations excluded, because the costs were not known. It is noteworthy that only one profit organization provided information about the costs. British Airways has spent the most on its logo change: € 2.555.469,-. The municipality of Kampen paid the least for the change of the logo: € 10.000,-.

Most of the logo changes are presented to the public through an unveiling. Often accompanied by an event or festivity. This has been the case in eight out of twenty two cases. At two of the municipal logo changes, the updated logo was presented to the city council. Three companies, GAP, the Stedelijk Museum and VV Baronie, changed their logo without any notice at for instance, their website or building. In some cases, customers, citizens or fans were the first to see the new logo. This happened, for example, through an introductory meeting, a poll on a website or through a panel for citizens. In five cases, it's unclear how the new logos were introduced.

It's remarkable that it isn't stated in any of the cases if citizens, fans or customers were involved in the start-up phase in which the logo was being designed. In three of the cases, supporters or customers were asked for feedback in the selection of the final logo. This was the case for the municipality of Kampen, RKC Waalwijk and fc Everton.

**Table 2**

*Characteristics logo change*

<b>Description</b>	<b>Frequency</b>
<i>Period of existing old logo in years</i>	
First logo	5
< 5	2
10 < 20	4
20 < 50	6
50 <	3
<i>Degree of logo change</i>	
Minor change	2
Major change	9
New logo	11
<i>Logo and/or CVI change</i>	
Logo change	4
CVI change	17

#### *Resistance after the logo change*

Various stakeholders showed resistance after a logo change (see Table 3). Consumers mostly show negative responses. In some cases these consumers are actual customers, in other cases they are students, citizens or fans. Designers, other graphic professionals and identity specialists also like to weigh in on the subject. This was, for example, the case with city marketing The Hague and Apple. The designers and other professionals wrote down their opinion about the logo changes at their business blogs. The third group of external stakeholders is politicians. These are local politicians, which was the case for Almere city marketing and the municipality of Maasdriel. National parties can also get involved in cases. For example with the logo change of the University of Twente and the national government.

In most of the studied cases, articles about the logo change appeared in various media. Newspapers discuss the subject of the logo changes and write articles about it. NRC Handelsblad, De Telegraaf, Trouw, Parool, AD and Volkskrant are cited several times. Also professional journals for communication and marketing like Communicatie Online, Adformatie en Marketing Online report about logo changes and the resistance that emerged. International brands such as Apple, British Airways, the Olympic Games, and Gap mostly gather attention from the BBC and the New York Times. Regional and national organizations attract the attention of regional and national media. In which it appears to make no difference whether an organization operates nationally or internationally.

Media such as AT5, TC Tubantia, Stentor, Eindhovens Dagblad, Almere Vandaag, and local weekly newspapers seem to be focusing on a logo change when a company, service or brand is locally involved. City/region marketing organizations, municipalities and other by the council funded organizations can hardly get away from attention in local media. As where an organization is located seems to be of greater influence than where the organization operates (regional, national or international). The internet provides little to no proof to affirm that national radio and television reported about the subject of logo changes.

In the profit sector, resistance is mainly expressed through the internet. Thinking of social media like Facebook, Twitter and blogs. But also forums, websites and online petitions are popular. Expressing resistance through offline resources is mainly popular amongst football fans. They use, amongst others, banners, flyers and complaint letters. It's conspicuous that especially the logo change of British Airways was widely picked up by the media.

**Table 3**

*Characteristics resistance*

<b>Description</b>	<b>Frequency</b>
<i>Stakeholders who show resistance</i>	
Consumers	21
Politics	7
Designers	8
Others	6
<i>Scale of resistance</i>	
International	4
National	7
Regional	11
<i>Subject of negative reactions</i>	
Evaluation	15
Fit	7
Distinctiveness	9
Costs	11
Lack of information	3
Process of introduction	5
Choice design agency	5

In the nonprofit sector, resistance is mainly being expressed through (local) media like newspapers, radio and television. The expression of resistance can also be found on the internet. Popular resources to express this resistance are: websites, blogs, social media, and online petitions. In some cases, people unite themselves and form an action committee or design competition. Offline resources, such as complaint letters and autograph petitions are less popular and are only being mentioned in some situations. A resolution is being filed against a logo change in just one case.

Most of the resistance arises from regional stakeholders. Like happened to the municipality of Kampen, VV Baronie and Baarnsch Lyceum. In only four cases resistance is expressed on an international basis. These are also organizations with an international orientation, like British Airways, Apple, Gap, and the Olympic Games of 2012.

The negative responses towards the logo changes vary widely. A lot of criticism is shown towards the design of the logo. People comment on the evaluation, as for example at Gap, the Rijksmuseum and the municipality of Maasdriel. In other cases one finds the new logo amateuristic, such as at the Stedelijk Museum, fc Everton and the 2012 Olympic Games. 'Simply boring' is also mentioned, for example about the logo of North Brabant Region Marketing.

In other cases one finds that the design is not distinctive or that it looks like something else. For example at the 2012 Olympic Games, where people said it looked like the word Zion or at the municipality of Oldambt the responses were the logo looked like sanitary towels. According to multiple responses, the logo of North Brabant Regional Marketing looked like a picture for hearing impaired people. People also deliver criticism about the distinctiveness of a logo, like happened to the University of Twente and GAP. In another case, one finds the logo not recognizable, such as the Rijksmuseum, too general, as in the municipality of Kampen, or too similar to other organizations, such as the Dutch Government, municipality of Maasdriel and municipality of Zaanstad.

The costs of a logo change also causes negative reactions, as was the case at the University of Twente, Almere City Marketing, municipality of The Hague and the city of Amsterdam. Reactions were about the high costs compared to the small change, but also for spending money on a logo change while an organization has to cut costs. Like with British Airways where people complained about the millions that were invested in changing the logo, while the organization was going through heavy cuts on personnel.

Irritation is also about the choice of a particular agency or designer. At the municipality of Maasdriel, Zaanstad and Almere City Marketing it was found ridiculous that the design agency came from a different region. People found that the contract had to be awarded to a local entrepreneur. At City Marketing the Hague it was found unacceptable that a well-known photographer designed the logo. At the case of the Baarnsch Lyceum, people were not delighted that a teacher of the school was involved in designing the logo.

Negative comments were also expressed towards the process of logo introduction. In some cases it was to be found that supporters were not involved in designing the logo, such as at VV Baronie and AFC Ajax. At Regional Marketing of North Brabant, people mentioned that the project team was not formed correctly and at University of Twente it was found that students should have taken part into designing the logo.

In some cases, the organization fell short in delivering information about the change. One was asking questions about the reasons behind the change and on certain choices in the design, for example at the case of the University of Twente. One wondered what the usefulness was of the dot in the logo

design and also why the slogan 'the entrepreneurial University' disappeared. "This no longer fits within the new strategy of the University", people asked. In case of The Hague city marketing, people asked what the meaning of the logo was and the logo of Almere City Marketing was questioned for the use of the color red.

In other cases, it was found the new logo did not fit the company, such as at GAP and The Hague city Marketing. In case of British Airways, people found it unacceptable the national flag disappeared in a true British company. In case of AFC Ajax and fc Everton it was found that the new logo did not fit an organization with historical roots. At the municipality of Zaanstad people said it looked like a shortened sentence on Twitter that doesn't fit a municipality. The municipality of Maasdiel received negative reactions towards the modern colors and lines. People found it not appropriate for such an old institute. An overview of the negative reactions is presented in Table 6.

### *Response organization*

In most cases, the organization or the designer explains about the logo change. At nine companies, this was the case. The board of the University of Twente explained about the expenses and the reasons for change. The spokesman of VV Baronie indicated the logo was outdated.

Some organizations respond that they are well satisfied with the new logo. This was the case at four organizations, including the Stedelijk Museum and Almere City Marketing. In some cases, the logo change was not executed. Sometimes organizations even reversed the change. Four organizations replaced the new logo and took back the old one. Clothing brand GAP pulled back their new logo in just a few days. The supporters of RKC Waalwijk and the inhabitants of the municipality of Kampen filled in a poll. Because of the negative responses in both cases, the planned changes were not executed. Fc Everton designed a new logo in the following season, this time with the contribution of the fans. Within Ajax they promised to the fans the logo would be adjusted. Never to be done, due to this date. In some cases the withdrawal of the new logo was accompanied by an apology.

In just a few cases criticism was shrugged. For example, at City Marketing The Hague where the counselor did. At VV Baronie it was found the criticism was expressed by only a very small group of stakeholders and at the Stedelijk Museum they found that people should not worry so much about the change. The Baarnsch Lyceum commented that not everybody can be satisfied.

A few organizations sound happy when they hear about the commotion. They find it to be a good public campaign or think it's nice that everyone argues about the new logo, as was the case at The Hague city Marketing.

An overview of the results of Study 1 is shown at Appendix 2.

### **3.3 Conclusion**

It can be concluded multiple factors are of influence towards resistance after a logo change. From the theoretical framework there was already an indication about the possible influence of the factors

‘degree of commitment to the organization’, ‘existence of the old logo’, ‘the degree of logo change’, ‘communication about the change’ and ‘the costs of the logo change’ to the emergence of resistance of external stakeholders. These factors are used as start of the case studies. The case studies revealed more factors. Some of these factors correspond to the factors from the theoretical framework. Therefore, the following list is put together.

