Corporate rebrandings from an employee perspective

An evaluation of the rebranding process and the perceived personal & organizational effects

Master thesis
Michelle Doeschot

CORPORATE REBRANDINGS FROM AN EMPLOYEE PERSPECTIVE

An evaluation of the rebranding process and the perceived personal & organizational effects

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*" Een doel is
een droom
met een deadline "*

WAYNE DYER

VOORWOORD

10 december 2015... Wat voelt dit onwerkelijk. Op dit papier schrijf ik nu de laatste woorden van mijn thesis. De thesis waarmee ik in februari 2015 begonnen ben, tezamen met een afstudeerstage bij SOV concept en vormgeving in Losser. Heel wat minuten, uren, dagen, weken en maanden verder is mijn thesis getransformeerd van een eerste document met ideeën voor onderzoek tot een volwaardig boekwerk dat mijn afstudeeronderzoek van begin tot einde beschrijft. De thesis die het einde van mijn studentenleven markeert, maar tevens het begin van iets nieuws. Mijn eerste echte stappen op de arbeidsmarkt. En daar heb ik enorm veel zin in!

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Voor u ligt de afstudeerscriptie die het slot vormt van mijn master Communication Studies aan de Universiteit Twente. Ik wens u veel leesplezier!

Michelle Doeschot
Bentelo, december 2015

ABSTRACT

Purpose – The importance of an organization's appearance strongly increased during the past years. As a consequence, numerous organizations nowadays consider and decide to rebrand. As employees are identified significant actors of the organization, also in times of organizational change, a better understanding of (internal) effects of corporate rebranding processes was required. Thus far scientific research lacks to point out in what way a rebranding affects employees of an organization and studies investigating the concept of corporate rebranding nearly all rely on quantitative research methodologies. This study therefore aims to generate more in-depth insight in how a corporate rebranding affects employees of an organization and in particular, the perceived effects on organizational identity and organizational identification.

Methodology – Four organizations that recently underwent a rebranding took part in this study and from each organization five employees were selected (n= 20). Four case descriptions provide further detail on how the corporate rebranding process of each organization is managed. By means of semi-structured interviews (study 1) and a Q-sort (study 2) it was examined how participants experienced the rebranding process of their organization and what personal and organizational consequences of the corporate rebranding they perceived.

Findings – The results of both studies combined revealed that most often negatively evaluated were employee communication, the absence of a substantiation of a rationale for the rebranding, the costs of the rebranding, the length of the rebranding process and the completeness of the replacement of the old CVI. Evaluated positively most often were the fit of the new CVI with the organization, the appreciation of the new CVI, and the impact of the rebranding on the organization's visibility, recognizability and distinctiveness. Minimal effects on the organizational identity or organizational identification were perceived. Only some differences were uncovered in employees' beliefs of distinctive features of the organization.

Conclusion – It can be concluded that the effects of a corporate rebranding on employees, at least in the case of the four participating organizations in this study, are negligible. For the reason that the results of this qualitative study cannot be generalized to rebranding cases of other organizations, it is possible that in future studies other rebranding outcomes will be found.

Keywords: *Corporate rebranding, organizational identification, organizational identity, corporate visual identity (CVI), Q methodology, in-depth interviews*

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INTRODUCTION

One of the most valuable assets of an organization is its brand, which is, despite often being managed by the marketing department, represented by the entire organization. Employees are identified as an organization's greatest assets and to be regarded brand ambassadors (Pillai, 2014; Stuart, 2012). Various factors are of influence when regarding an employee to become a brand ambassador. The level of organizational identification is one of them and is associated with many positive organizational outcomes, among which employees showing supportive behavior towards the organization. Also in times of organizational change, employees are significant actors of the organization. Successful implementation of the organizational change namely hinges largely on employee support and their willingness to change (Stuart, 2012; Van Knippenberg, Martin, & Tyler, 2006).

In the dynamic society of now, "the pace at which organizations go through changes has increased tremendously" (Van Knippenberg et al., 2006, p.385). To stand out from competitors, the importance of an organization's appearance strongly increased during the past years. As a consequence numerous organizations nowadays consider and eventually decide to rebrand, characterized by either minor or major organizational changes. A corporate rebranding is a means of communicating to stakeholders that something about the organization has changed, therewith emanating the altered (desired) organizational identity, which consequently affects the image of an organization and the organizational identification of employees (Bolhuis, De Jong, & Van den Bosch, in press; Dutton & Dukerich, 1991; Melewar & Saunders, 1998; Muzellec, Doogan, & Lambkin, 2003). As Stuart (2012) puts it, employee support is extremely important in fulfilling the new corporate brand promise and thus achieving a successful rebranding outcome. Although previous research yet identified numerous aspects of influence on employee support and employee willingness to change in relation to a corporate rebranding, so far no study investigated actual internal effects of a corporate rebranding, and especially not from an employee perspective. Miller, Merrilees and Yakimova (2014) pointed out that a corporate rebranding is a complex and multi-faceted process, which involves deep consideration of related concepts. Concerning the significance of employees during a rebranding process, a better understanding of perceived (internal) effects of organizational change processes, in particular corporate rebranding processes, is required. Specifically, how do employees experience the rebranding process of their organization and how is this of influence on the perceived organizational identity and organizational identification? By performing an extensive literature review to antecedents of organizational identity and organizational identification and taking into consideration scientific knowledge of identified positive and negative rebranding aspects, the current study investigated the perceived effects of a corporate rebranding on employees of the organization.

1.1. A brief introduction to the concept of corporate rebranding

In the past decades various studies investigated the concept corporate rebranding in different contexts. Therefore, different definitions of rebranding become apparent in scientific literature. A well-known and well-accepted definition of rebranding originates from Muzellec and Lambkin (2006) and is also used and referred to in this study: "The creation of a new name, term, symbol, design, or a combination of them with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors" (p. 805). In addition, Miller et al. (2014) refer to a corporate rebranding appropriately as the "disjunction or change between an initially formulated corporate brand and a new formulation" (p.266). According to Daly and Moloney (2004), Stuart and Muzellec (2004) and Muzellec and Lambkin (2006), a rebranding can be differentiated from evolutionary modifications of the corporate visual identity and organization's positioning to a revolutionary identifiable change in positioning and aesthetics that fundamentally redefine the company, whereby often a corporate name change is involved. With regard to the participating organizations in the current study, it became apparent that all organizations went through a limited, small-scale rebranding. In all four organizations, the rebranding comprised a change in the corporate visual identity. Only at one of those four organizations, the rebranding also encompassed a change in the organization's positioning.

Following this, an organization's corporate visual identity (henceforth referred to as CVI) is to be regarded the visual expression of an organization and nowadays plays a significant role in the way organizations present themselves both to internal and external stakeholders (Melewar & Saunders, 2000; Van den Bosch, De Jong, & Elving, 2006). Corporate symbols communicate organizational information (Green & Loveluck, 1994) and therefore, the CVI must be seen as a useful instrument to manage the identity, image and eventually, the reputation of an organization (Van den Bosch, De Jong, & Elving, 2005). In short, a CVI consists of a name, logo, typography, colour, slogan, tagline/pay-off, and, often, additional graphic design elements (Bolhuis et al., in press; Melewar & Saunders, 2000; Van den Bosch et al., 2005; Van den Bosch et al., 2006). The use of a consistent CVI entails several functions: it symbolizes the organization and communicates the (desired) corporate identity, it provides visibility and recognizability for the organization, could lead to appreciation of the organization, and it may help in differentiating organizations from competitors. In addition, with regard to internal stakeholders, a CVI may enhance the extent to which employees identify themselves with the organization (Bolhuis et al., in press; Baker & Balmer, 1997; Dutton, Dukerich, & Harquail, 1994; Van den Bosch et al., 2006). Besides, Stuart (2012) and Bolhuis et al. (in press) mention that a corporate rebranding ideally would

enable employees to continue or enhance their identification with the organization. Hence, the CVI is a meaningful instrument for an organization and needs attention and powerful managing (Bolhuis et al., in press; Van den Bosch et al., 2005). A way of managing the CVI and the organization's positioning, thereby an organization's identity, image and indirectly organizational identification, is thus via a corporate rebranding.

1.2. RESEARCH QUESTION

In several studies, among which the study of Bolhuis et al. (in press), it is stated that a rebranding affects employees of an organization, however as yet scientific research lacks to point out in what way. Moreover, scientific studies investigating the concept of a corporate rebranding nearly all rely on quantitative research methodologies. And in addition, back in 1994 Dutton and Dukerich (1994) already mentioned the need for research on how organizational change affects both employees' images of their organization and their organizational identification. So, as an answer to the increased interest in internal effects of a corporate rebranding, however a lack of scientific interest into this research field, the current study attempted to provide a more grounded insight in how a corporate rebranding affects employees of an organization. Since employees are regarded brand ambassadors of the organization and expected to convey the (new) brand promise, the primary research objective of this study was to start at the basis and analyse how a corporate rebranding affects employees' perceptions of the organizational identity and organizational identification. In line with the aim of this study, the following research question was addressed: *How does a corporate rebranding affect employees of an organization?*

This addressed research question is answered by means of two independent studies approached from an employee perspective. By interviewing employees of a rebranded organization, the first study aimed to investigate the perceived consequences of a corporate rebranding on both employees' perception of the organizational identity and their organizational identification. Subsequently, study 2 involved an investigation of employees' evaluations of different aspects and perceived effects of the corporate rebranding by applying the Q-sort technique. The current study contributes to corporate rebranding literature just as to organizational identity and organizational identification literature. It extends current knowledge about the topics organizational identity and organizational identification by relating these to a corporate rebranding.

2

THEORETICAL FRAMEWORK

On average, organizations change their CVI once every decade (Bolhuis et al., in press; Roos, 2000). Sometimes this change in CVI is accompanied by a change in the organization's positioning. Most often, a corporate rebranding is used to enhance brand relevance and to improve operational efficiency (Miller et al., 2014). However, as Miller et al. (2014) state, "corporate rebranding exercises are risky, as they often require considerable investment, with no guarantee of achieving successful outcomes" (p. 265). This implies that corporate rebrandings come with many opportunities, obstacles, and consequences.

2.1. POSSIBLE RESEARCH DIRECTIONS CONCERNING THE CONCEPT OF CORPORATE REBRANDING

Scientific research on the concept of corporate rebranding could focus on various aspects. In the first place, research could concentrate on different phases of a rebranding. Peeters (2006) mentions that a corporate rebranding can be divided into four phases: 1) decision-making (before); 2) development (during); 3) implementation (live), and 4) aftercare (after). Daly, & Moloney (2004) however distinguish the rebranding phases analysis, communicating to internal customers, renaming strategy and the rebranding marketing plan, whereas Muzellec et al. (2003), dependent on the scope of the CVI change, identified the rebranding phases repositioning, renaming, redesign and relaunch. So in scientific literature, there is little agreement on the different phases an organization goes through in case of a rebranding. A research into distinguishable and perhaps generalizable phases of a rebranding would thus be of significance to extend scientific literature on this topic. Concentrating on research on the effects of a rebranding, several research directions are identified as attractive to focus on. For instance firm performance, organizational commitment and organizational citizenship behavior, organizational image, or organizational reputation are topics worth investigating.