#### *Profit/nonprofit*

Nonprofit organizations were overrepresented in Study 1. There seems to be a relationship between this factor and the emergence of resistance of external stakeholders after a logo change. This factor is The further examination of this factor will be conducted in the next study.

#### *Period of existence old logo*

The existence of the old logo seems to have no influence on the emergence of resistance. This seems contradictory with Kohli, Suri, and Thakor (2002). They argue that when a shape or form is experienced for the first time, people can experience this as a threat. This feeling can be reduced by repeated exposure to the shape, and in this case a logo. This should influence the evaluation of a logo. After time passes and one is exposed repeatedly to the logo, the appreciation and evaluation will positively change according to Kohli et al. (2002). In the case of logo change, people would therefore first feel threatened by the change, but through habituation to the logo this threat declines. The longer the old logo exists, the less threat it should give and therefore the shock will be greater if a new logo is introduced. Because of the discrepancy between the results of the case study and previous research by Kohli et al. (2002), this factor is taken into account in further research, so things can be clarified.

#### *Degree of logo change*

The degree of logo change, seems to be of influence on the emergence of resistance. Also at the question if it is a logo or CVI change, there seemed to be more resistance to emerge at a logo in addition to a CVI change. Because of the fact whether it was a change in logo or CVI, also describes how big the change is, these factors are merged into the factor major/minor change. In what matter a logo is changed is of influence on the emergence of resistance, is consistent with research of Pimentel and Heckler (2002). They concluded that consumers show no preference towards a logo change. Might an organization need to change the logo, it should be done minimalistic. This way, the change will be accepted. To test this, the factor is included in the following investigation.

#### *Lack of information*

At the concept 'lack of information', people asked questions about the new logo. In case of the Hague city Marketing, people asked: "Why a lozenge consisting of lines?", "Why the twirl?", "What is the relation with the Hague?". In case of the University of Twente, people also asked different kinds of



questions. For example, some questions were focused on the disappearance of the pay-off 'The entrepreneurial University'. People wondered whether the University had developed a new strategy, which could no longer be combined with the old pay-off. In addition, people asked whether there was a decrease in promotion for business activities.

In these cases, the organization had not sufficiently communicated during the change. This factor is drawn together with the factors 'communication about the change' and 'the reaction of organization', which came forward from the case study. This because in all of these cases, it's about a form of communication.

AlShebil (2007) appointed these types of questions in his research as 'curiosity'. The Dikke Van Dale describes this factor as "eager to know, to hear anything or see". Loewenstein (from AlShebil, 2007) describes curiosity as the discrepancy between what one knows and what one wants to know. This information gap can people give a feeling of lack of knowledge, that can be called curiosity. This can cause resistance to change. To test this statement, the factor 'lack of information' will be included in the second study.

### *Evaluation*

The negative responses people showed about the logo changes, mainly concerned the evaluation of the logo. Also Bolhuis et al. (2015) and Krokké (2011) mentioned the evaluation of the new logo in their research. Bolhuis et al. (2015) concluded that a positive evaluation of a CVI, influences the appreciation of and identification with the organization. Krokké (2011) suggested that the evaluation of a new CVI has a small predictive value for the readiness to change of internal stakeholders. To further test this, the factor is included in the following investigation.

### *Distinctiveness*

A common response to a new logo, is that it is not distinctive enough. Once again, this is a factor considered by Bolhuis et al. (2015). Her results point out that the distinctiveness of a CVI does not change after a change of CVI. This factor is therefore added to the next study.

### *Cost*

The costs of a changed CVI, regularly causes resistance. People complain about the millions that were invested in changing the logo from British Airways, while this organization is going through heavy cuts. At the municipality of Amsterdam, people responded about the minimal change of logo change in accordance to the price of the logo change. In research of Krokké (2011) the factor costs also appeared, but then from within the organization. According to Krokké, the opinion about the height of the costs has a great predictive value for the readiness for change of internal stakeholders. When people have an positive attitude towards the expenses, these people are also more willing to change. To test this further, this factor is included in the following investigation.

### *Fit*

At several organizations, resistance to a logo change appeared because the new logo did not fit the company. For example, inhabitants of the municipality of Maasdriel found the modern colors and lines didn't fit such an old institute. The fans of FC Everton found that the new logo didn't fit a club with such a history. This kind of comments can be linked to the model of Birkigt and Stadler (1986). They mention the identity and image of an organization. In which identity stands for what the organization wants to propagate and image for how external parties see the organization. These aspects are not always consistent, even though the organization would like these aspects to be. In various situations, it could be the case that the organizations are busy updating their organization to adapt and adjust their identity, but that this process is not already visible to outside parties. This factor is called 'new logo does not fit the company'.

### *Process of introduction*

Other negative responses to the new logos are related to the process of introduction. At the case of Regional Marketing of North Brabant, it was felt that the project team was not formed correctly. Or it was found that fans or students should have been involved in designing the new logo, as in the case with University of Twente and vv Baronie. Therefore this factor is added to the next study.

### *Choice design agency*

Some people responded towards the choice of a particular agency or designer. It was found that the contract had to be awarded to a local business owner. Another person found it unacceptable a photographer or teacher were involved in designing the logo. AlShebil (2007) calls this skepticism. This will be visible in expressions of suspicion, doubt and disbelief in the logo change and the people who are responsible. In order to test this factor, it will be included in the following study.

### *Involvement*

The factor involvement was hard to measure in accordance to various cases, because it is a personal attitude. Desk research was found to be inappropriate to investigate this factor. Based on theoretical findings, it was expected that evaluation of a logo change would likely to be different in accordance to high involved consumers and low involved consumers. Research by Walsh (2005) showed that a high involved consumer evaluates a brand more negative when a major logo change occurs. Consumers who are low involved, on the other hand, evaluate a brand more positive after a major logo change. This factor is therefore added to the next study.

Not included in the list of factors are the stakeholders that express the resistance, the means by which the resistance was shown, the field of work of the organization, the date of the logo change and the

scale of resistance. These factors describe the situation of resistance, but could not be seen as factors that affect the emergence of resistance. These are aspects that occur after the introduction of the new logo or after the emergence of resistance.

In total, 11 factors are included in the second study. These are profit/nonprofit, existence of the old logo, degree of the logo change, involvement, evaluation of the new logo, distinctiveness, costs, fit with company, choice design agency, process of introduction and lack of information.

## **4. Study 2 – Expert research**

The eleven factors found in Study 1, which likely affect the emergence of resistance of external stakeholders after a logo change, were presented to experts in Study 2. The aim of this study is to examine which factors have the greatest impact on the emergence of resistance.

### **4.1 Research method**

To examine the impact of the different factors, experts were asked to fill in a short online questionnaire.

#### *4.1.1 Procedure*

In total 24 experts were invited to fill in the questionnaire through LinkedIn or by telephone. When people indicated to join the questionnaire, the experts received a message with information about the research and a link to fill in the questionnaire.

#### *4.1.2 Research instrument*

The questionnaire started with a brief explanation about the study. After this, the respondents received a list with the eleven factors from Study 1. The respondents had to rank the various factors. Putting a factor in first place, meant this factor was of most influence towards resistance after logo change. The last place meant this was the factor which, in the opinion of the expert, had almost no impact on resistance after logo change. The ranking method was chosen, so respondents were forced to make an active choice between the various factors. The respondents had to think about the various factors and its importance.

To avoid an order-effect, all eleven factors were randomly offered. At the end of the questionnaire, the respondent had to answer some general questions about their gender, age and job within the organization. The questionnaire from Study 2 can be found in Appendix 3.

#### *4.1.3 Respondents*

People originated from national and regional operating communication and/or advertising agencies, were approached to participate in this study. The respondents were experts, involved in developing logos, corporate identities and/or logo changes on a regular basis. In total, 24 people started and completed the questionnaire, which leads to a response rate of 100%. Of all respondents, 75% were men and 25% were women. The average age of the respondents was 38.6 ( $SD = 9,46$ ), where the youngest person had the age of 27 and the oldest was 58. Eight respondents worked as a designer. Five people were director or owner of an agency. Four respondents had a job as brand strategist. The remaining respondents worked as marketer, consultant, manager or researcher.

## 4.2 Results

The results show that the experts state 'costs of the new logo' as the most important influential factor of resistance of external stakeholders after a logo change ( $M = 4.09$ ). How people evaluate the new logo, comes into second place ( $M = 4.48$ ). Fit of the logo in accordance to the company, ends in third place with an average ranking of 4.61.

**Table 4**  
*Factors ranked by experts*

Rank	Factor	Mean ranking
1	Cost	4.09
2	Evaluation	4.48
3	Fit	4.61
4	Involvement	5.13
5	Lack of information	5.48
6	Degree of logo change	5.78
7	Process of introduction	6.48
8	Distinctiveness	6.83
9	Period of existence old logo	6.87
10	Profit/nonprofit	7.22
11	Choice design agency	9.04

## 4.3 Conclusion

According to experts, the three most important factors influencing the emergence of resistance are 'costs of the new logo', 'the evaluation of the new logo' and 'fit of the new logo with the company'. Choice for a design agency is stated at least important. Experts reviewed this factor as irrelevant. In itself it's not worthy that the factor profit/nonprofit is stated not important, while study one shows that combining 'cost of the new logo' and 'profit/nonprofit' is a possible influential factor towards the emergence of resistance. It's also interesting that degree of logo change didn't reached the top influential factors, where Pimentel and Heckler (2002) state that people prefer minor changes over major changes.

## 5. Study 3 – Online experiment

Study 2 resulted in a list of three factors that most likely influence the emergence of resistance by external stakeholders after a logo change, these factors are costs, fit and evaluation. An online experiment is conducted in order to study these possible effects.

In this chapter the research method is addressed first. After this the results and the conclusion are addressed.

### 5.1 Research method

This chapter will discuss the research design, the pre-test and the procedure, manipulations, measures and sample of the online experiment.

#### 5.1.1 Research design

This experiment contains eight conditions: costs (high and low), evaluation (high and low), and fit (high and low). Refer to Table 5.

**Table 5**

*Research design Study 3*

Cost	Evaluation	Fit	Group	n =
High cost	High evaluation	High fit	Group 1	56
		Low fit	Group 2	47
	Low evaluation	High fit	Group 3	51
		Low fit	Group 4	51
Low cost	High evaluation	High fit	Group 5	53
		Low fit	Group 6	53
	Low evaluation	High fit	Group 7	49
		Low fit	Group 8	49
TOTAL				409

#### 5.1.2 Pre-test

A pre-test has been conducted to generate logos that fit the conditions of the different groups regarding evaluation and fit. From a total of 35 logos 20 logos were selected for this pre-test. Five logos with an expected high fit- high evaluation, five logos with an expected high fit – low evaluation, five logos with an expected low fit – high evaluation and five logos with an expected low fit – low evaluation. The logos were obtained from an online database (all-free-download.com). The selection was done by interpretation of the researcher regarding expected fit and evaluation from the logos.

An online questionnaire was conducted for this pre-test. This questionnaire started with an brief explanation of the study. Followed by the 20 selected logos. For every logo there are questions about

the evaluation and fit of the logo . The questionnaire ended with questions about the gender and age of the respondents.

This pre-test examined the evaluation and fit of the logos. The evaluation of the logo was measured through a construct, developed by Henderson and Cote in 2001 which was also used by Walsh (2005). This construct consisted of five items, measured on a 5-point scale. Respondents could choose between ‘good’ versus ‘bad’, ‘distinctive’ versus ‘not distinctive’, ‘interesting’ versus ‘not interesting’, ‘high quality’ versus ‘low quality’ and ‘beautiful’ versus ‘ugly’. These items were used to calculate an average rating for evaluation.

Whether a logo does or doesn’t fit an organization, a construct had to be found. Because of the lack of a proper construct, a single item was added to the experiment to measure whether a logo fits the organization. This question was measured on a 5-point scale with answering options ‘fits a seafood restaurant’ versus ‘doesn’t fit a seafood restaurant’.

In total 15 respondents participated the pre-test. These respondents were direct contacted via the researcher. Of all respondents there were 6 males and 9 females. The age of respondents was between 19 and 63 with an average age of 32.9 years old ( $SD = 15.45$ ).

In total, five logos were selected to be examined in the third study, based on the outcomes shown in Table 6. The selected logos are a logo with a high evaluation and high fit, a logo with a high

**Table 6**

*Pre-test: Values of Evaluation and Fit*

Logo	Evaluation <i>M</i>	Evaluation <i>SD</i>	Fit <i>M</i>	Fit <i>SD</i>	Chosen for :
1	2.51	1.28	1.07	0.26	Old logo
2	3.29	1.03	2.13	1.06	
3	2.67	1.08	1.33	0.72	
4	3.00	0.93	1.87	1.06	
5	3.57	0.90	1.33	0.82	
6	3.64	1.02	1.20	0.56	High evaluation – Low fit
7	2.40	1.10	1.13	0.35	Low evaluation – Low fit
8	2.55	1.08	1.13	0.35	
9	2.88	0.97	1.07	0.26	
10	3.07	0.92	1.33	0.72	
11	3.35	0.82	4.13	1.19	
12	2.97	0.82	4.27	1.16	
13	2.80	0.94	3.93	1.16	
14	3.81	1.08	3.67	1.35	High evaluation – High fit
15	3.76	1.01	3.87	1.51	
16	3.55	0.84	4.07	1.16	
17	2.17	0.82	4.27	0.80	Low evaluation – High fit
18	2.12	0.66	2.73	1.58	
19	2.04	0.55	3.80	0.94	
20	2.88	1.02	3.87	1.06	

Mean score on a 5-point Likert scale with 1 as a low and 5 as a high score.

evaluation and low fit, a logo with a low evaluation and high fit, a logo with a low evaluation and low fit and finally a logo with an average score. Based on the mean evaluation and mean fit of the logos, the selection of the logos was made. When the values of some logos were almost equal, the sum of the means of fit and evaluation was taken into account. Figure 4 shows the selected logos. A fifth logo with an average score on fit and evaluation was selected as old logo for the online experiment.



*Figure 4 Manipulation logos study 3. From left to right; High evaluation – High fit (logo 14), High evaluation – Low fit (logo 6), Low evaluation – High fit (logo 17) & Low evaluation – Low fit (logo 7).*

### 5.1.3 Procedure

For the online experiment a questionnaire was conducted to examine whether the emergence of resistance is influenced by costs, fit or evaluation. Respondents have been contacted to participate through email, Facebook, LinkedIn and Twitter. At the beginning of the experiment, respondents were informed about the structure of the experiment and the duration of the questionnaire. Respondents were reassured their answers would be processed anonymously. Before respondents started the experiment, they were randomly assigned to one of the eight conditions. The experiment started by showing a newspaper report about a fictitious fish restaurant ‘Vis é Vera’. In this report, general information about the logo change was provided at the start. After this, the owner of the restaurant gave his response regarding the logo change. After his response, information was provided about the costs of logo change and whether these costs were higher or lower than expected depending on the experimental situation. Then, questions were asked about the old logo, the new logo and the redesign of the logo. At the end, the respondent had to fill in some general questions about gender, age and education.

Because the factors ‘evaluation’ and ‘fit’ are often related to brand and situation, logos were chosen that were unknown to the respondents, referring to the pre-test. Therefore, the organization used in the experiment was fictitious. A generic organization like a restaurant was chosen, because everyone is familiar with such an organization. To answer questions about ‘fit’, a specific restaurant type was chosen. In this case a seafood restaurant called ‘Vis é Versa’.



#### 5.1.4 Manipulation

The experimental treatments of the factors costs, evaluation and fit will be discussed in this chapter

##### *Evaluation*

Depending on the group in which they've been assigned, respondents viewed a logo with a high evaluation or low evaluation. The manipulation of the factor evaluation was conducted through the use of a logo. The pre-test resulted in a selection of logos which represent logos with a high and low evaluation.

##### *Fit*

The manipulation of the factor fit was similar to the factor evaluation. Depending on the group in which they've been assigned, respondents viewed a logo with a high fit or low fit. The manipulation was conducted through the use of a logo, which was selected during the pre-test.

##### *Costs*

To manipulate the costs related to the logo change, a newspaper report was used to provide general information about the change. In this report, employees gave comments about the costs of logo change. The message was offered in two variants. Regarding the first variant, an employee showed positive feedback about the cost (Figure 5). In the second variant, an employee gave negative comments about the cost (Figure 6).

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*Other people also speak positive about the logo. Pieter Smit, employee: "We are especially satisfied about the costs of the logo change. In our situation, these are relatively low. In financially difficult times, I would find it difficult to justify large expenditures regarding a logo change."*

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*Figure 5 Text newspaper report - High costs*

No costs were actually mentioned. This was because many people are not familiar with common cost regarding a logo change. Any costs mentioned, would sound expensive. In addition, information about costs should be accompanied by information about the activities performed. All this information would distract the respondents, regarding the actual manipulation. The newspaper reports can be found in Appendix 3.

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*Other people speak less positive about the logo. Pieter Smit, employee: "I am particularly unhappy about the cost. These are in our situation pretty high. In financially difficult times, I find it difficult to justify large expenditures regarding a logo change."*

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*Figure 6 Text newspaper report - High costs*

#### *5.1.5 Measures*

A short questionnaire was conducted to gather the data for the third study. The constructs and questions used in this experiment will be discussed in this section.

##### *Evaluation.*

The construct of evaluation used in this experiment was equal to the construct of the pre-test. To determine whether the different items of the construct actually fit together, the Cronbach's alpha was calculated. With a Cronbach's alpha of .868, it can be concluded there is a high internal consistency.

##### *Fit*

The construct of fit used in this experiment was equal to the construct of the pre-test, with the use of a single item.

##### *Resistance*

Resistance was the dependent factor in this experiment. AlShebil (2007) developed a construct, measuring resistance related to logo change. To use this construct, it's imperative the respondents already have a certain attitude towards the old logo. In the fictitious situation of seafood restaurant Vis é Versa, a respondent doesn't have an attitude towards the old logo. Therefore, a new construct was created. On a five-point scale, people were asked about 'good investment' versus 'bad investment', 'responsible choice' versus 'irresponsible choice', 'worth the effort' versus 'not worth the effort' and 'change for the better' versus 'change for worse'. To determine the internal consistency the Cronbach's alpha was calculated. With a Cronbach's alpha of .928 can be concluded that there was a high internal consistency.