2.2. THE FOCUS OF THE CURRENT STUDY

A corporate rebranding signals an organizational change, a means of communicating to stakeholders that something about the organization has changed (Gotsi & Andriopoulos, 2007). In addition, Muzellec et al. (2003) mention that a rebranding suggests a fundamental redefinition of an organization's identity. Bolhuis et al. (in press) state that a CVI can be seen as an instrument to communicate an organization's (desired) identity. Furthermore, many studies have shown that an organization's identity affects employees' organizational identification (Bolhuis et al., in press; Stuart, 2012) since organizational identification is based on what employees believe what is distinctive, central and enduring about the organization (Albert & Whetten, 1985; Stuart, 2012). Direct effects of a corporate

rebranding on organizational identification, thus not only indirectly through changes in the organizational identity, could also be thought of (Merrilees, 2005; Muzellec & Lambkin, 2006). In support, in their study of organizational identification during a merger, Bartels, Douwes, De Jong, & Pruyn (2006) state that the extent to which employees are willing and able to identify with the organization after an organizational change such as a merger can be considered a key factor in organizational change processes. It is expected that this is also applicable to organizational changes processes such as a corporate rebranding. Changes in the organizational identity and organizational identification will further trigger effects of a rebranding, such as organizational support, organizational commitment and organizational citizenship behavior. In conclusion, organizational identity and organizational identification can be considered two core implications of a corporate rebranding.

2.3. Exploring the concept of corporate rebranding

Organizations, as long as they are managed properly, may live for centuries. The significance of brand management however is not something to be underestimated since organizations face various challenges during their lifespan. A means to deal with these challenges and to keep organizations up-to-date is through a corporate rebranding (Müller, Kocher, & Crettaz, 2013). In support, Keller (2008) notes that a change in brand elements may revitalize a brand perceived as outdated. The same goes for an organization. Changing the CVI even is one of the most frequent used methods to reawaken an organization (Keller, 2008; Müller et al., 2013).

Various reasons precede the decision for an organization to rebrand. Main drivers for a rebranding are decisions, events or processes causing a change in a company's structure, strategy or performance of sufficient magnitude to suggest the need for a fundamental redefinition of an organization's identity (Muzellec et al., 2003; Muzellec & Lambkin, 2006). Results from the study of Muzellec and Lambkin (2006) highlighted four more motives for a corporate rebranding, namely a change in ownership structure (e.g., mergers, acquisitions, spin-offs), a change in corporate strategy (e.g., internationalisation, diversification), a change in the competitive position (e.g., an outdated image, reputation problems) and a change in the external environment (e.g., major crises, legal obligations). Additionally, Melewar and Akel (2005) distinguish a change in the corporate identity as a common reason for a rebranding. Overall, it can be stated that "triggers for rebranding efforts are contextual factors that influence the recognition of a need to rebrand, can be wide-ranging, and may be either external or internal" (Miller et al., 2014, p.266).

2.3.1.The scope of the rebranding

Rebrandings can be differentiated with regard to their magnitude, generally ranging from small-scale changes to large-scale changes. Daly and Moloney (2004) clarify that "corporate rebrandings may be envisaged as a continuum" (p.30). Along this continuum, rebrandings on the upper left side are characterized by small changes in the organizational identity, whereas rebrandings on the upper right side imply great changes in the organizational identity (Kapferer, 1996). Simply stated, two processes differentiate corporate rebrandings: a visual process, where only tangible elements (physical expression of the brand) are changed, versus a substantive process, where both tangible and intangible elements (values, image, feelings) are changed. In accordance with the rebranding continuum of Daly and Moloney (2004), these two processes can also be aligned on the rebranding continuum developed by Stuart & Muzellec (2004), where rebrandings are differentiated from evolutionary modifications of logos and slogan to the revolutionary creation of a new corporate position, including a new corporate name.

An example of an evolutionary rebranding, categorized under the upper left side of the rebranding continuum, is brand rejuvenation. Brand rejuvenation is most often only accompanied by a logo change, with the goal to update the visual identity of an organization in order to maintain a fresh and modern look (Müller et al., 2013). Also, Müller et al. (2013) found that two elements of logo change had a significant effect on logo attitude, and consequently on brand attitude, brand modernity and brand loyalty. These are logo attractiveness and logo familiarity. The perceived effect of logo familiarity on logo attitude however does not imply that minor logo changes are appreciated higher than radical logo changes. In conclusion, a visual rejuvenation of the brand is able to impact brand modernity, brand attitude and brand loyalty (Müller et al., 2013). Since the organizations that took part in the present study predominantly went through a small-scale, evolutionary rebranding, it could be stated that the concept of brand rejuvenation is applicable to most organizations in this research.

2.3.2. Enablers of successful rebranding outcomes

When considering a successful rebranding, in their study Miller et al. (2014) identified six major enablers for a corporate rebranding, known as: 1) strong rebranding leadership, 2) developing brand understanding, 3) internal branding activities, 4) continuity of brand attributes, 5) stakeholder coordination, and 6) an integrated marketing programme. Also, Miller et al. (2014) found five major corporate rebranding barriers, namely an autocratic rebranding approach, stakeholder tensions, narrow brand re-vision, inadequate research

and inadequate customer consideration. In general, a successful corporate rebranding is conducted under non-urgent circumstances and is accompanied by more than one major corporate rebranding enabler (Miller et al., 2014). Besides, the new organizational identity must be communicated sufficiently and employees need to positively perceive the renewed organizational identity, thereby being able to (continue to) identify with their organization.

2.4. ORGANIZATIONAL IDENTITY

With regard to the following research variable of this study, organizational identity, it has been found that an organization's identity is made up of three central elements, namely corporate communication, behavior and symbolism (Balmer, 2001; Van Riel & Balmer, 1997). Birkigt and Stadler (1986) incorporated these elements in the corporate identity mix, which visualizes the relationship between the identity and the image. Stakeholders, when being in touch with the organization, experience the behavioral element. The communication element involves all verbal and nonverbal expressions of the organization. Third, the symbolism part is mainly expressed in the CVI of an organization and manageable, stable and univocal (Bolhuis et al., in press; Birkigt & Stadler, 1986). All three elements together determine the personality of an organization and communicate it to both internal and external stakeholders. Consequently, the corporate identity and corporate image are developed. This study focuses on the element of symbolism, and in particular, on a change in the CVI and in the organization's positioning.

In this study however no emphasis is put on corporate identities in relation to a rebranding, but on organizational identities in relation to a rebranding. Both concepts are strongly related, but yet somewhat different. The corporate identity is a more manageable concept, based on the internal and external self-presentation of an organization. Organizational identity can be regarded as a particular member's understanding of the central, enduring and distinctive features of an organization, which is thus less manageable than a corporate rebranding (Bolhuis et al., in press; Hatch & Schultz, 1997; Stuart, 2002). Another distinction between both concepts can be found in a statement of Stuart (2002): "Efforts to manage corporate identity should reflect in the organizational identity of the company" (p.32). The name and logo of an organization are the basic elements of the corporate identity and therefore, the expression of the corporate identity can partly be compared with an organization's CVI. Furthermore, (a change in) the visual identity represents and affects an organization's identity among stakeholders (Bolhuis et al., in press). For the reason that this study inter alia strives for more insight in the perceived effects of a corporate rebranding on employees' understanding of the character of an organization, the concept of organizational identity is taken into account.

2.4.1. *Definition of organizational identity*

Concerning the organizational identity, in order to communicate and interact effectively with other entities, each organization needs an answer on the question "Who are we?" and accordingly, external stakeholders need an answer on the question "Who are they?". Answers on these questions situate the identity of an organization (Albert, Ashforth, & Dutton, 2000). This identity refers to a set of characteristics employees regard typical for their organization. The organizational identity is defined as a member's understanding of that which is central, enduring and distinctive (CED) about the character of an organization (Albert and Whetten, 1985). This contains an individual employee's perceptions, feelings and beliefs of the organization, among which values, goals and stereotypical traits (Albert & Whetten, 1985; Dutton, Dukerich, & Harquail, 1994; Gioia, Schultz & Corley, 2000; Hatch & Schultz, 1997; Stuart, 2012). According to Whetten (2006), those CED expressions both define the organization identity and distinguish the organization from similar others. Important elements of the organizational identity are the perceived organizational culture and the perceived organizational image, since they influence beliefs about the CED features of an organization (Hatch & Schultz, 2002). Besides, distinctive features of the organization are mainly comprised by employees' beliefs of both distinctive features of the organization in relation to competitors and the organization's appearance to external stakeholders. This implies amongst other things variables as the organization's recognizability, visibility and distinctiveness (Foroudi, Melewar & Gupta, 2014; Hatch & Schultz, 2002). In order to express the organizational identity, employees make use of attributes to positively distinguish their organization from other organizations. Hereby, employees often invoke specific cultural elements of their organization as distinguishing features when experienced as central and enduring organizational attributes (Whetten, 2006).

2.5. Organizational identity in relation to a corporate rebranding

Muzellec and Lambkin (2006) state that a corporate rebranding, by changing the organization's positioning and/or CVI, implies a change in an organization's identity. The CVI is an important part of the organizational identity because the CVI is able to communicate the corporate vision and mission, even as the organizational personality (Melewar, Hussey, & Srivoravilai, 1995). So a CVI does not only consist of identification marks by which an organization is able to distinguish itself, but it also communicates the (desired) identity via signs and symbols (Albert & Whetten, 2003; Baker & Balmer, 1997). Internal effects of a rebranding can therefore be found in changes in an organization's identity for the reason that a CVI and organization's positioning, and changes in one or

both, "reflects a balance between what an organization actually is and what it tries to be" (Bolhuis et al., in press, p.4). Furthermore, according to Stuart and Muzellec (2004), the higher the degree of organizational change (evolutionary versus revolutionary), the more impact this change has on the organizational identity. A rebranding may result in employees perceiving the organizational identity differently (Bolhuis et al., in press). From an employee perspective, the present study investigated whether employees perceive a change in the organizational identity after a rebranding.

2.6. Organizational identification

As a second core implication of a corporate rebranding, the concept of organizational identification is included in this study. In recent years, organization theorists frequently applied the concept of social identities to the workplace by examining the ways in which people define themselves in terms of their relationships to organizations (Ashforth & Mael, 1989; Dutton et al., 1994; Haslam, Van Knippenberg, Platow, & Ellemers, 2003; Kreiner & Ashforth, 2004; Pratt, 1998). In relation to organizational identity, Dutton et al. (1994), Hatch and Schultz (2002), Stuart (2012), and Haslam, Postmes, and Ellemers (2003) all state that the organizational identity can be seen as a basis for employee identification with the organization. Organizational identity can serve as both a cognitive and emotional basis for organizational identification (Hatch & Schultz, 2000). In addition, "central, enduring and distinctive attributes of an organization function as organizational identity referents for members when they are acting or speaking on behalf of their organization" (Whetten, 2006, p. 220), which implies opportunities for organizational identification.

2.6.1. Definition of organizational identification

At the basis of organizational identification lies both self-categorization theory and social identity theory because these theories assume that people come to identify themselves with different individuals, groups and collectives, and that this (group)membership is important in the creation and enhancement of people's self-concept (Bartels et al., 2006; Tajfel & Turner, 1986; Van Knippenberg et al., 2006). Organizational identification is defined as "the degree to which members define themselves by the same attributes as those they believe define the organization" (Stuart, 2002, p.33; Cooper & Thatcher, 2010; Dutton et al., 1994; Haslam et al., 2003). Pratt (1998) correctly mentions that organizational identification is concerned with the question "Who am I in relation to the organization?" In general, employees identify strongly with the organization when their identity as an organizational member is more salient than alternative identities and when their self-concept includes

many of the same characteristics the employee believes define the organization as a social group (Dutton et al., 1994). Furthermore, according to Patchen (1970), organizational identification includes three components: 1) feelings of solidarity with the organization; 2) attitudinal and behavioural support for the organization, and 3) the perception of shared characteristics with other organizational members.

2.6.2. Self-concept orientations and organizational identification

Hogg and Terry (2000) proposed that categorizing oneself as part of the organization accentuates perceived similarity to other organizational members and is linked with self-concept orientations, "the general tendency to think of the self in terms of individual characteristics, role relationships, or group memberships" (Cooper & Thatcher, 2010, p. 519). Self-concepts communicate whether the individual is related to others, groups or collectives. Three identification motives are strongly associated with self-concept orientations and strengthen organizational identification: self-continuity, self-distinctiveness and self-enhancement (Albert & Whetten, 1985; Dutton et al., 1994). These motives are significant for experiencing strong organizational identification after organizational change, such as a rebranding (Schilling, Werr, Gand, & Sardas, 2012). First, the principle of self-continuity implies that "people generally want to maintain the continuity of their self-concepts over time and across situations" (Dutton et al., 1994, p. 244; Eilam & Shamir, 2005). After a rebranding, this principle positively affects the attractiveness of the perceived organizational identity (Dutton et al., 1994; Miller et al., 2014). Second, the self-distinctiveness principle asserts that people want to have a sense of distinctiveness in interpersonal contexts. This implies that "the greater the distinctiveness of the perceived organizational identity relative to other organizations, the stronger a member's organizational identification" (Dutton et al., 1994, p. 246). Third, the self-enhancement principle describes that an employee's self-esteem is enhanced when he or she perceives the organizational identity as attractive. This ultimately strengthens an employee's organizational identification (Dutton et al., 1994).

2.6.3. Outcomes of organizational identification

Organizational identification is associated with both positive and negative organizational outcomes. A potential negative outcome of strong organizational identification involves resistance to organizational change, such as a corporate rebranding (Stuart, 2012). In general it however can be stated that organizational identification positively influences both employees' beliefs and behaviours. Among beliefs, the stronger the organizational

identification, the more positive beliefs about the organization become, which will result in employees seeking more contact with the organization, show feelings of pride and having a high level of job satisfaction. Among behaviours, strong organizational identification in all probability prompts an increased cooperation with colleagues and an increase in supportive behavior towards the organization. Also, a significant correlation between organizational identification and organizational citizenship behavior has been found (Ashforth & Mael, 1989; Bartels et al., 2006; Cooper & Thatcher, 2010; Dutton et al., 1994; Haslam et al., 2003; Kreiner & Ashforth, 2004; Riketta, 2005; Van Dick, Wagner, Stellmacher, & Christ, 2004; Van Knippenberg & Van Schie, 2000). Lastly, organizational identification is negatively associated with turnover intentions and actual turnover (Kreiner & Ashforth, 2004). So encouraging organizational identification is an important management tool the organization most likely profits from.

2.7. Organizational identification in relation to a corporate rebranding

According to Van den Bosch (2005), an organization's CVI and positioning contributes to organizational identification. In addition, Van Dijk and Van Dick (2009) found that organizational change, such as a rebranding, impacts organizational identification. Bolhuis et al. (in press) found that appreciation for the new CVI positively contributes to both employees' identification with the organization and appreciation of the organization. In relation to organizational identity, employees strongly identify with their organization when their prior sense of self resembles what they believe is central, enduring, and distinctive about their organization after a corporate rebranding. In consequence of a rebranding, it is also possible that employees feel threatened when their organization is infused with a new identity which employees are expected to convey and identify with. Knippenberg, Martin and Tyler (2006) namely argued that organizational change sometimes calls for disidentification with previous organizational attributes, the forming of a new identity, and a re-identification with it. A rebranding can then be perceived as a threat to the stability and continuation of employees' current identities (Bartels et al., 2006; Van Knippenberg et al., 2006). Jetten, O'Brien, and Trindall (2002) however found that high initial organizational identification positively affected long-term organizational commitment, also after organizational change. Stuart (2012) mentions that, "for an employee, the ideal corporate rebranding process would enable them to continue their identification with the organization" (p. 166). The extent to which employees identify themselves with an organization after a rebranding process can be considered a key factor in the success of the rebranding (Bartels et al., 2006).

2.7.1. *Identified antecedents of organizational identification related to a corporate rebranding*

Employees vary in how much they identify with their work organization (Dutton et al., 1994). Various antecedents contribute to the level of organizational identification and subsequently to the success of a rebranding. Eight antecedents are identified that influence organizational identification and are considered significant for the present study.

ANTECEDENT 1: EMPLOYEE COMMUNICATION

At first, employee communication is of great influence on the degree of organizational identification (Bartels et al., 2006; Dutton et al., 1994). Employee communication is identified as "the communication transactions between individuals and/or groups at various levels and in different areas of specializations that are intended to design and redesign organization, to implement designs and to coordinate day-to-day activities" (Smidts et al., 2001, p. 1052). As Smidts et al. (2001) also mention, the content of organizational messages is of particular influence on organizational identification, especially during organizational change processes, and concerns members' satisfaction with what is being communicated, with regard to sufficiency and usefulness. During organizational changes, change-related information plays a significant role in reducing employees' feelings of uncertainty and threats caused by these changes (Bartels et al., 2006; Jimmieson, Terry, & Callan, 2004). In addition, Van Knippenberg et al. (2006) mention the importance of communicating employee-relevant consequences with regard to the proposed change. As expected also applicable to a corporate rebranding, in their study of a merger Bartels et al. (2006) found that members' satisfaction with the amount and quality of the information being communicated prior to organizational change improved their expected organizational identification after organizational change. During organizational change processes employees need to understand how the change fits within the organizational identity. This could motivate employees to support the change within their organization, thereby contributing to organizational identification. Lastly, the studies of both Bolhuis et al. (in press) and Smidts et al. (2001) showed that communication and knowledge about the rebranding process positively contributes to employees' identification with the organization.

ANTECEDENT 2: EMPLOYEE PARTICIPATION

In addition to employee communication, employee participation is a second significant antecedent of organizational identification, in particular during times of organizational change. Both Gotsi and Andriopoulos (2007) and Stuart (2012) mention the importance

of engaging employees as part of the corporate rebranding process. It is found that more successful rebranding cases often used varying degrees of consultation and participation, leading to more opportunities for employees to identify with their organization (Miller et al., 2014). Furthermore, Schilling et al. (2012) state that, for employees to develop a positive self-image, they need to experience perceived competence, power, and efficacy during a change process. So, during a rebranding process, organizations could benefit from encouraging employees to actively participate in the decision making process (Van Knippenberg et al., 2006; Wanberg & Banas, 2000).

Antecedent 3: Perceived external prestige

The perceived external prestige also influences organizational identification and represents how an employee thinks outsiders view his or her organization (Dutton et al., 1994; Smidts et al., 2001; Stuart, 2012). Organizational identification is strengthened when an employee perceives the organization as prestigious, because this evokes feelings of pride and enhances their self-esteem (Dutton et al., 1994; Mael & Ashforth, 1992; Meier, 2014; Tyler & Blader, 2003; Smidts et al., 2001). Simply stated, when employees perceive their organization as having a positive external prestige they tend to categorize themselves according to their organizational membership, which increases their perceived oneness with the organization (Bartels et al., 2006; Bergami & Bagozzi, 2000; Mael & Ashforth, 1992; Meier, 2014; Smidts et al., 2001). Smidts et al. (2001) mention that various sources of information impact the perceived external prestige, such as word of mouth, external controlled information, publicity and opinions of reference groups.

Antecedent 4: Attractiveness of the organizational identity

Also, the attractiveness of the organizational identity is of significance for organizational identification. The greater the attractiveness of the perceived organizational identity, the stronger a person's organizational identification (Dutton et al., 1994; Tüzün & Çağlar, 2009). Kreiner and Ashforth (2004) namely mention that "an attractive organizational identity provides a sense of self-enhancement, self-distinctiveness, and self-continuity" (p. 8). An organizational identity is perceived as attractive when it is widely shared and deeply held by organizational members (Kreiner and Ashforth, 2004). In addition, as Dutton et al. (1994), Kreiner and Ashforth (2004), and Tüzün and Çağlar (2009) state, changes in an organization's identity influence the strength of organizational identification. A corporate rebranding that affects the organizational identity could therefore impact organizational identification through the attractiveness of this organizational identity.

Antecedent 5: Trust in the management

Several authors have proposed that trust in the management is a significant antecedent of organizational identification too, since trust can be described as "an attitude held by one party, the trustor, e.g., employees, towards the other, the trustee, e.g., an employing organization" (Brenkert, 1998, p. 295) and vice versa (Lämsä & Pučėtaitė, 2006). In general, positive organizational outcomes are linked to trust, such as more positive attitudes and higher levels of cooperation (Dirks & Ferrin, 2001; Tüzün & Çağlar, 2009). According to Mayer, Davis, and Schoorman (1995), three factors are of influence on the perceived trustworthiness of the trustee, which could be identified as ability, benevolence, and integrity. Ability involves "a group of skills, competencies, and characteristics that enable a party to have influence within some specific domain" (Mayer et al., 1995, p. 717). Benevolence can be defined as the "extent to which a trustee is believed to want to do good to the trustor" (Mayer et al., 1995, p. 718). Lastly, integrity relates to "the perception that the trustee adheres to a set of principles that the trustor finds acceptable" (Mayer et al., 1995, p. 719). As Morgan and Zeffane (2003) state, trust is extremely important during times of change and is best achieved through consultation, participation and empowerment. So employees' trust in the management is positively related to organizational identification (Cremer & Van Knippenberg, 2005; Dutton et al., 1994) and affects the legitimacy of organizational changes (Rousseau and Tijoriwala, 1999).

Antecedent 6: Person-organization fit

Sixth, the person-organization fit is identified as an antecedent of organizational identification. Chatman (1989) defines the person-organization fit as "the congruence between the norms and values of organizations and the values of persons" (p. 339). In a study performed by Cable and DeRue (2002) it is found that when an employee does not share values with the organization, the employee was less likely to identify with the organization. During organizational changes, the benefits of person-organization fit are widely recognized (Kristof, 1996). Boxx, Odom, and Dunn (1991) argue that the person-organization fit relates to job satisfaction, commitment and cohesion of employees with the organization. Also, as both Chatman (1989) and Stuart (2002) state, members' attitudes and behaviours are more likely to be consistent with organizational goals when the person-organization fit is perceived high.

Antecedent 7: Perceived organizational readiness for change

With regard to a corporate rebranding, thus changing the CVI and/or positioning of an organization, the perceived organizational readiness for change influences organizational identification. Cinite, Duxbury, and Higgins (2009) argue that the perceived organizational

readiness for change is defined as "organizational members' beliefs, attitudes and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes" (p. 265). If employees perceive the organizational readiness for a change, such as a corporate rebranding, as high, this will have a positive influence on organizational identification and vice versa.

<div align="center">

ANTECEDENT 8: SENSE OF CONTINUITY

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Lastly, a sense of continuity with regard to the new CVI and positioning influences organizational identification since Jetten et al. (2002) found that a sense of continuity influences employees' feelings of organizational change. The sense of continuity both concerns personal consequences of a corporate rebranding for employees and the consistency between the past and future organizational identity (Bartels et al., 2006). Considering personal consequences, the more employees consider organizational change as causing serious threats to the continuity of self, the less they tend to identify with the "new" organization (Bartels et al., 2006). Furthermore, a sense of continuity also relates to 'the continuity of brand attributes', a major enabler of corporate rebranding identified by Miller et al. (2014). That is, "in strong outcome cases, the revised brand maintains continuity with past brand meaning" (Miller et al. 2014, p. 276). This continuity in brand elements encourages key stakeholders to endorse the revised brand and strengthens organizational identification (Alford, 1998; Merrilees and Miller, 2008).

2.8. SUMMARY

Various reasons precede the decision for an organization to rebrand and in summary, a corporate rebranding comes with many opportunities but is also concerned with several threats. Since most corporate rebrandings are highly visible, a rebranding is regarded as an important tool to signal organizational changes to both internal and external stakeholders. Multiple consequences are linked to a corporate rebranding. Above all, it is expected that a corporate rebranding affects both the organizational identity and organizational identification.