##### *Demographics*

The demographic section of the questionnaire included questions about gender, year of birth, education and the fact if people's jobs or education were related to logo development.

The complete questionnaire of this experiment can be found in Appendix 4.

### 5.1.6 Manipulation check

A manipulation check was conducted to test if there was a significant difference between the classification based on the pre-test and the outcomes of the online experiment. An independent sample t-test was used and a significant difference was found between the high evaluation ( $M = 3.09$ ,  $SD = .84$ ) and low evaluation ( $M = 2.43$ ,  $SD = .87$ ) conditions;  $t(406) = 7.812$ ,  $p = .000$ . There also was a significant difference in the scores for high fit ( $M = 3.78$ ,  $SD = 1.20$ ) and low fit ( $M = 1.54$ ,  $SD = .95$ ) conditions;  $t(406) = 20.732$ ,  $p = .000$ . This means the manipulations were indeed showing the desired effects.

### 5.1.7 Sample and randomization

In total, 448 respondents participated the online experiment. A number of 408 respondents completed the experiment, resulting in a response rate of 91%. Outlier number 372 has been removed. Of all respondents 40% is male and 60% is female. The age of respondents was between 17 and 72 years, with an average age of 33 years old ( $SD = 11.75$ ). The majority of the respondents completed a bachelor (49%) or master study (27%), shown in Table 7 as 'high education'. The remaining respondents (24%) completed lower general secondary education (mavo in Dutch), high school (havo or vwo in Dutch) or secondary vocational education (mbo in Dutch). In Table 7 shown as 'low education'. Only 33% of respondents had a job or education related to logo development.

Table 7 shows the distribution within the different groups. In the eight groups, the gender ratio was equal,  $\chi^2(7, N = 408) = 12.077$ ,  $p = .098$ . A one Way Anova analysis shows the equality of the average age of the respondents in the eight groups,  $F(7, 400) = .692$ ,  $p = .679$ . Chi-square analysis shows that the education ratio within the eight groups was equal,  $\chi^2(7, N = 408) = 8.107$ ,  $p = .323$ .

**Table 7**

*Randomization amongst conditions*

	<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	<b>Group 4</b>	<b>Group 5</b>	<b>Group 6</b>	<b>Group 7</b>	<b>Group 8</b>
Gender								
Male	32 %	38 %	39 %	47 %	28 %	42 %	57 %	35 %
Female	68 %	62 %	61 %	53 %	72 %	58 %	43 %	65 %
Average age								
<i>M</i>	34.2	33.6	32.6	32.7	30.0	33.9	32.4	33.7
<i>SD</i>	12.4	13.8	12.2	11.0	9.8	12.0	10.9	11.8
Education								
Low	23 %	21 %	22 %	18 %	8 %	17 %	24 %	13 %
High	77 %	79 %	78 %	82 %	92 %	83 %	76 %	87 %

## 5.2 Results

The effects of the different measures were analyzed. The mean resistance among the different conditions were calculated, as shown in Table 8.

<b>Table 8</b>			
<i>Mean resistance among the different conditions</i>			
<b>Description</b>	<b><i>M</i></b>	<b><i>SD</i></b>	
Evaluation			
High	3.25	.99	
Low	3.69	1.06	
Fit			
High	3.04	.99	
Low	3.89	.92	
Costs			
High	3.53	1.02	
Low	3.38	1.07	

A univariate test was conducted, to test for main effects or interaction effects regarding the degree of resistance. A main effect was found for ‘fit’,  $F(1, 106) = 79.113, p < .01$ . The higher the value of fit, the lower the degree of resistance. Also, a main effect was found on the factor ‘evaluation’,  $F(1, 406) = 16.800, p < .01$ . The higher a logo is evaluated, the lower the degree of resistance after a logo change. In case of the factor ‘costs’, no evidence was found  $F(1, 406) = 1.873, p < .20$ . Refer to Table 9 for the values of the effects.

**Table 9**  
*Univariate test results for factors influencing resistance*

	<b>Sum of Squ</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>sig.</b>	<b>Partial eta<sup>2</sup></b>
Costs	2.156	1	2.156	2.462	.117	.006
Evaluation	16.415	1	16.415	18.744	.000*	.045
Fit	71.606	1	71.606	81.764	.000*	.170
Costs * Evaluation	.076	1	.076	.087	.769	.000
Costs * Fit	.000	1	.000	.001	.982	.000
Evaluation * Fit	1.989	1	1.989	2.272	.133	.006
Costs * Evaluation * Fit	.530	1	.530	.605	.437	.002

\*  $p < .001$

## 5.3 Conclusion

Looking at the main factors of the emergence of resistance, ‘evaluation’ of a logo is of influence. The lower the logo is evaluated, the more resistance is shown. The factor ‘fit’ is also a main factor regarding the emergence of resistance. People who believe the logo doesn’t fit the organization, show

more resistance. The factor costs doesn't influence the emergence of resistant. No interaction effects have been found.

## 6. General discussion

### 6.1 Conclusion

In this chapter the results of every study will be discussed (shortly). Based on the main question, conclusions will be drawn, followed by limitations and implications of this research. Closing this chapter with suggestions for further research.

#### *Evaluation*

Stakeholders argue some logo changes are boring, ugly or amateurish. Results from the first study are very clear about this. Experts from the second study indicate that this factor is an important predictor towards the emergence of resistance. This factor is therefore tested during the third study. Significant evidence was found that the factor ‘evaluation’ is of influence regarding the degree of resistance. This corresponds to the studies from Bolhuis et al. (2015) and Krokké (2011). Bolhuis et al. (2015) stated that a positive evaluation of the CVI, influences the appreciation of and identification with the organization. Krokké (2011) argues that a small part of readiness to change of internal stakeholders, is predicted by the evaluation of a new CVI.

#### *Fit*

In the first study, multiple negative reactions were shown towards the way a logo ‘fits’ an organization. For example, fans of FC Everton found the new logo unsuitable for such a historical club. The factor ‘fit’ was therefore included in the second study. The experts indicate that ‘fit’ is the third most important predictor towards the emergence of resistance. This factor has also been tested in Study 3, where it showed influence regarding the degree of resistance.

#### *Costs*

The factor ‘costs’ emerged from the case studies as a clear potential influential factor regarding the degree of resistance. In many cases, external stakeholders argued that the cost of the changed logo could not be justified. Like in case of retrenchments, where jobs were at stake. Negative responses about costs came along with negative reactions about the degree of logo change. Not because changes were major, but because the change seems minimal relative to disproportional costs. The experts from the second study state that the factor ‘costs’ is the most important factor influencing the emergence of resistance. In the third study, no statistical evidence was found to support the statement of the experts. Krokké (2011) argued that the opinion of internal stakeholders about the costs, has a great predictive value towards the readiness for change. There is a possibility the manipulation of costs in the third study, could play a part in lack of statistical evidence. Future research is needed to examine this factor in relation to the emergence of resistance regarding external stakeholders after a logo change.

### *Involvement*

From theoretical framework, was expected that involvement with a product or service would be of influence towards the degree of resistance. Research by Walsh (2005) showed that a high involved consumer evaluates a brand more negative when a major logo change occurs. On the other hand, consumers who are low involved, evaluate a brand more positive after a major logo change. However, case studies were not sufficient to examine this factor. One could not determine whether a comment came from an involved stakeholder or not. The factor of involvement was therefore submitted to the experts in Study 2.

According to the experts, involvement is of certain influence towards the emergence of resistance after a logo change. Point is, the factor finished fourth. In the third study, only three factors were examined, and so further research is needed to state whether involvement affects the degree of resistance. The importance of involvement is also mentioned by Gao, Waynor, and O'Donnell, (2009). They state that participation and involvement provide acceptance to change.

### *Lack of information*

The factor 'lack of information' came forward from the first study. External stakeholders asked questions about the new logo. In these cases, the organization had not sufficiently communicated during the change. At the end of the second study, this factor reached fifth place. This suggests the factor is important, but not important enough according to the experts. That this factor is of importance, is also stated by Gao, Waynor, and O'Donnell (2009). They argue that communication about the change process could improve the support of decisions around the change.

### *Degree of logo change*

Pimentel and Heckler (2002) argued that consumers don't prefer logo changes. If an organization changes the logo, it should be done minimalistic. This way, the change will be accepted. This corresponds to the outcomes of Study 1 and 2. Within the 22 cases of Study 1, a total of 20 organizations changed their logo drastically, or even created a new logo. The amount of cases with a high degree of logo change, indicates this factor is likely to influence the emergence of resistance. Experts from Study 2 support this conclusion from the first study. However, this factor didn't reach top three of most important influencers towards the degree of resistance. This corresponds to research of AlShebil (2007). He stated that the greater the change, the more skeptical and the more suspicious and doubtful consumers are regarding the logo change. The findings of Müller et al. (2013) suggest that major changes don't have to be harmful for the evaluation of a brand.

### *Process of introduction*

In many cases from the first study, stakeholders reacted in a negative way because of the process of introduction of a new logo. During the second study, this factor came out seventh of the eleven factors. Therefore, this factor wasn't mentioned in Study 3.