Rebrandings can be differentiated with respect to their magnitude, ranging from relatively modest changes to major radical changes (Miller et al., 2014), also distinguished by the axes of an evolutionary versus a revolutionary rebranding (Stuart & Muzellec, 2004). In the present study, the scope of the rebranding was taken into account by means of developing case studies of the rebranding process for the four participating organizations (Appendix 1). As can be concluded from these case descriptions is that nearly

all organizations went through a rather small-scale rebranding. For all organizations the rebranding implied a change in the CVI. Only one of those four organizations went through a repositioning process too.

Concurrently, this study distinguished the concept of corporate identity from the concept of organizational identity. The corporate identity namely was illustrated in the case studies, whereas the organizational identity became apparent through executing this present study. By focusing on employees' beliefs of the central, enduring and distinctive features of their organization and the perceived changes in these features after the rebranding, the organizational identity was measured.

Organizational identification is identified as a second core implication of a rebranding and associated with both positive and negative organizational and personal outcomes. Bartels et al. (2006) mention that the extent to which employees identify themselves with an organization after a rebranding process can be considered a key factor in the success of the rebranding. Several antecedents contribute to organizational identification, could be related to a corporate rebranding and are referred to in this research. These include employee communication, employee participation, the perceived external prestige, the attractiveness of the organizational identity, trust in the management, the person-organization fit, the perceived organizational readiness for change and a sense of continuity. In addition, also the self-concept orientations (self-continuity, self-distinctiveness and self-enhancement) are taken into account.

3

METHODS

3.1. Overall research design

This current study is executed by means of two research methods. Since the aim of this research was to investigate a corporate rebranding from an employee perspective, both semi-structured interviews and Q methodology were applied to gain more insight in perceived effects of a corporate rebranding on employees of the organization. First of all, in order to explore how participants experienced the rebranding process of their organization and their perceived impact hereof on the organizational identity and organizational identification, semi-structured interviews were conducted in study 1. By performing study 1, knowledge about individual experiences and perspectives was obtained. In addition, study 2 aimed at investigating attitudes of participants with regard to the rebranding to see if groups of participants with identical and differentiating attitudes could be distinguished. In this case, Q-methodology was suitable. By executing study 2, a closer look could be taken to similarities and differences between groups of participants through which it became clear what rebranding aspects and perceived rebranding effects were evaluated either negative or positive.

So in the first study individual experiences and evaluations with regard to a corporate rebranding came to light, whereas in the second study individual experiences and evaluations were translated into attitudes that were compared to each other. Through the latter study a deeper understanding of both shared and differentiating attitudes with regard to a rebranding was gained. Both research methods complement each other and on the basis hereof, solid conclusions were drawn. Besides, a combination of qualitative and quantitative research methods was found valuable for the current study since much scientific literature that addresses the rebranding concept applied quantitative research methodologies. By applying two research methodologies and investigating from an employee perspective, participants were able to give meaning to their experience with and evaluation of the corporate rebranding by going through a process of sense-making.

3.2. Research sample

Although study 1 and study 2 were separate studies, no distinction was made in participating organizations and participants. Therefore, the sections 'organizations' and 'participants' below apply to both study 1 and 2.

3.2.1. Organizations

In order to investigate the perceived consequences of a corporate rebranding on employees of an organization, the research had to comprise different organizations. Since this study was focused on an employee perspective, it was essential that employees could still remember and recall the rebranding of their organization. It was therefore required that

all organizations went through a rebranding no more than three years ago and no less than a half year ago. Also, it was deemed favourably that the scope of the rebranding all organizations went through, whether evolutionary or revolutionary, were alike.

By appealing to the social network of (colleagues at) SOV concept and design, the organization I work for, four different organizations were found. These organizations all met abovementioned criteria and were willing to cooperate with the research. Two of them are for-profit organizations and the other two organizations are semi state properties. Organization 1, Schagen Groep, is active in construction and infrastructure and carries a total of nine different subsidiaries. RGN, organization 2, is to be regarded as a for-profit organization specialized in brand identity services. The third organization, Prinseschool, is a primary school with three different locations in Enschede. Lastly, organization 4 is a regional hospital, named ZGT (the abbreviation of Ziekenhuis Groep Twente).

To gain a deeper understanding of all four rebranding processes interviews were held with the manager of that organization's rebranding. Concerning these interviews three subjects were of interest, namely 1) the organization, 2) a clarification of the rebranding process, and 3) an explanation of the rebranding outcomes. These interviews resulted in four case descriptions, which can be found in Appendix 1.

3.2.2. Participants

From each organization five employees were selected in consultation with the manager of the rebranding, so a total of 20 participants participated in this study. An overview of all participants can be found in Appendix 2. Given that this study knows a retrospectively character, it was a prerequisite that participants were employed by their organization at least one year before the rebranding. Also, since this study aimed to investigate how employees experienced a rebranding, it was important that participants had not been responsible for the rebranding of their organization. Employees were invited to participate in the study by the manager of the rebranding yet interviewed. Following this invitation, the researcher contacted participants by e-mail to both inform them about the subject of the study, to provide them some practical information as they may wanted to know what they could expect from the study and eventually to arrange an appointment. All participants were asked retrospectively about the perceived (internal) effects of a corporate rebranding the organization already underwent and took part in both the interviews (study 1) and the Q-sorting task (study 2).

Considering demographic data, the research sample consisted of 11 women (55%) and 9 men (45%), and the mean age of participants was 40.1 years (with a range of 27 to 57 years old). Besides, participants' years of employment at the organization ranged from 2 years to 36 years, with an average of 13 years. The lowest level of education was Intermediate Vocational Education, while the highest was university. The most frequent educational attainment was Higher Vocational Education (70%).

3.3. Study 1 | Interviews

3.3.1. Research method

In study 1, it is investigated how participants experienced the corporate rebranding of their organization. Perceived consequences, among which the perception of organizational identity and organizational identification, come to light through the eyes of employees. Since much rebranding literature is quantitative in nature, a qualitative method was used to gather data for answering how a rebranding is experienced by employees and how employees perceive the rebranding affected the organization and them personally. For the research question to be answered, it was necessary to get a clearer understanding of the beliefs and experiences of employees regarding a corporate rebranding. According to DiCocco-Bloom and Crabtree (2006), conducting interviews is a suited methodology to reach this clearer understanding and to obtain knowledge about individual experiences and perspectives. For the reason that exact this individual experience was of importance in the present study, semi-structured interviews were executed to develop a grounded understanding of employees' experiences and evaluations of the corporate rebranding of their organization.

3.3.2. Instrumentation

Perceived effects of the rebranding on employees of an organization, in particular on organizational identification and the organizational identity, were examined by interviews on the basis of a topic list. This topic list was prepared carefully and included a total of four main concepts with associated sub concepts. All concepts were derived from extensive literature research, as yet summarized in the theoretical framework.

The four main concepts refer respectively to the rebranding process, the rebranding outcomes (corporate visual identity/positioning), perceived impact of the rebranding on the organization and the perceived impact of the rebranding on the employee itself. These main concepts covered the two main themes of the present study in its totality, namely organizational

identification and organizational identity. Next, regarding the sub concepts of this study, divided among the four main subjects, mostly were to be regarded as antecedents of either organizational identification or organizational identity. All antecedents were operationalized and accordingly comprehensible questions were developed. Examples of sub concepts are: trust in management, employee participation, fit between new corporate visual identity/positioning with the organization, impact of the rebranding on the organization's visibility and recognizability, organization's image, attractiveness of the organizational identity, person-organization fit and employee involvement. By making use of a pre-defined structure whereof the researcher during the interviews was however able to deviate from, it was ensured that all factors arising from the theoretical framework were addressed.

Each interview started with an overall general question for participants to get acquainted with and be at ease with the subject rebranding, namely: "*Could you describe the rebranding process of your organization?*" By answering this general question, participants had the opportunity to freely clarify their own feelings, thoughts and experiences regarding the rebranding of their organization, whereupon the researcher was able to react. After this general question substantive topics were addressed, whereby the topic list guided the interviews. By asking more or less general questions throughout the interview ("*How do you feel about the new CVI?*"), it was aimed for that participants mentioned different sub concepts of the topic list, antecedents of organizational identification and organizational identity, mostly by themselves. When for some participants turned out this was not the case, additional questions were asked to cover subjects that had not been mentioned yet by participants.

3.3.3. Procedure

In total, twenty individual face-to-face interviews were conducted. To ensure the comfort of participants and stimulate free communication, the interviews mostly took place in the work place of participants. At the start of the study participants were informed about the purpose of both the interview and Q-sort, which was to research their opinions and beliefs regarding the rebranding process of their organization. Following this, all participants had to fill in some demographic variables (age, gender, educational attainment, number of years of employment, function) and sign an informed consent. After this the actual study began.

A topic list was developed for the interviews in the first study, which consisted of questions that ranged from general to more specific. During the interviews, the researcher did not necessarily stick with the structure of this topic list, however adapted to the pace and answers of interviewees. After the interview was conducted, the Q-sort procedure started (see page 40 for more information about the Q-sort procedure).

The interviews had place in the Netherlands between June 2015 and September 2015. Most interviews lasted between forty and sixty minutes. The participants gave permission to have their interviews audiotaped.

3.3.4. Data analysis

During and after the interviews were conducted, all interviews (n = 20) were transcribed verbatim on the basis of the recordings, leading to 121 transcribed interviews pages. Hereafter, to be able to analyse the interviews, a code manual was developed by means of a combination of inductive and deductive analysis as proposed by Fereday and Muir-Cochrane (2006). The data-driven inductive approach of Boyatzis (1998) involved themes and codes emerging primarily from participants' discussions, whereas deductive coding was derived a priori from the theoretical framework (Crabtree & Miller, 1999).

Once the code manual was developed, the codes had been entered in the software program Atlas.ti 7.0. The interviews were then coded in accordance to the code manual. During the coding of the interviews, inductive codes were assigned to segments of data that described a new theme observed in the text. To determine and subsequently ensure the reliability of the coding an additional coder coded the interview data of 3 interview transcriptions by using the code manual developed by the researcher. Subsequently assigned codes were compared and the intercoder reliability was calculated to determine consistency among raters. This intercoder reliability analysis indicated a Cohen's Kappa (k) of 0.77. Since this measure of agreement signifies overall substantial coder agreement, only fragments on which no agreement was achieved were discussed. This resulted in some minor changes to the code manual and ultimately to a final code manual including five main categories and a total of 42 associated codes (Appendix 3).

3.4. Study 2 | Q-sort

3.4.1. Research method

Study 2 involved an investigation of employees' evaluations of different aspects and perceived effects of the corporate rebranding the organization underwent. Developed by Stephenson (1953), the Q-sort method is suitable for research on the attitudes of people with respect to a particular subject (Cross, 2005). By applying a Q-sort, groups of participants whose overall attitudes were similar could be identified and differences between participants who had other views closely examined (Klooster, Visser, & De Jong, 2008). Since the aim of

study 2 was to uncover employees' attitudes regarding the corporate rebranding, the Q-sort method was applied. Combining the sorting results with post-sorting interviews was useful to increase the richness and quality of the data (Watts & Stenner, 2012). Due to the expected subjectivity of employees' attitudes regarding the subject at issue, the Q-sort method is a proper method to distinguish alike groups of participants for this second study. Lastly, for the reason that scientific literate thus far has paid little to none attention to the Q-sort method in a rebranding context, the combination of the strengths of both qualitative and quantitative data in Q methodology offered an innovative insight in perceived consequences of a rebranding on employees of the organization.

3.4.2. Q-sample

For the present Q-sort, nine categories on the continuum (-4) 'extremely negative' to (4) 'extremely positive' were created. Additionally, the Q-sort demanded a quasi-normal distribution by forcing the distribution of items among the nine categories. The number of items permitted for each of the nine categories was 2 – 3 – 4 – 5 – 6 – 5 – 4 – 3 – 2, so it was allowed to place more cards in the middle categories than in the tails. In total, the participants thus sorted 34 cards with thereon printed various rebranding aspects/effects (see Appendix 4).

As mentioned in the theoretical framework, two constructs were of particular relevance in this present study and thereby related to a corporate rebranding, namely organizational identification and organizational identity. These constructs were operationalized into several sub constructs (e.g., the management of the rebranding process, employee communication, employee participation, the organization's recognizability, visibility, distinctiveness and sense of belongingness to the organization) and included in the Q-sample. Study 2 was focused on an overall evaluation of the rebranding of the organization and mainly involved the evaluation of various rebranding aspects during the process and perceived effects of the rebranding.

The Q-sample was constructed by drawing from a variety of scientific sources, so consisted of items that reflect theoretical propositions. Based on extensive literature research, three constructs were distinguished whereupon the Q-sample was built, namely 1) the rebranding process, 2) functional outcomes, and 3) personal outcomes. Table 1 provides more detail about the subjects including related literature the q-sample is derived from. In general, the first subject focused on an overall evaluation on how the rebranding is executed, involving items such as communication means, employee participation, management of the process, and the length of the rebranding process. Subject two, functional outcomes, concerned in particular the evaluation of the function of the rebranding for the organization, resulting in items like rebranding costs, added value of the rebranding, impact on recognizability, impact on modernity,

and completeness of the rebranding process. Lastly, the third subject involved an evaluation of the perceived effects of the rebranding on a personal, individual employee, level. This subject included items such as appreciation of the new CVI/positioning, impact on job satisfaction, impact on appreciation of the organization and impact on sense of belongingness with the organization. Overall, the three subjects and associated items together primarily covered the constructs of organizational identification and organizational identity.

Table 1

Development of the Q-sample

Subject	Number of items	Literature the items are based on
Rebranding process	11	Bartels, De Jong, Pruyn, & Joustra (2007); Dutton, Dukerich, & Harquail (1994); Gotsi & Andriopoulos (2007); Miller, Merrilees, & Yakimova (2014); Morgan & Zeffane (2003); Rousseau & Tijoriwala (1999); Smidts, Pruyn, & Van Riel (2001); Van Knippenberg, Martin, & Tyler (2006); Van den Bosch, Elving, & De Jong (2006).
Functional outcomes	15	Albert & Whetten (1985); Foroudi, Melewar, & Gupta (2014); Gotsi & Andriopoulos (2007); Hatch & Schultz (2002); Kreiner & Ashforth (2004); Muzellec, Doogan, & Lambkin (2003); Müller, Kocher, & Crettaz (2013); Muzellec & Lambkin (2006); Stuart & Muzellec (2004); Van den Bosch, De Jong, & Elving (2003); Van den Bosch, De Jong, & Elving (2005).
Personal outcomes	8	Bartels, De Jong, Pruyn, & Joustra (2007); Bartels, Douwes, De Jong, & Pruyn (2006); Bolhuis, De Jong, & Van den Bosch (in press); Boxx, Odom, & Dunn (1991); Brenkert (1998); Brewer & Gardner (1996) Dutton, Dukerich, & Harquail (1994); Edwards & Peccei (2007); Hatch & Schultz (2002); Mael & Ashforth (1992); Mayer, Davis, & Schoorman (1995); Muzellec & Lambkin (2006).
	Total number of items: 34	

3.4.3. Procedure

Similar to the first study, 20 participants took part in the second study. This study was conducted right after the interviews (study 1) took place. Again, all participants gave permission to have their sorting task audiotaped and pictured afterwards.

The Q-sort process started with a brief description of the reason and aim of the study, followed by a short introduction into the forced-choice character of the Q-sort method: all items must be ranked and each position can only be used once (Ten Klooster et al., 2008). Following, the task of all participants was to sort the 34 items of the q-sample on the continuum between the left side (-4 = extremely negative) and the right side (4 = extremely positive). In general, participants had to order all statements while keeping the following question in mind: "*How did you experience this aspect before, during or after the rebranding?*" All 34 items were printed on separate cards of the same size and displayed for each participant in random order on a table. To guide participants through the sorting task, they were presented an instruction sheet.

At first participants were asked to carefully read all 34 cards. Then, participants had to sort all cards into three piles: positive, neutral and negative. Once this task was executed, participants were requested to respectively sort the piles positive and negative into three new groups and to subsequently distribute these cards on the Q-sort: extremely positive/negative (2 cards), positive/negative (3 cards) and fairly positive/negative (4 cards). Also, the neutral pile had to be sorted in three groups and distributed on the Q-sort: items that strongly tend to a positive evaluation (5 cards), items that are evaluated neutral (6 cards) and items that strongly tend to a negative evaluation (5 cards). After participants had completed the sorting task, they were given some additional time to (re)consider the result, which led to either a verification of the sorting result or to exchange some of the cards. Eventually the researcher made a picture of the final Q-sort to ensure the accurate processing of all data.

Additionally, after the sorting task the researcher conducted a brief post-sorting interview to enable participants to explain their final Q-sort in order to increase the richness and quality of the data (Watts & Stenner, 2012). For the reason that study 1 already deepened participants' perspectives on the rebranding and results of the Q-sort often confirmed these perspectives, additional interviews after the sorting task were kept brief.

3.4.4. Data analysis

The computer software program 'PQMethod', developed by Schmolck and Atkinson (2002), was used to analyse the obtained Q-sort data. After defining the Q-sort structure and

importing all statements (n=34) the Q-sort data was entered. Afterwards, following the guidelines of Ten Klooster et al. (2008) to initiate the actual data analysis, a correlation matrix of all Q-sorts was produced, indicating the degree of correspondence between participants. Subsequently a Centroid factor analysis and a Varimax rotation were executed to distinguish groups of participants. This analysis led to 3 clusters of participants, that is, 3 distinguishable factors. Also, confounding participants and non-significant participants were identified.

4.

RESULTS

4.1. Evaluation of the rebranding per organization

For the reason that four different organizations took part in the current study, which each recently went through a rebranding, participants' general findings and experiences about the rebranding of their organization are firstly examined. This resulted in an overall evaluation of the rebranding per organization, as can be found in the following sections.

4.1.1. Schagen Groep

Participants employed by Schagen Groep often defined their organization by using the same terms. Schagen Groep is characterized as a transparent, friendly, decisive and progressive family business. All participants mention to feel connected to and are proud of the organization, inter alia due to the granted independency, the no-nonsense organizational identity, hard-working mentality, short lines of communication within the organization and a high degree of collegiality. This sense of belongingness became apparent from both the many years participants are employed by Schagen Groep and the performance of additional tasks for Schagen Groep outside work, like participation in the staff association.

Unfortunately employees were uninformed about the need for the rebranding. Nevertheless, participants expected Schagen Groep went through a rebranding because a newly appointed managing director perhaps implied the development of a renewed appearance for Schagen Groep. Only two participants mentioned the rebranding was initiated for the reason to emanate unity between all subsidiaries. Participants thought there was no direct need for a rebranding, however it did fit with the progressive and modern identity and image of Schagen Groep. The communication flow during the rebranding process was experienced sufficient by participants, even as the internal launch of the rebranding. In contrast, the implementation of the rebranding was perceived slightly negative due to the fact that the old CVI was yet not fully replaced by the new CVI. As a result, participants thought that the rebranding process took too long.

The current study showed that each participant was satisfied with the new CVI including pay-off since it was perceived as modern, distinct and pretty. Now it is clearly visible that all subsidiaries belong to one parent company and together they form Schagen Groep. The CVI is applied consistently, made possible by the adequate and easy to use tools available for applying the CVI. In conclusion, the rebranding was perceived as value adding.

4.1.2. ZGT

Participants employed by ZGT mainly characterized their organization as hospitable, committed, professional and modern. ZGT is distinguished by innovation and the integration of science and it is expected that ZGT has a positive image to external stakeholders. Participants however mentioned the provision of care at two locations as causing inefficiency for patients. All participants have a high sense of belongingness to the organization as evidenced by them inter alia participating in secondary activities for ZGT. Besides, employees are frequently involved in decision-making processes about the hospital, which creates employee support, responsibility and commitment. Even though ZGT is a large organization, for participants it feels like a small organization with short communication lines, close colleagues and pleasant cooperations between divisions. Employees show commitment and draw much satisfaction from their work.

Participants have not been involved in the rebranding process of ZGT, but did not mind this. In spite of this absence, the presence of internal support is questionable since participants' perceptions about the need for the rebranding are mixed. This was partly due to the management that regrettably did not motivate the decision to rebrand. Nevertheless, the general perception about the reason for the rebranding was to update the old CVI in order to create more awareness for the hospital and to increase the attractiveness and appeal of ZGT for patients by emphasizing patient friendliness and hospitality. Only two participants mentioned the rebranding was occasionally communicated on the Intranet of ZGT. Other participants said they had not noticed any communications about the rebranding, as evidenced by some of them noticing the change in pay-off but being unaware of the change in the logo of ZGT.

Participants generally mentioned the new CVI of ZGT was appealing and shows professionalism, hospitality and modernity. Thereby it is believed the CVI fits ZGT because the colors used are regarded real "ZGT colors". The high degree of continuity between the old and new CVI was perceived positively because of the accrued familiarity with the logo remained intact. Also the change in pay-off was appreciated since the new pay-off emanates the mission and vision of ZGT, emphasizes distinctiveness and clearly indicates it is about hospital care. Though two participants regarded the pay-off as slightly grandiloquent.
A criticism of the rebranding process was that the old CVI was not yet completely replaced by the new CVI. Concluding, the rebranding and other developments within the hospital complement each other, as a result of which the hospital creates an increasingly distinctive position in its market sector.

4.1.3. The Prinseschool

Progressive, transparent, high-quality, international, and focus on learning were frequently used terms by participants employed by the Prinseschool to circumscribe their organization, thereby simultaneously emphasizing distinctive features of the Prinseschool. Furthermore, employees of the Prinseschool are personified as hard-working, dedicated and eager to learn. It is believed the Prinseschool has a positive, professional image, primarily derived from their distinctive features, including its bilingual IPC education. Other schools envy the Prinseschool by what it does and what it achieves. For the reason that participants cherished pride, respect for the management and colleagues, and passion for the school, the sense of belongingness to the organization was perceived high. Employees were eager to be engaged in renovation and development, which completely fits the core idea of the school. Participants thus gladly identified themselves with the Prinseschool.

Employees were not involved in the rebranding process of the Prinseschool, but nevertheless repeatedly informed about upcoming changes. Overall, the structural communication flow during the process was perceived as sufficient and convenient. A point of criticism however referred to the substantiation of the rebranding, which according to most participants was unfortunately not explicitly communicated. Subsequently, participants did not perceive a direct need for the rebranding but nonetheless supported it since such a change matched the progressive character of the Prinseschool. Hence internal support for the rebranding was present within the organization. Besides, the festive launch of the rebranding, two which also a competition for pupils was linked, was experienced extremely positive. The pupils were actively engaged in the last phase of the rebranding by joining the competition, which was received enthusiastically by the pupils, parents and teachers

All participants perceived the new CVI as more up-to-date, scholastic, merrier, and thus as attractive and appealing. As stated, the core values and the mission and vision of the Prinseschool appeared very clearly from the CVI. At the time of the investigation, the rebranding was in its completing phase, because the old CVI was not yet completely replaced by the new CVI. For this reason the length of the rebranding process was perceived as too long. Besides, with regard to the implementation of the rebranding, this left something to be desired. For example the required typeface and colors were not loaded by default in Microsoft Word whereby it was demanded from all employees to download and then adapt all corporate documents themselves. Subsequently, not all employees properly implemented the CVI and as a regrettable result hereof, the CVI frequently was applied inconsistently. Hence, the implementation of the rebranding and the availability of tools to apply the CVI were found negative and insufficient.