### *Distinctiveness*

From the first study, it can be stated that the distinctiveness of a new logo could predict the emergence of resistance after a logo change. In nine of the twenty two cases, negative reactions about the distinctiveness of the new logo were shown. Once again, this is a factor considered by Bolhuis et al. (2015). This results point out the distinctiveness of a CVI does not change after a change of CVI. Experts from Study 2 ranked this factor on eight place. Therefore this factor was not investigated in Study 3. Future research should point out whether this factor is of influence regarding the emergence of resistance.

### *Period of existence old logo*

Kohli, Suri, & Thakor (2002) stated that the first time experience of a shape or form can be perceived as a threat. This feeling of threat can be reduced by repeated exposure to the shape. In case of logo change, this means that the first experience of a new logo can be perceived as a threat and therefore found to be negative. Through habituation, this threat declines. No evidence was found to state that this factor is of influence towards the degree of resistance. Multiple logos with different ages were examined. Logos were examined with a long period of existence (older than 50) and a short period of existence (under five years). It seems this factor is of no influence towards the degree of resistance. Experts also state this factor is of no influence.

### *Communication about the logo change*

From out the case studies, multiple negative responses were found mentioning lack of information about the logo change. People were anxious about the choices that were made during the process. Stakeholders did not understand why a particular shape was chosen, or why a slogan suddenly disappeared. This factor was therefore submitted to the experts. No evidence was found this factor is of influence towards the emergence of resistance. The importance of communication is mentioned by Bolhuis et al (2015). This study shows that information provision about the CVI change, influences the evaluation of the organization. Dowling (as cited in Stuart & Muzzelec, 2004) emphasizes the importance of information about the change. When the reason for the logo change is unknown, people will either regard the change with suspicion, or the change will go unnoticed.

### *Profit/nonprofit*

In the first study, nonprofit organizations were overrepresented. Many semi-authorities were subject of



discussion. The experts from Study 2 found this factor of no importance. The factor was ranked on the next to last place. For this reason, the factor was not investigated in Study 3. This doesn't mean this factor is of no influence towards the emergence of resistance. In many cases, it looks like factors combined cause the emergence of resistance. Within the cases, many nonprofit organizations can be identified as municipalities. It's possible inhabitants are more susceptible for resistance after a logo change, because of their involvement as a citizen. On the second hand, tax money is involved regarding a logo change of a municipality. Inhabitants can emphasize their criticism when it comes to government expenditure (Krokké, 2011). So therefore, this can be seen as a combination of the factors profit/nonprofit and costs.

#### *Choice design agency*

During the first study, some organizations received negative responses regarding choice of design agency or designer. AlShebil (2007) calls this phenomenon skepticism. Skepticism visible in expressions of suspicion, doubt and unbelief in the logo change and the people who are responsible. Study 2 shows this factor is of least influence towards the emergence of resistance after a logo change. But this factor could be simple taken into account during the process of a logo change.

#### *So which factors are of influence towards the emergence of resistance after a logo change, regarding external stakeholders?*

The results of the three studies combined, show that the factors 'evaluation' and 'fit' are of most influence towards the emergence of resistance after a logo change. The factors costs, involvement, lack of information, degree of logo change, period of existence, communication about the change, profit/nonprofit and choice of design agency are factors that could be of importance towards the emergence of resistance. This factors are supported by theoretical findings and the results of the first study. No statistical proof was found to support the importance of the factors. To prove if these factors affect the emergence of resistance, future research is needed. The factor 'process of introduction' came forward from the first study. This factor has no theoretical background and this study does not provide any statistical proof to state that this factor is of influence.

## **6.2 Limitations**

In total, 22 cases were examined. A firm basis to identify factors that affect the emergence of resistance after a logo change. But it might be insufficient to identify all factors that are of influence. More cases have to be examined to create a complete list of all influential factors.

The use of internet could be another limitation of this research. Although many sources can be looked through via the Internet, this is not the case for every source. For example, comments from stakeholders or press in radio and television broadcasts, are hard to find. Some comments in videos were found, because these were mentioned on websites. Often responses from television and radio

broadcasting are often not reported, because these are not indexed on the internet. That could be the reason resistance after a logo change is mostly shown in written articles. In addition, reactions cannot always be verified as reactions from actual stakeholders. Comments can also come from people who are looking for excitement, and have no real connection to the organization.

From theoretical findings, we expected involvement with an organization would be of importance towards the emergence of resistance after a logo change. A limitation to examine this factor, lies in the fact the factor of involvement cannot be identified from the comments. A personal interpretation of the researcher whether a stakeholder may or may not be involved in an organization, would negatively affect the results of the study.

During the second study, a total of 24 experts were asked to rank the factors that affect the emergence of resistance. Limitation to this study is the limited number of experts that participated. If more experts should have taken part in this study, results would be more valuable. In addition, experts of national design firms such as N = 5, Studio Dumbar, Lukkien, Joe Public and TBWA didn't fill in the questionnaire. However, the reputable agency Nykamp Nyboer made an active contribution to this research.

In the third study, evidence was found for the factors 'evaluation' and 'fit' towards the degree of resistance. However, there was found no evidence of the factor 'costs' towards the emergence of resistance. An unsuccessful manipulation of this factor seems to play an important role in finding no evidence. Another limitation of this research lies in the fact the questions of the constructs 'evaluation' and 'emergence of resistance', were not randomly shown to the respondents. Besides, the questions of this construct were only positively phrased. For a respondent easy to spot that these items belong to each other. And therefore a respondent will be more inclined to give the same type of answer within each construct. Although evidence was found the factor 'fit' is of influence towards the degree of resistance, this factor is questioned in only one item. No existing or new construct was used to measure this factor. When reproducing this research, this construct should be measured through multiple items.

### **6.3 Implications**

A logo change doesn't have to be a bad thing. An organization doesn't have to back out. However, it is a trivial task. As long as the playing field is clear, a logo change can be successful. If an organization opts for a logo change, it should realize that external stakeholders can show resistance to change. In addition, it is important that an organization realizes that resistance to change is caused by multiple factors and that the degree of resistance differs for each person.

The organization must take at least 11 factors into account that might influence the emergence of resistance. These factors can be used as guidance during the process of logo change. The factors are profit/nonprofit, lifetime old logo, degree of change, involvement, evaluation, distinctiveness, costs, fit, choice of a design agency, process of introduction and lack of information.

The factors 'Evaluation' and 'Fit' need special attention. Some people state a logo doesn't have to be beautiful, as long as the new logo ensures the objectives of the logo change. Study 3 confirms the fact that evaluation is an important factor regarding the emergence of resistance. It's therefore recommendable for organizations to analyze the evaluation of the new logo among external stakeholders before the introduction of the new logo. By making adjustments during the change process, the highest evaluation of the logo can be pursued. Consulting external stakeholders also ensures the factor involvement.

When a logo scores low on fit, discrepancy exists between the desired identity and the image of the organization. The formulation of core values, a mission and a vision for the organization can facilitate the decision making process during the logo change and keep the discrepancy as low as possible.

The other factors need further research, but they should be considered during a logo change process. The case studies (Study 1) showed the importance of these factors regarding the emergence of resistance after a logo change.

#### **6.4 Future research**

To identify all the factors that affect the degree of resistance at logo change, future research has to be done. In addition, a comparative study between internal and external stakeholders can reveal whether the factors of resistance differ. Also, future research between different cultures is needed to discover if the same or other factors affect the degree of resistance after a logo change. Cultural research can be performed on the basis of case studies, expert research and quantitative research. But also qualitative research can be performed, for example in the form of in-depth interviews.

To find evidence for the factor 'costs', related to the degree of resistance, continued research is needed. Therefore, a firmer manipulation should be used in an experimental situation. Also, the factor 'lack of information' has to be added to this experiment. Where one group receives an explanation about the costs incurred, and the other group receives no information. There is also research needed regarding the factor 'costs', combined with the type of organization. From the case studies, it is shown that people show resistance towards costs when talking about a government or governmental agency. Citizens could be highly involved, because their tax money is spent. For example, stakeholders can be interviewed in a qualitative study so that they can indicate to what extent 'cost' is of influence towards the degree of resistance. But then this factor should be combined with the type of organization.

Most suggestions for future research, focus on cases in which stakeholders already have shown resistance. As a researcher, it would be desirable that an organization with a desire for logo change to presents itself, so that a real case study can be conducted before resistance is shown. For example by presenting the changed logo in an experimental situation to a selected group of

stakeholders. Implications from this research then can be applied during the process of change, so that the logo change will be successful in an earlier stage.

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## Appendix 1: Study 1 - questionnaire

Hartelijk dank dat u uw medewerking verleent aan dit onderzoek.

Dit onderzoek zal slechts enkele minuten duren.

Tijdens deze vragenlijst ziet u diverse logo's die een verandering hebben ondergaan. De vraag is steeds in hoeverre het logo volgens u veranderd is.

Bij ieder logo dat u ziet heeft u de volgende opties:

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van Gap. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



UNIVERSITEIT TWENTE.

Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van Universiteit Twente. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

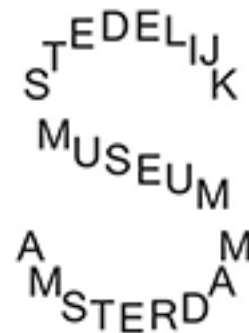
Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----

**Stedelijk Museum**



Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van het Stedelijk Museum. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----





RIJKS MUSEUM

Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van het Rijksmuseum. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Keuzes nieuwe logo

Hierboven ziet de logoverandering van Gemeente Kampen. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van RKC Waalwijk. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van FC Ajax. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van vv Baronie. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van Gemeente Maasdriel. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van Gemeente Zaanstad. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van de Olympische Spelen. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Den Haag

Nieuwe logo

Hierboven ziet de logoverandering van Gemeente Den Haag. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van fc Everton. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----





Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van Gemeente Amsterdam. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van Apple. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo

Nieuwe logo

Hierboven ziet de logoverandering van British Airways. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Hierboven ziet de logoverandering van Baarsch Lyceum. In hoeverre is het logo volgens u veranderd?

- ☐ Kleine verandering
- ☐ Grote verandering
- ☐ Nieuw logo

Kleine verandering: Een onderdeel is gewijzigd, maar het oude logo is nog goed herkenbaar.

Grote verandering: Meerdere onderdelen zijn gewijzigd en er is een duidelijke verandering zichtbaar, maar het nieuwe logo houdt nog wel verband met het oude logo.

Nieuw logo: Compleet nieuw logo is ontstaan waarbij visueel geen verband aanwezig is tussen het oude en het nieuwe logo.

----- Nieuwe pagina -----

Tot slot volgen nog enkele algemene vragen.

Wat is uw geslacht?

- ☐ Man
- ☐ Vrouw

Wat is uw geboortjaar?

---

Wat is uw opleidingsniveau?

☐ mbo

☐ hbo

☐ wo

Dit is het einde van de vragenlijst.

**Door op het pijltje te klikken worden de gegevens verzonden.**

Hartelijk bedankt voor uw medewerking.

Heeft u nog vragen of opmerkingen over dit onderzoek dan kunt u deze hieronder noteren.



## Appendix 2: Overview results Study 1

Organisatie	Werkzaamheden	Werkgebied	Profit / Non-profit organisatie	Datum invoering nieuwe logo	Bestaansduur in jaren	Grootte v.d. verandering	Logo-/Huisstijlverandering	Kosten v.d. verandering	Communicatie/introductie over de verandering	Welke stakeholders tonen weerstand	Welke pers heeft over de weerstand bericht	Middelen waar de weerstand geuit wordt	Schaal van de weerstand
Gap	Kledingmerk	Internationaal	Profit	4-10-2010	20	Grote	Logo	?	Geen communicatie of introductie. Zonder tekst en uitleg is het logo veranderd op de website	Klanten, Designers,	Amerikaanse, Britse, Nederlandse	Blogs, ludieke Facebook- en Twitteraccounts vanuit het logo, ontwerpwedstrijden	Mondiaal
Universiteit Twente	Onderwijsinstelling	Internationaal	Non-profit	1-9-2009	25	Grote	Huisstijl	675 000	Kennismakingsbijeenkomst voor medewerkers en studenten.	Studenten, Politiek, Designers	Nederlandse	Blogs, ludieke video's, krantenartikelen, bekladde posters, Kamervragen	Landelijk
Baarnsch Lyceum	Onderwijsinstelling	Regionaal	Non-profit	18-6-2010	68	Grote	Logo	0	Onthulling door conrector op het dak van de school	Leerlingen, Oud-leerlingen, Oud-bestuurders, Ouders, Leerlingenraad	Nederlandse	Protestacties, petitie, blog	Regionaal
Rijksmuseum	Museum	Internationaal	Non-profit	22-8-2012	32	Grote	Huisstijl	?	Grote onthulling van het logo op de gevel van museum	Klanten, Designers, platform Signalering Onjuist Spatiegebruik	Nederlandse	Reacties op internet, Verkiezing 'Onjuiste spatie van 2012'	Landelijk
Stedelijk museum	Museum	Internationaal	Non-profit	17-4-2012	?	Nieuw	Huisstijl	?	Geruisloze introductie	Klanten, Designers	Nederlandse	Blogs, krantenberichten, Facebookberichten	Landelijk
Rijksoverheid	Overheid	Nationaal	Non-profit	2007	n.v.t.	Nieuw	Huisstijl	60 000	Onthulling van het nieuwe logo door Minister President Balkenende.	Hoge Raad van Adel, Kamerleden en Burgers	Nederlandse	Pers	Landelijk
Gemeente Kampen	Overheid	Regionaal	Non-profit	n.v.t.	10	Nieuw	Huisstijl	10 000	Men gaf een burgerpanel de gelegenheid om te stemmen tussen 2 bijna identieke logo's. Hier kwam veel ophef over (zie negatieve reacties). Uiteindelijk is de logoverandering niet door gevoerd.	Inwoners, Gemeenteraadsleden	Regionale	Ingezonden brief naar kranten, ontwerpwedstrijd	Regionaal
Gemeente Amsterdam	Overheid	Regionaal	Non-profit	1-1-2010	13	Kleine	Huisstijl	100 000	Media heeft de logoverandering opgepakt na goedkeuring door gemeenteraad. Er was nog geen officiële introductie o.i.d.	Inwoners, Designers, Nederlanders	Nederlandse	Social media, petitie, ontwerpwedstrijden	Landelijk
Gemeente Oldambt	Overheid	Regionaal	Non-profit	1-1-2010	n.v.t.	Nieuw	Huisstijl	40 000	Introductie valt samen met gemeentelijke herindeling	Inwoners, Gemeenteraadsleden	Nederlandse	Mond-tot-mond	Regionaal
Gemeente Zaanstad	Overheid	Regionaal	Non-profit	2010	20	Nieuw	Huisstijl	100 000	Onthulling tijdens verhuizing naar het nieuwe stadskantoor	Inwoners	Regionale	Reacties op krantenartikelen, bloggers, ludiek protest waarbij inwoners klinkers weglieten in brieven naar de gemeente	Regionaal
Gemeente Maasdriel	Overheid	Regionaal	Non-profit	1-1-2010	21	Nieuw	Huisstijl	15 000	?	Inwoners en Politieke partijen	Regionale	Reacties bij krantenartikelen, vragen aan gemeenteraad	Regionaal
Gemeente Den Haag	Overheid	Regionaal	Non-profit	19-3-2014	23	Nieuw	Huisstijl	250 000	Presentatie nieuwe logo door burgemeester en wethouder door onthulling nieuwe gevelbord aan het stadhuis	Inwoners	Nederlandse	Reacties op krantenartikelen	Regionaal
Noord Brabant	Regiomarketing	Nationaal	Non-profit	17-9-2009	n.v.t.	Nieuw	Huisstijl	200 000	Werd onder grote belangstelling gepresenteerd	Inwoners en Politieke partijen	Regionale	Blogs, websites, krantenartikelen	Regionaal

Organisatie	Werkzaamheden	Werkgebied	Profit / Non-profit organisatie	Datum invoering nieuwe logo	Bestaans-duur in jaren	Grootte v.d. verandering	Logo- /Huisstijl-verandering	Kosten v.d. verandering	Communicatie/introductie over de verandering	Welke stakeholders tonen weerstand	Welke pers heeft over de weerstand bericht	Middelen waar de weerstand geuit wordt	Schaal van de weerstand
Almere	Citymarketing	Nationaal	Non-profit	4-4-2008	n.v.t.	Nieuw	Huisstijl	1 000 000	Presentatie in gemeenteraad gevolgd door de start van campagne 'Ontdek het geheim van Almere'.	Inwoners, Gemeenteraadsleden Bloggers	Regionale	Blogs, websites, krantenartikelen, In de gemeenteraad wordt een motie ingediend door Leefbaar Almere	Regionaal
Den Haag	Citymarketing	Internationaal	Non-profit	1-11-2006	n.v.t.	Nieuw	Huisstijl	?	Onthulling tijdens grootscheeps multimediaal evenement	Inwoners, Designers	Nederlandse	Blogs en websites	Regionaal
Olympische Spelen	Sportorganisatie	Internationaal	Non-profit	4-6-2007	1	Nieuw	Huisstijl	572.000	Grote ceremonie in London met veel beroemdheden	Fans en Designers	Internationaal	Reacties bij krantenartikelen, social media en een petitie	Mondiaal
Apple	Elektronicamerk	Internationaal	Profit	2003	3	Kleine	Huisstijl	?	?	Klanten, Designers	Nee	Blogs en petitie	Mondiaal
AFC Ajax	Voetbalclub	Internationaal	Profit	1-1-1991	63	Grote	?	?	?	Supporters	Nederlandse	Spandoeken, posters, flyers, facebookaccount en twitteraccount voor nieuwe logo	Landelijk
RKC Waalwijk	Voetbalclub	Nationaal	Profit	n.v.t.	?	Grote	Logo	?	Het logo is nooit doorgevoerd. Men vond dat er onvoldoende draagvlak was voor het nieuwe logo.	Supporters, sponsoren en leden van de vereniging	Regionale	Poll	Regionaal
vv Baronie	Voetbalclub	Regionaal	Non-profit	1-8-2010	84	Grote	Huisstijl	?	Onbekend, maar aangenomen wordt minimaal. Leden zijn namelijk woedend dat zonder overleg een nieuw logo ontworpen is	Leden van de voetbalvereniging	Regionale	Actiegroep	Regionaal
fc Everton	Voetbalclub	Nationaal	Profit	2013	13	Grote	Logo	?	Bericht op website	Supporters	Internationaal	Twitter en internetfora, petitie	Landelijk
British Airways	Vliegtuigmaatschappij	Internationaal	Profit	10-6-1997	13	Grote	Huisstijl	2 000 000	Uitgebreide presentatie die werd uitgezonden in 63 landen	Britten, Klanten, Margaret Tacher (the iron lady)	Ja, Britse, Amerikaanse, Canadese en Schotse	Pers	Mondiaal