4.1.4. RGN

RGN brand identity services is aptly described as a globally present and locally available brand office, personified as pragmatic, progressive, professional, no-nonsense. Employees are characterized as sympathetic, smart and energetic doers. Participants have a high sense of belongingness to the organization and stated the core values of the organization fit them perfectly. Their feelings of being part of and involved in the organization are of great value. Also, a high degree of good fellowship and consensus, pride for the organization and trust in the management was prevalent during the study. Besides, the image of the organization is expected positive and consistent with the characterization of the organization. RGN is distinguished by its pragmatic mode of working and close cooperation with customers.

Since the previous CVI and positioning did not accurately represent RGN and its activities anymore, the need for the rebranding was perceived high. This need for the rebranding was also substantiated clearly by the management of the organization. With regard to employee involvement during the process, only some employees were involved in the start-up phase of the rebranding process. This was found sufficient enough by employees. The communication during the process was highly appreciated since employees were informed about the rebranding in advance and they structurally received an update about the state of affairs. At the end, the new CVI was presented during a staff meeting. Participants positively look back on the rebranding process.

The new CVI of RGN was received with a lot of enthusiasm. Participants regarded the new CVI as pretty, more up-to-date and as emanating professionalism and internationality. The underlying meaning of different elements of the CVI was logical and matches organizational values. This also applies for the altered positioning of RGN. The new descriptor, 'brand identity services', now covers all activities of RGN, thus is representative of the organization. In general, the new CVI fits the identity RGN wants to convey to external stakeholders. Furthermore, due to the availability and sufficiency of tools for applying the CVI, the new CVI is applied consistently. In conclusion, the rebranding of RGN was perceived as value adding for the organization.

4.2. Results of study 1 | Interviews

In this section the results of study 1 are discussed on the basis of four main constructs derived from the code manual: rebranding process, outcomes of the rebranding, perceived impact of the rebranding on the organization and perceived impact of the rebranding on the employee. Topics that specifically address one organization are yet explored in section 4.1. as well as in the case descriptions and are not reflected upon anymore in the results of study 1.

4.2.1. Rebranding process

Need for the rebranding

Twelve of twenty participants did not think their organization was in need of a rebranding. Frequently they mentioned the old CVI was extremely familiar to the employees and had been applied in the organization for such a long time that therefore participants' attitude towards the rebranding was initially slightly negative. Also often mentioned are the limited financial resources, as participant 11 stated: *"Considering the time of cutbacks and such, and then a new logo, I know it is quite costly and that makes me think: Was it not better to spend the money on something useful to, for example, an extra nurse or whatever?"*. Despite twelve participants' critical attitude towards the rebranding, the remaining eight participants did see the point of it. In order to stay up-to-date, a rebranding of the organization is necessary once in a while. Participants also mentioned a rebranding fits with progressive organizations, such as the Prinseschool. Some participants simply shared the opinion that the old CVI and corresponding communication means were outdated by which a new, modern and more professional appearance was desirable. As in the case of RGN, the old CVI and positioning did not cover the activities and identity of the organization anymore, which implied the inevitability of a rebranding. For all different subsidiaries of Schagen Groep, the opinion that unity between the subsidiaries had to be visualized dominated.

Unfortunately the management remained silent about the actual substantiation of the rebranding. Fifteen participants, of which ten believed there was no direct need for a rebranding, shared this opinion. Participants would have appreciated it if the management had clearly communicated the reason of the rebranding. This in particular to counteract speculations in attempt to prevent incomprehension and eventually to create understanding and support within the organization. In accordance herewith, participant 7 mentioned: *"I believe employees always need to be involved in such processes by communication, since this is a major organizational change with a big impact"*.

In spite of the absence of a sufficient foundation, most participants did perceive that internal support for the rebranding was present within the organization. The rebranding in general was received with positive reactions and most employees supported the new positioning, pay-off and resulting CVI.

EMPLOYEE PARTICIPATION AND COMMUNICATION

Participants mentioned none of the employees of any organization have been involved in the decision-making in the rebranding process. Only at RGN some employees were involved in the start-up phase of the rebranding process, in the determination of the identity of RGN. Most participants indicated they did not mind the absence of involvement in the decision-making in the rebranding process and expected this view to be valid for the whole organization: *"If you want everybody to contribute and to have a say in the choice for a new CVI, we would still not have a new CVI in two years"* (participant 19). It is best to leave it to experts or to a representative group within the organization. Though, participants did find it important to be informed about the rebranding and the necessity. Slightly negative comments concerned the ignorance about who were responsible for the rebranding, causing uncertainty for employees as to whom to turn to with questions. Another criticism related to the absence of employee participation specifically in the implementation of the rebranding. Certain participants indicated that when employees would have been involved in the implementation phase, problems currently experienced in the application of the new CVI were to prevent, as supported by participant 20: *"I think that if the team would have been involved in the realization of the rebranding, we would have been able to implement the CVI accurately "*.

Participants' views on the communication during the process were mixed. In three of four organizations employees regarded they were properly informed in advance about the upcoming rebranding. Although in each organization in a different way, whether offline by post or online through a digital newsletter or Intranet, participants appreciated the openness of the management. Participant 5 stressed this by stating: *"They do not need to inform all employees, but they did anyway. I appreciated that a lot"*. Keeping employees periodically updated about organizational changes ensures clearness, enthusiasm and ideally, employee support. According to participants it is of major importance to find a right balance in quantity and content of communication in order to avoid a buzz around and negative speculations about the rebranding. Criticism on the communication during the rebranding process mainly related to the absence of a substantiation for the rebranding. As was apparent in the case description of ZGT, however not from the interviews with employees, was that employees were twice informed during the process. A discrepancy is found here as for most participants the new CVI came as a surprise, thus indicating a lack of communication about the rebranding. As participant 6 summarizes: *"The rebranding went quite past me, so I either missed something huge, or it was not communicated properly"*. Participants shared the opinion that if the organization wants to emanate something new, like a different image, the management should involve employees in the process by thoroughly communicating about it.

Completion of the rebranding process

In merely one organization the CVI was launched externally. The other three organizations only internally paid attention to the launch of the CVI. At the Prinseschool pupils were also playfully involved in the external launch of the CVI. Through a competition pupils could submit a name for the new school mascot, a prince: *"The icing on the cake was the revealing of the school mascot. Parents and pupils were able to come up with a name for the Prince and eventually he was named 'Learnalot'"* (participant 10). Employees, parents and pupils appreciated the subsequent official external launch. At Schagen Groep, all participants appreciated the internal launch of the rebranding, by which during a barbecue the logo was revealed on two utility vehicles. Not externally launching the rebranding was by some participants seen as a missed opportunity since it was frequently mentioned that by a festive launch of the new CVI the organization could have been momentarily brought to the attention of external stakeholders positively.

At three organizations the old CVI was not completely replaced by the new CVI at the time of the interviews, which was perceived as disturbing by participants as supported by participant 7: *"I think that if the choice for a rebranding is made, it has to be ensured as soon as possible that the organization gets to a 100% substitution, which is the most powerful"*. Nevertheless, participants did not receive any comments from customers or patients on the incompleteness of the rebranding, so expected customers did not notice the incompleteness at all. Furthermore, employees were occasionally required to first get through the old communication means, such as letters and memos, before implementing the new designed and printed communication means.

It has been found that, with the exception of one participant, participants who perceived incompleteness in the replacement of the old CVI were also dissatisfied with the length of the rebranding process. Likewise, some other participants mentioned their distress of this. This incompleteness often caused the rebranding to last more than a year to accomplish. And in some organizations, decision-making took quite a long time because several people had a say in the rebranding process thus needed to be involved, which at the time slightly delayed the process. Alternatively and remarkably, participant 19 believed the old CVI was not yet completely replaced, nonetheless did not feel that the rebranding process took too long. She argues: *"I think it is better to reveal the new CVI at the time that the rebranding is fully completed and all phases and tasks are fulfilled, than revealing it when half of the rebranding is not yet finished."*

It can be stated that overall participants were content with the management of the rebranding process. The process went reasonably fluent. The management primarily had a

supporting role, which according to participants was fulfilled well. Besides, employees had good faith in the management. Occasionally, the management of the process was criticized for the lack of communication on the reason or state of affairs, the incomplete replacement of the old CVI, lack of employee involvement in the implementation of the rebranding, or the length of the process. According to the latter, since often the rebranding of organizations had been divided into phases, it was found significant that employees were provided for example a clear timetable so that they knew what to expect and when. Participant 5 mentioned the underestimation of the rebranding process by the management: *"The management of the process was sufficient, however they may not have realized there is a lot involved in such a process".*

4.2.2. Appreciation and application of the CVI

Changes in the CVI and positioning

For the reason that the actual changes in the CVI and eventual positioning of all organizations are yet addressed in the case descriptions (Appendix 1), these are not reflected upon anymore in this section. Summarized it can be stated that each organization's positioning in general remained the same, but that the entire CVI changed. Among all four organizations, RGN has undergone the most rigorous change. Both the identity and image of RGN did not fit the desired identity and image anymore. Therefore they were forced to occupy a different market position.

With the exception of participants employed by RGN, all participants mentioned they did not know on what ground choices about the new CVI were made. The management did not substantiate the realization of the CVI. However not necessary, participants named being informed about the reason why it was chosen for certain elements in the CVI would have been appreciated. In contrast, employees of RGN received a presentation on how the CVI was built and its underlying meaning.

All participants perceived a fairly high degree of continuity between the old and new CVI. This was valued highly by participants expected employees were still able to identify themselves with the CVI. A high degree of continuity implies familiarity and recognition as supported by participant 1: *"We carried the old logo for quite long time, but the new logo did not alienate me, it was not strange to me. It actually felt kind of familiar to me."* Besides, when rigorously changing a CVI, the organization is perhaps at risk to lose a part of their brand identity, which in particular applies for changing the name of the organization.

Appreciation of the CVI

Participants' appreciation of the new CVI is as yet elaborated on in section 4.1. and therefore is not extensively discussed in this section. Only one participant mentioned she perceived the CVI as a bit too abstract and the used colors as quite old-fashioned. In general, irrespectively which organization, employees received the new CVI positively. Commonly used terms to indicate optimism about the new CVI, including pay-off, were: modern, distinct, powerful, professional, refreshing, decently, inviting, sympathetic and solid.
In relation to the altered pay-off, participant 8 enthusiastically stated: *"We are Twente so periphery, for some people just a small hospital. We however provide comprehensive healthcare and perform extremely well. We should be proud of this and show it."* In addition, the vision and mission of organizations became clearly apparent from the new visual identities. The application of various elements of the CVI in communication means such as letters and school reports is also found pretty.

Based on the perceived appropriateness of the CVI for the organization, most participants agreed on an accurate fit. Due to the valuable high degree of continuity, the new CVI was often perceived to fit the organization well. By now, in case of RGN, the appearance of the organization, in particular the altered descriptor, matches the organizational activities. Also frequently mentioned is that the CVI fits the organizational core values and corporate culture well: *"We definitely stand for something and are a powerful organization, and I also think the CVI is strong. It shows decisiveness and that is exactly what we are"* (participant 3). With regard to the Prinseschool, it is said the new CVI has a more scholastic appearance than the old one, partly due to the color use and typography. Besides, the school mascot symbolizes the pupils and the banners that stand in front of all schools clearly express the mission and vision, as supported by participant 19: *"In front of the schools we have banners stating: everybody different, everybody special, everybody equal. This motto fits a lot with our vision and I think it is very positive to connect that to our CVI."* Examining ZGT, three participants perceived the new CVI as inappropriate. The two participants who regarded the pay-off as too grandiloquent shared the opinion that the CVI did not fit the organization. Furthermore, the one participant that did not like the CVI at all believed the color usage was not very suitable for the organization and the region Twente.