Organisatie	Negatieve reacties op het nieuw logo	Indeling negatieve reacties in categorieën	Reactie van de organisatie op de weerstand
Gap	Lelijk logo. Gewoontjes ogend Helvetica-logo past niet bij stijlvol bedrijf. Logo lijkt op concurrent. Men dreigt zelfs geen aankopen meer te doen bij GAP.	Waardering, Past niet bij organisatie, Onderscheidendheid	Eerst wordt er uitleg gegeven over de logoverandering. Later wordt gezegd dat het een crowd sourcing project was. Uiteindelijk is het oude logo terug genomen.
Universiteit Twente	Logo is geen logo, maar letters met punt. Wat is het nut van de punt? Waarom is pay-off verdwenen? Huisstijl zijn sliertjes en draadjes, wat moet het voorstellen? Chaotische huisstijl, geen herkenbaar uniform beeld. Studenten hebben niet geholpen met het ontwerp. Kosten te hoog terwijl er geldgebrek is rondom wetenschappelijke projecten	Waardering, Gebrek aan informatie, Onderscheidendheid, Proces van invoering, Kosten	Het bestuur geeft uitleg over de kosten en de redenen van de verandering. Er werd gesteld dat er aanpassing zullen volgen
Baarnsch Lyceum	Logo is te modern en fantasieloos. Past absoluut niet bij school met allure. Simpel en niet-uniek tekeningetje dat voor alles gebruikt kan worden	Waardering, Past niet bij organisatie, Onderscheidendheid	Ontwerper geeft uitleg dat onderzoek van bestuur uitwees dat logo opgefrist moest worden. Daarnaast stelt hij dat er altijd iemand niet tevreden met een nieuw ontwerp. De school zelf is er wel blij mee.
Rijksmuseum	Onjuist gebruik van een spatie. Niet onderscheidend. Te simpel en te ver doorgeschoten qua eenvoud. Lelijk. Kan door een kind gemaakt zijn	Waardering, Onderscheidendheid	Directeur stelt blij te zijn met ontwerp. Ontwerpster probeert ontwerpkeuzes uit te leggen
Stedelijk museum	Te simpel. Men denkt dat het een hoax is. Amateuristisch, lelijk en onleesbaar.	Waardering	Ontwerpster vind ophef niet erg. Directeur is blij met het logo. Er is geen moment getwijfeld aan het logo na alle kritiek.
Rijksoverheid	Is een kopie van het wapen voor het Ministerie van Algemene Zaken. Als het kopie is waarom dan zulke hoge kosten. Voldoet niet aan eisen officieel rijkswapen.	Onderscheidendheid, Kosten	Logo wordt aangepast n.a.v. kritiek. Daarnaast volgt uitleg over de kosten en het bestaande logo van Algemene Zaken
Gemeente Kampen	Zonde van het geld in tijden van bezuinigingen. Ontwerp is niet mooi. Het is te algemeen, kan ook van andere stad zijn. Gemeentewapen is verdwenen. Burgers krijgen keuze tussen twee logo's die enorm op elkaar lijken en er is dus eigenlijk geen keuze.	Waardering, Onderscheidendheid, Proces van invoering, Kosten,	Nieuwe logo uitgesteld
Gemeente Amsterdam	Kosten van een ton voor 1 enter is niet in verhouding.	Kosten	De gemeente geeft uitleg over kosten, het ontwerp bureau geeft uitleg over wat ze precies gedaan hebben voor het geld
Gemeente Oldambt	Logo is lelijk en lijkt op vrouwelijk geslachtsdeel of op maandverband.	Waardering	Gemeente stelt dat logo een concept is(al is het later nooit veranderd). Ontwerpers vinden huisstijl specialisme en stellen dat er goed over na is gedacht.
Gemeente Zaanstad	Ontwerp is nietszeggend. De trots is verdwenen. Weglaten van klinkers is slechte poging om modern over te komen. Gemeente Texel heeft soortgelijk idee. Kosten hiervan waren de helft. Lokaal bureau had betrokken moeten worden bij ontwerp.	Waardering, Onderscheidendheid, Kosten, Keuze ontwerp bureau	?
Gemeente Maasdriel	Walgelijke vormgeving. Logo lijkt op McDonalds. Moderne vormgeving past niet bij oud instituut als gemeente. Kosten zijn te hoog. Geen bureau uit de gemeente	Waardering, Onderscheidendheid, Past niet bij organisatie, Kosten, Keuze ontwerp bureau	Onduidelijkheid over wie politiek verantwoordelijk is voor dit onderwerp dus antwoorden laten lang op zich wachten. CvB stelt wel tevreden te zijn met logo. Zij vinden het kwestie van smaak.
Gemeente Den Haag	Mensen vinden het geldverspilling om in tijden van bezuinigingen het oude logo weer terug te nemen	Kosten	Wethouder geeft uitleg over waarom oud logo weer terugkomt
Noord Brabant	Het logo heeft gebrek aan inhoud. Het is inspiratieloos en saai. Lijkt op het fietsplaatje voor slechthorende mensen. Het ontwerp is te duur. Men vindt dat de werkgroep niet juist gevormd is. Een professioneel bureau had betrokken moeten worden bij het ontwerp.	Waardering, Kosten, Proces van invoering, Keuze ontwerp bureau	Geen officiële reactie
Almere	Foeilelijk. Er zou ook Almelo of Amersfoort kunnen staan. Men vraagt zich af waarom voor alleen de kleur rood gekozen is in zo'n kleurrijke gemeente als Almere. Bureau kwam uit Amsterdam. Kosten.	Waardering, Onderscheidendheid, Gebrek aan informatie. Kosten, Keuze ontwerp bureau	Directeur Citymarketing stelt dat Ondernemers laaiend enthousiast zijn. Dat is het belangrijkste
Den Haag	Het lijkt kindergekrabbel. Het lijkt op een spermaceel. Veel vragen over het ontwerp. Waarom een vlieger. Waarom die kronkel? Is dat een rivier? Welke dan? Wat is dat rode hart? Er is geen link met de stad. Ontwerper is geen designer maar een fotograaf. Kosten voor presentatie	Waardering, Gebrek aan informatie, Past niet bij organisatie, Keuze ontwerp bureau, Kosten	Wethouder wuift kritiek weg. Het grote denken is volgens hem nog niet geland. Ontwerper vindt het leuk dat iedereen zo betrokken is en met het logo aan de slag gaat
Olympische Spelen	Logo oogt goedkoop en amateuristisch. Het lijkt op een versnipperde swastika, het lijkt op striptfiguren uit de Simpson die seksuele activiteiten uitvoeren. Iran ziet het woord Zion in het logo en roept zelfs op tot een boycot van de Spelen.	Waardering	Ontwerper geeft uitleg over logo en de gedachten erachter. Er wordt gesteld dat het logo opzettelijk gedurfd is.
Apple	Er loopt een kras over het logo. Daarnaast is de huisstijl te glimmend, lomp en alles behalve elegant.	Waardering	?
AFC Ajax	Logo mist het historie en karakter van de club. De directie van de club heeft eigen koers gevaren met hun rug naar de fans.	Past niet bij organisatie, Proces van invoering	In 2005 is belofte aan de ledenraad gedaan om logo aan te passen. Dit is nooit gedaan. Later is gesteld dat Ajax verwacht dat kritiek langzaam zal wegzakken.
RKC Waalwijk	Er was alleen sprake van een poll. Hier konden geen reacties o.i.d. geplaatst worden. Wat de negatieve reacties waren is dus onbekend.	n.v.t.	Nieuw logo werd niet doorgevoerd vanwege onvoldoende draagvlak
vv Baronie	Verandering niet besproken met achterban.	Proces van invoering	Uitleg over keuze voor nieuwe logo. Daarnaast wordt gesteld dat slechts kleine groep weerstand beidt. Met deze groep wordt contact gezocht.
fc Everton	Het logo is amateuristisch en lelijk. Het past niet bij een club met een rijke historie. De lijfspreuk van de club is ook uit het logo verdwenen.	Waardering, Past niet bij organisatie	Leiding heeft excuses aangeboden, de fout wordt erkent, in het nieuwe seizoen zal de fout rechtgezet worden
British Airways	De Britse vlag is van de staartvinnen van de vliegtuigen verdwenen. Dit wordt bestempeld als onvaderlandslievend. Daarnaast spelen de kosten mee vanwege de bezuinigingen binnen de organisatie.	Past niet bij organisatie, Kosten	Enkele jaren later is de verandering van de staartvinnen teruggedraaid

## Appendix 3: Study 2 - questionnaire

Welkom,

Graag nodig ik u uit om deel te nemen aan dit onderzoek ten behoeve van mijn scriptie voor de master Communicatiewetenschap aan de Universiteit Twente. Het onderzoek gaat over het ontstaan van weerstand bij externe stakeholders (bijv. klanten, relaties, leveranciers) na een logo- en/of huisstijlverandering. De resultaten van dit onderzoek worden anoniem behandeld.