Application of the CVI

In general, participants were satisfied with the availability and the ease of use of the tools for applying the CVI. Accessible tools were inter alia an (online) corporate identity manual, a shared computer drive, folder or program which included logo's and standard templates for Word, Excel, PowerPoint, e-mail, etcetera and a formatting tool for promotional

communication means. These tools strongly reduced the possibility of making mistakes in the application of the CVI. A few participants however criticized the available tools. At Schagen Groep the communication means all need to be developed by tools that work with a fixed grid. This grid cannot be modified manually by employees. They are only allowed to add text. On the one hand, this improves the consistency of the use of the CVI, but on the other hand, not all communication means look as beautiful as desired. The latter refers to for example the excessive letterheads by which two pages for only a short letter is the rule rather than the exception. At Prinseschool employees were required to adjust all corporate documents themselves. Besides, employees also had to download all required fonts and colors themselves. As a result, the available tools were not always perceived user-friendly: *"It had to be taken care of that if standard forms were created, that teachers should not be required to adapt these to the new style themselves. It would have been better if for example a click-form was created"* (participant 12).

14 participants emphasized that the CVI usually is applied consistently, of which four participants noticed that only occasionally a mistake was made, causing some inconsistency. Of those four participants, three were employed by the Prinseschool. As participant 20 stated: *"The fonts and colors are not loaded by default in Word and that is what unfortunately went wrong in the implementation of the rebranding."* Besides, six other participants also mentioned an incidentally inconsistent application of the CVI. This was probably due to the fact that either employees were instructed to first finish up all old communication means or because of the guidelines for the application of the CVI were not known to everyone. In spite of this, it was mentioned that employees remind each other when it is noticed that the CVI is not applied accurately. At one location of the Prinseschool an employee even took it on herself to ensure that all employees had the correct documents and logos at their disposal. So with a few exceptions, most participants emphasized the CVI was applied consistently.

4.2.3. Perceived impact of the rebranding on the organization

This section discusses the perceived impact of the rebranding on the organization, distinguished in external consequences and internal consequences. The first section, 'perceived external organizational impact', addresses respectively the perceived rebranding impact on the organizations' visibility, recognizability, distinctiveness, relevance, and image. The following section, 'perceived internal organizational impact' examines respectively the perceived rebranding impact on organizations' modernity and corporate culture. Lastly, the perceived added value of the rebranding is explicated.

Perceived external organizational impact

The majority of participants shared the opinion that the rebranding had a positive impact on the visibility of the organization. By emitting a consistent and consequent appearance better visibility for the organization was created. The impact on the visibility largely depended on how the carriers of brand identity were deployed. As evident at the Prinseschool: *"The crown which is placed on the roof of all three schools always illuminates light. This definitely attracts attention, especially at night"* (participant 12). Furthermore, by putting more effort into the PR and marketing of organizations and making more use of (social) media, more attention was created for the organization, which implied a higher level of visibility. This often became apparent by organizations receiving many positive reactions on the organizational change from external stakeholders. So the use of external communications during and after the rebranding, whether online, by social media or the website, or offline, by leaflets, advertisements or newspaper articles, was of great influence on the visibility of the organizations. Participants who did not perceive a significant impact on the visibility of the organization mainly argued that regardless of the rebranding the organization already was highly visible for external stakeholders.

All participants who perceived a positive rebranding impact on the visibility of the organization also perceived a positive impact on the recognizability of the organization and vice versa. Both variables are extremely intertwined. In case of Schagen Groep the rebranding ensured that Schagen Groep is now regarded and noticed as the parent company of several smaller companies. Their CVI became highly visible in various places and for various stakeholders. Due to this increase in visibility, the recognizability of the organization for external stakeholders also increased. Also, by being more present in (social) media, both the visibility and recognizability of all organization increased. Besides, a high degree of continuity between the old and new CVI implied that the recognizability of the organization to external stakeholders mostly remained intact. Overall, it is argued that the rebranding created more unity in communication utterances, which increased the recognizability and led to a more professional appearance. And as participant 19 stated: *"Those banners in front of all schools appeal to everybody looking for a school for their child. The character of the school becomes very clear from the CVI. I regard those banners as a really valuable replenishment."*

In general, in particular participants employed by ZGT, RGN and the Prinseschool noticed a limited improvement of the organization's distinctiveness, as supported by participant 12: *"The Prinseschool is a progressive school that wants to distinguish itself with respect to other schools. I think the CVI is part of that distinctiveness."* With respect to RGN, the provision of services has remained the same. The rebranding however resulted in RGN positioning themselves in market segments RGN was not sufficiently positioned in

previously. This was perceived to increase the distinctiveness of RGN. When participants had to estimate the impact of the rebranding on the distinctiveness, the organizational change and appeal of the CVI was often compared to the performance of competitors at that moment. Employees of ZGT mentioned the organization distinguished itself from their competitors by the bright and warm color use. The pay-off also distinguishes the organization since it is extremely organization-specific and represents the vision, mission and core values of ZGT. The few participants that did not perceive an impact on the distinctiveness of the organization argued that an organization distinguishes itself based on performance and organizational activities rather than by a CVI.

The relevance of organizations has increased slightly by the rebranding. The changes in the CVI led to a more professional and international appearance for organizations, in particular due to a more modern and up-to-date CVI and the increased consistency and unity in communication utterances. This indirectly enhanced the attractiveness of organizations, as argued by many participants. In addition, participant 15 mentioned: *"Now it is more clear for customers who we are and what we do. If we serve certain customers they understand why RGN is the right partner for them. In the past, by carrying the old CVI, this was not always the case."* Furthermore, participants indicated they received positive responses to the rebranding from external stakeholders and that those stakeholders often requested more information. As became apparent from participants' remarks was that the rebranding impact on the relevance of the organization was closely linked to the impact on the visibility and recognizability. Although an increase in the relevance of organizations was perceived, participants mentioned the performance of organizations did not increase. Because of the small-scale character of the rebranding, an increase in the performance of the organization was too far-fetched. Only participants of RGN expected a small increase in the organizational performance for the reason that RGN occupied a different market position. In all probability this reinforced the professional and international appearance of RGN, by which the relevance and the organizational performance was enhanced.

It was not expected that the rebranding significantly impacted the image of the organization. Participants solely expected that the organization enjoyed a more professional and, in case of RGN, international character: *"Our image has perhaps become more international because we now mostly communicate in English. Our appearance seems more international and this creates another image than just that of a small brand identity organization in Almelo. I think the international image will now prevail for external stakeholders"* (participant 13).

Perceived internal organizational impact

Internally, the rebranding was not perceived to significantly impact the modernity of the organization. The organizations in itself are yet highly progressive and the rebrandings were therefore an outcome and confirmation of this progressiveness instead of the other way around. As participant 19 supported: "*The rebranding confirms that we as a school are progressive and willing to work with the latest methods and insights in order to teach children to learn. A new CVI suits this core idea.*" Many participants did argue that the rebranding did impact the external appearance of the organization, resulting in a more modern and recent image. By the rebranding, the organization shows it attaches value to their appearance. It continues to develop, improve and innovate. Eventually, this contributes to the modernity of the organization.

Participants, with the exception of participants employed by Schagen Groep, shared the opinion that the small-scale rebranding did not impact the corporate culture. They stated that the rebranding did not affect behaviour, norms and values within the organization. And against the backdrop of other significant developments within the organization at that time, participant 20 argued that the rebranding was rather a by-product. In spite of this, at Schagen Groep the rebranding created more awareness and feelings of unity within the different organizations. Employees realized they are part of something bigger, the parent company. This strengthened employees' feeling of community.

Added value of the rebranding

Most participants regarded the rebranding of their organization as value adding. It is found that participants recognised the benefits of the rebranding, appreciated the new CVI, saw great opportunities for external communication and believed the rebranding eventually will do good for the organization: "*I regard the rebranding as the jacket that now suits our organizational activities, so in that respect as a kind of shell wrapped around our skin. Our identity is more important. To the outside world, our identity now matches with what we always thought about our organization*" (participant 15). Besides, the moment in time required the organizations to rebrand. And for organizations it is extremely significant to keep improving and developing. Nevertheless, a few participants mentioned that while the costs of the rebranding were high, the benefits for the organization, thus positive internal and external effects of the rebranding, remains to be seen. For these participants it was difficult to assess what the rebranding yields for the organization.

4.2.4. Perceived impact of the rebranding on the employee

This section examines the perceived impact of the rebranding on the employee, distinguished in the perceived impact on employees' beliefs about their job and the perceived impact on employees' beliefs about the organization. The first section addresses respectively the vehemence of changes for the employee, the rebranding impact on the sense of belongingness, work atmosphere and the way of working. The following section discusses respectively the rebranding impact on the appreciation of the organization, pride for the organization and the trust in the management.

Perceived impact on employees' beliefs about their job

The vehemence of changes for employees undoubtedly was very small. Participants indicated that besides applying the new CVI, little has changed for them. The organization has not changed substantively, the organizational structure did not alter, and work has remained the same for employees. Merely the organizational appearance was changed. Employees only had to adopt and apply the CVI accurately and consistently, and monitor the accurate application of the CVI throughout the organization. Furthermore, some participants stated the rebranding primarily served an external objective for the organization.

Opinions about the perceived impact of the rebranding on the sense of belongingness to the organization were mixed. Overall, the sense of belongingness to the organization was high for all participants. In addition a few participants literally mentioned their identity is partly constituted by their employment at the organization: *"A part of my identity is me being a teacher and a part of my identity is constituted by my connectedness to the Prinseschool in Enschede"* (participant 10). With regard to the rebranding, a few participants mentioned they did not perceive an impact on their sense of belongingness to the organization. The organization went through so many major changes that employees somewhat had lost their recognition with the organization. Also, participant 8 revealed that nowadays, many employees lack intrinsic motivation for their profession. She would have liked the rebranding to create and enable some kind of shift in culture, which has unfortunately not been achieved: *"It would have been so fantastic to combine forces, also with a powerful logo. However, those are wishes."* On the contrary, some participants did perceive a positive impact on their sense of belongingness to the organization. The rebranding contributed to a passionate and professional work attitude, more unity within the organization, pride for the organization, and enthusiasm about the new appearance. Eventually participants felt even more connected to the organization, as supported by participant 14: *"Pride, the unity and harmony again. And all employees operating under the*

same flag, also abroad." Furthermore, the rebranding created awareness for the organization and inspired participants to think about who the organization is, what the organization does en who the organization wants to be.

Practically all participants argued the rebranding did not impact their way of working. Employees kept doing what they already did and the way of doing these activities likewise did not alter. Participants employed by Schagen Groep however stated that the rebranding led to more cooperation and sparring between the different subsidiaries: *"By the choice of a new CVI, Schagen Groep entered into a process of change."*

Examining the impact of the rebranding on the work atmosphere, 18 of 20 participants agreed that the rebranding did neither positive nor negative affect the work atmosphere. The work atmosphere within all organizations was good and fraternal, and remained this good and fraternal. Although in addition to the rebranding the workplace went through many major and minor changes, especially within ZGT, the change in CVI did not alter the mentality and relation between colleagues. Besides, as participant 17 stated: *"I'm working on changing the work atmosphere. However that is a continuous process, which already began before the rebranding process started. Nevertheless the rebranding did act as a catalyst in inter alia raising awareness for this process. That is a consequence of the rebranding you should be aware of."* For the same reasons as those applied to the sense of belongingness and work atmosphere, the rebranding impact on the job satisfaction of participants was perceived scarce. A few participants mentioned they only felt more positive, enthusiast, and motivated.

Perceived impact on employees' beliefs about the organization

With regard to the management of the organization, participants shared the opinion that the rebranding did not impact their initial good faith in the management. Before the rebranding started, employees were confident that the management was able to correctly and accurately guide the process. Throughout the process this belief remained valid and as participant 18 supported: *"Our change in CVI has not changed my faith in the management. And besides, it would be very strange that by creating a new appearance thus CVI, there would suddenly be more trust in the management."* Furthermore, depending on the size of the organization, most participants believed that they are taken seriously by the management and that their input is appreciated: *"Yes, we are definitely taken seriously. If you think with them and come up with something good, whether small or big, they appreciate it a lot. However, do you come up with some nonsense, they will tell you too*" (participant 10). In major organizations as ZGT, employees are not always satisfied with how they are treated by the management. The organizational structure is extremely hierarchical and a few participants sometimes feel they are not sufficiently listened to, which now and then causes incomprehension among employees.