Het invullen van de vragenlijst duurt slechts enkele minuten.

Let op! Deelnemers aan het onderzoek dienen op regelmatige basis betrokken te zijn bij logo- en/of huisstijlveranderingen.

Alvast hartelijk dank voor het invullen van deze vragenlijst,

Met vriendelijke groet,  
Annelies Pierik

----- Nieuwe pagina -----

In de praktijk blijkt dat er weerstand kan ontstaan bij externe stakeholders na een logo- en huisstijlverandering. Hieronder ziet u enkele voorbeelden. (Iedere respondent kreeg random 3 voorbeelden te zien)

- Studenten van de Universiteit Twente gingen onder andere vragen stellen bij de logoverandering van de Universiteit. Waarom is de slogan verwijderd? Betekent dit dat de universiteit nu geen ondernemende universiteit meer is zoals de slogan zei?
- Klanten van het Stedelijk Museum Amsterdam konden het nieuwe logo niet waarderen. Men vond het logo kort gezegd lelijk.
- Klanten van kledingmerk Gap vonden het logo te algemeen en daardoor niet onderscheidend genoeg.
- Bij de gemeente Amsterdam viel men over de verhouding van de kosten ten opzichte van de verandering in het logo.
- Bij de Gemeente Almere vond men het niet acceptabel dat een ontwerpbureau buiten Almere was ingehuurd.
- Fans van voetbalclub Ajax klaagden na de huisstijlverandering dat de directie van de club hun eigen koers vaart met de rug naar de fans gekeerd.
- Bij British Airlines vond men het nieuwe logo niet bij de identiteit van de organisatie passen. Het weghalen van de Britse vlag uit de huisstijl werd bestempeld als onvaderlandslievend.

Klik door voor de eerste vraag.

----- Nieuwe pagina -----

Hieronder ziet u een aantal factoren die in praktijkcases een rol speelden bij het ontstaan van weerstand bij externe stakeholders na een logo- en/of huisstijlverandering. Zet deze factoren in een ranglijst. Hierbij staat plek 1 voor de factor die volgens u het meest invloed heeft op het ontstaan van weerstand na een logo- en/of huisstijlverandering en plek 11 staat voor factor met de minste invloed.

Sleep de factoren naar de juiste plek

- **Bestaansduur oude logo**  
In hoeverre heeft het invloed of het oude logo bijv. 1 jaar of 50 jaar gebruikt is?
- **Keuze ontwerpbureau**  
In hoeverre roept het bijv. weerstand op als het ontwerpbureau uit een andere stad komt?
- **Proces van invoering**  
In hoeverre heeft het invloed als bijv. studenten geen rol hebben bij de logoverandering van hun school?
- **Grootte van de logoverandering**  
In hoeverre heeft het invloed of het logo maar gering veranderd is of dat een compleet nieuw logo ontworpen is?

- **Gebrek aan informatie over de verandering**  
In hoeverre speelt een gebrek aan informatie over bijv. de reden van de verandering of de betekenis van het logo een rol?
- **Waardering van het nieuwe logo**  
In hoeverre heeft het invloed als men het logo bijv. lelijk, saai of amateuristisch vindt?
- **Onderscheidendheid van het nieuwe logo**  
In hoeverre ontstaat weerstand als een logo niet onderscheidend is of als het lijkt op een logo van een ander merk?
- **Kosten van het nieuwe logo**  
In hoeverre spelen de kosten van het nieuwe logo een rol bij het ontstaan van weerstand?
- **Nieuwe logo past niet bij bedrijf**  
In hoeverre ontstaat weerstand als men het nieuwe logo niet bij het bedrijf vindt passen?
- **Betrokkenheid**  
In hoeverre heeft de betrokkenheid van bijv. klanten m.b.t. de organisatie invloed op het ontstaan van weerstand?
- **Profit / non-profit**  
In hoeverre heeft het invloed of de organisatie een profit of een non-profit organisatie is?

----- Nieuwe pagina -----

Zijn er volgens u nog andere factoren die een rol spelen bij het ontstaan van weerstand bij externe stakeholders na een logo- en/of huisstijlverandering?

O Nee

O Ja, namelijk \_\_\_\_\_

----- Nieuwe pagina -----

Hieronder volgen nog enkele algemene vragen.

Wat is uw geslacht?

O Man

O Vrouw

Wat is uw geboortjaar?

\_\_\_\_\_

Welke functie vervult u binnen uw organisatie?

\_\_\_\_\_

----- Nieuwe pagina -----

Hartelijk bedankt voor uw medewerking. Mocht u geïnteresseerd zijn in de resultaten van het onderzoek en het bijbehorende artikel, vul dan hieronder uw naam en e-mailadres in. Na het afronden van mijn scriptie ontvangt u dan de resultaten.

Naam:

\_\_\_\_\_

E-mailadres:

\_\_\_\_\_

Klik op onderstaande knop om het onderzoek af te ronden.

Hartelijk bedankt voor uw medewerking.



## Appendix 4: Study 3 - questionnaire

Beste deelnemer,

Hartelijk dank voor uw deelname aan deze vragenlijst. Het doel van dit onderzoek is inzicht krijgen in het ontstaan van weerstand na een logoverandering.

De resultaten van dit onderzoek worden anoniem behandeld. Het invullen van de vragenlijst duurt ongeveer 5 minuten. Mocht u de resultaten van dit onderzoek willen ontvangen, dan kunt u dit aangeven na het invullen van de vragenlijst.

Voor vragen en opmerkingen kunt u contact opnemen met [a.pierik@student.utwente.nl](mailto:a.pierik@student.utwente.nl)

Alvast hartelijk bedankt voor uw deelname.

Annelies Pierik  
Student Communications Studies, Universiteit Twente

----- Nieuwe pagina -----

Hieronder ziet u een krantenbericht uit de Stentor regio Zwolle. Bekijk de logo's aandachtig en lees het bericht goed door. Erna volgen enkele vragen met betrekking tot de logoverandering.



Oude logo



Nieuwe logo

### Nieuw logo voor Vis é Versa

**ZWOLLE - Afgelopen weekend onthulde het gewaardeerde visrestaurant Vis é Versa haar nieuwe logo in het bijzijn van haar relaties. Dit nieuwe logo is vanaf juni dit jaar terug te zien op alle uitingen van de organisatie. De nieuwe huisstijl sluit aan bij de vernieuwde ambities van het visrestaurant.**

Klaas Jan de Ruiter, eigenaar van Vis é Versa is enthousiast over het nieuwe logo en het bijbehorende proces. "We hebben als organisatie veel tijd gestoken in het bijschaven van onze missie, visie en ambities. Het nieuwe logo levert een bijdrage in het uitdragen hiervan."

Ook andere mensen laten zich positief uit over het logo. Pieter Smit, medewerker: "Vooral over de kosten zijn we erg te spreken. Deze vallen in onze situatie behoorlijk laag uit. In financieel lastige tijden zou ik het moeilijk vinden om grote bestedingen rondom een logoverandering te verantwoorden."

----- Nieuwe pagina -----



Oude logo

U ziet hier het oude logo van Vis é Versa. Kunt u hieronder aangeven hoe u het oude logo waardeert?

Goed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Slecht
Onderscheidend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Niet onderscheidend
Interessant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Niet interessant
Hoge kwaliteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lage kwaliteit
Mooi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lelijk
Past bij een visrestaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Past niet bij een visrestaurant



Nieuwe logo

----- Nieuwe pagina -----  
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U ziet hier het nieuwe logo van Vis é Versa. Kunt u hieronder aangeven hoe u het oude logo waardeert?

Goed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Slecht
Onderscheidend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Niet onderscheidend
Interessant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Niet interessant
Hoge kwaliteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lage kwaliteit
Mooi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lelijk
Past bij een visrestaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Past niet bij een visrestaurant

----- Nieuwe pagina -----



Oude logo



Nieuwe logo

Kunt u hieronder aangeven wat u van de logoverandering van Vis é Versa vindt?

Goede investering	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Slechte investering
Verantwoorde keuze	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Onverantwoorde keuze
De moeite waard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Niet de moeite waard
Verandering ten goede	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Verandering ten slechte

Hieronder volgen enkele algemene vragen.

Wat is uw geslacht?

☐ Man

☐ Vrouw

Wat is uw geboortjaar?

---

Wat is uw hoogst genoten opleiding?

☐ VMBO / MAVO / LBO

☐ MBO (MTS / MEAO)

☐ HAVO / VWO (HBS / MMS)

☐ HBO (HTS / HEAO)

☐ WO

Heeft u vanwege uw werk en/of studie te maken met de ontwikkeling van logo's?

☐ Ja

☐ Nee

Mocht u geïnteresseerd zijn in de resultaten van het onderzoek vul dan hieronder uw naam en e-mailadres in.  
Na het afronden van mijn scriptie ontvangt u dan de resultaten.

Naam:

E-mailadres:

**Klik op het pijltje rechtsonder om uw antwoorden te verzenden.**

Hartelijk bedankt voor uw medewerking.