Before the rebranding, all participants highly appreciated their organization and it has been found that the rebranding did not impact this. The organization's activities, vision, mission, core values and corporate culture determined the appreciation for the organization rather than the CVI. Most participants agreed that they valued the rebranding and appreciated the new CVI so in that sense it was expected that this did somewhat influence participants' appreciation for the organization. As participant 3 however stated: *"The longer I am employed by Schagen Groep, the greater my appreciation. But in my opinion that has not much to do with the rebranding."*

In general, participants all appointed that irrespectively of the rebranding they cherish pride for the organization. This pride expresses itself in enjoying work and proudly talking about work. Also, as mentioned by participant 1: *"If I drive along somewhere Schagen Groep is at work, this makes me think and say: hey, that is where I work!"* With regard to the rebranding, most participants believed their pride and appreciation for the new CVI is subsequently projected on their pride for the organization. It is found that participants feel even more proud by experiencing that internal stakeholders received the rebranding enthusiastically and with full commitment.

4.2.5. The results of study 1 summarized

What emerged from the results of study 1 is that in general the rebranding was perceived as value adding and that the impact of the rebranding on the organization was perceived greater than the impact of the rebranding on employees themselves. Since the scope of the rebranding of all four participating organizations in this study was small, this probably explains the results of study 1.

With regard to the rebranding process, participants were mostly satisfied with the management of the process. Mainly due to the absence of a substantiation of the rebranding, most participants did not perceive a direct need for the rebranding. In spite of this, it was believed that internal support for the rebranding was present within the organization. With the exception of the start-up phase at RGN, employees were not involved in the rebranding process of their organization. This was not found obstructing by employees, though a few participants mentioned they would have found it desirable to be involved in the execution phase of the rebranding in order to properly implement the CVI. Views on the communication during the rebranding process were primarily negative. Participants however indicated they appreciated a periodically update about the state of affairs concerning the rebranding. Furthermore, in most organizations, the old CVI was not fully replaced by the new CVI, which was experienced as disturbing. Consequently, it was generally perceived that the rebranding process took too long.

Irrespectively of the organization, participants appreciated the new CVI and regarded the CVI as very suitable to the organization. This was often partly ascribed to the high degree of continuity between the old and new CVI. Examining the applicability of the CVI, in general participants were satisfied with the availability and the ease of use of the tools for applying the CVI. Only at the Prinseschool, the availability and applicability of the tools were criticized. Besides, in most organizations it was believed the new CVI was applied consistently.

Participants perceived a positive rebranding impact on the visibility, the recognizability and the relevance of the organization. In two of four organizations, a positive impact on the distinctiveness of the organization was found. It was not expected that the rebranding directly affected the image, the corporate culture and the modernity of the organization. With regard to the latter it was however argued that the rebranding led to a more modern appearance for the organization. This eventually was expected to contribute to the modernity of the organization. For it was believed that the rebranding positively impacted the organization, the rebranding was perceived as value adding.

Lastly, addressing the perceived impact of the rebranding on employees of an organization, it was found that the vehemence of changes was very small for employees. The rebranding did therefore not alter employees' way of working or the work atmosphere. Besides, since the trust in the management was high already, the rebranding neither positively nor negatively impacted this level of trust. Regardless of the rebranding, participants appreciate, cherish pride for and feel strongly connected to the organization. The rebranding confirmed and strengthened these feelings.

4.3. Results of study 2 | Q-sort

4.3.1. Factor extraction

The data analysis of study 2 is completely executed by using the software program 'PQMethod'. Before performing a factor analysis, it was necessary to determine the number of factors to be included in the analysis. For this purpose it was crucial to compute the eigenvalue and explained variance of the factors. Requirements for factors to be included in the analysis were that the eigenvalue of each factor was higher than 1.00 and the total explained variance higher than 30%. As can be seen in table 2, the analysis carried out on the data of study 2 showed that three factors could be distinguished.

By subsequently performing a Centroid factor analysis, followed by a Varimax rotation, the factor load of each participant on each factor was measured, where after participants could be assigned to a factor. It has been found that 17 participants explain 50%

of the data. This is a convenient score since scores above 30% explained variance are already trustworthy. The distribution of these 17 participants on the three factors is also shown in table 2. Furthermore, three participants were excluded from further analysis because they did not load significantly on either one of three factors.

Table 2

Eigenvalue and explained variance of all three factors

Factors	1	2	3	Total
Eigenvalue	6.5459	2.0190	1.4212	9.9861
Explained variance	33%	10%	7%	50%
n	11	4	2	17

4.3.2. Factor interpretation

Factor 1: Dissatisfaction with the CVI management, but optimism about the functionality of the CVI

Figure 1 shows the shared vision of factor group 1. The distribution of participants on this factor including demographic characteristics, can be found in table 3.
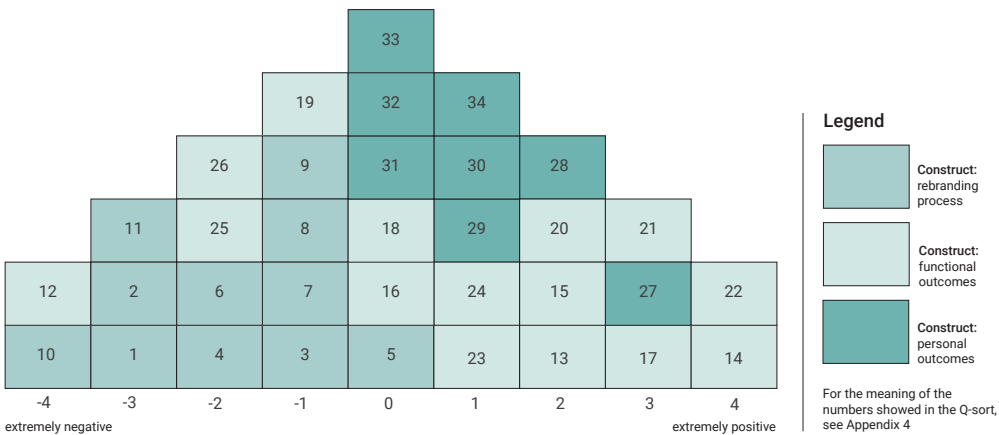
Figure 1

Q-sort factor 1

Legend

Construct: rebranding process

Construct: functional outcomes

Construct: personal outcomes

For the meaning of the numbers showed in the Q-sort, see Appendix 4

Table 3

Distribution of participants factor group 1

Distribution of participants belonging to factor group 1	
Number of participants	11
Organizations	Schagen Groep: 4 participants
	ZGT: 3 participants
	RGN: 2 participants
	The Prinseschool: 2 participants
Average years of employment	11.8 years (ranging from 2 to 36 years)
Gender	6 females, 5 males
Average age	38.4 years old (ranging from 27 to 57 years old)
Educational attainment	Intermediate Vocational Education: 3 participants
	Higher Vocational Education: 7 participants
	Academic degree: 1 participant

In general, participants included in factor group 1 experienced the rebranding process, and in particular the overall implementation of the rebranding, relatively negative. As identified as distinguishing statements of factor 1 and evaluated negative are amongst other things the high costs of the rebranding and the available tools for applying the new CVI. In support of the latter, participant 12 mentioned: *"Few tools are available for employees and we had to adapt all forms, letters, memos and reports etcetera ourselves. For many colleagues this unfortunately formed an obstacle as they experienced difficulties in their ability to do and actually complete this."* Furthermore it was often mentioned that the old CVI was not yet completely replaced by the new CVI. Eventually, the latter two issues led to some inconsistency in the use of the new CVI, another distinguishing statement of factor 1. Participants also criticized the length of the rebranding process and the employee communication during the rebranding. The latter statement was also identified as distinguishing. Participants would have liked to be informed earlier about the rebranding and in particular about the reason for the rebranding. As participant 3 stated: *"The choice for the rebranding was only substantiated at the moment the CVI was launched. It would have been pleasant if we had been informed earlier in the process."* It was argued that the management of the rebranding process, a distinguishing statement as well, could have been better structured, more open and more transparent: *"It was unfortunate that the management discussed various matters concerning the rebranding behind closed doors and that employees were not involved herein by communicating about the rebranding"* (participant 12).

As perceived extremely positively by participants within factor 1 was the fit of the new CVI including positioning with the organization. With regard to distinguishing statements that were evaluated positive within factor group 1, these included the evaluation of the added value of the rebranding. It was expected that the rebranding improved the

recognizability, modernity and distinctiveness of the organization. Overall, the external impact of the rebranding was perceived positive. In addition, participant 3 expected the organization will eventually come out stronger and more united: *"I have faith in the rebranding and definitely believe that if we continue to use the CVI properly, we come out stronger."*

Furthermore, as became apparent in the Q-sort of factor 1, a neutral standpoint with regard to the personal outcomes of the rebranding was prevalent. Participants did not notice large personal differences, whether positive or negative, due to the rebranding: "I do not feel the change in the CVI did either positively or negatively affect such things as the work atmosphere or my trust in the management" (participant 15). As lastly identified as a distinguishing statement and belongs to the personal construct, was the good appreciation of the new CVI.

With regard to the distribution of participants belonging to factor 1 and based on the ratio of the number of employees per organization, it is cautiously assumed that the division within the first factor group can be mainly attributed to the two dominant organizations within factor 1: Schagen Groep and ZGT. Especially at Schagen Groep, where four of five participants loaded significantly on the first factor, the in this section exemplified overall view of the rebranding predominated. Slightly less, but still, as three of five participants loaded significantly on factor 1, this perspective prevails at ZGT.

Factor 2: Inadequate employee involvement and communication, but enthusiasm about the implementation of the CVI

The shared vision of factor group 2 is shown in the Q-sort in figure 2. The distribution of participants on this factor including demographic characteristics can be found in table 4.

Figure 2
Q-sort factor 2

Legend

Construct: rebranding process

Construct: functional outcomes

Construct: personal outcomes

For the meaning of the numbers showed in the Q-sort, see Appendix 4

Table 4

Distribution of participants factor group 2

Distribution of participants belonging to factor group 2	
Number of participants	4
Organizations	Schagen Groep: 1 participant
	ZGT: 2 participants
	The Prinseschool: 1 participant
Average years of employment	26 years (ranging from 11 to 36 years)
Gender	3 females, 1 male
Average age	50.8 years old (ranging from 43 to 55 years old)
Educational attainment	Intermediate Vocational Education: 1 participant
	Higher Vocational Education: 2 participants
	Academic degree: 1 participant

Identified as distinguishing statements for factor 2 and evaluated highly positive were the consistent application of the new CVI and the complete replacement of the old CVI by the new CVI. Also positively experienced with regard to the rebranding process were the available tools for applying the new CVI and the launch of the rebranding. Both items are distinctive for factor 2. Considering the latter item, participant 6 placed a critical remark by mentioning that when perhaps more attention was paid to an external launch of the rebranding, this would have been a good opportunity to boost inter alia the visibility and image of the organization: *"I think there is paid too little attention to the launch of the new CVI."* Also experienced positively by participants belonging to factor 2 were the functional outcomes of the rebranding. Mainly due to the high degree of continuity between the old and new CVI, the CVI felt familiar and was still recognizable for employees. Due to this, participants perceived the new CVI as suitable for the organization. Besides, participants indicated they perceived a positive rebranding impact on the organization's image and visibility.

When examining the left side of the Q-sort, negative evaluations of participants mainly referred to the absence of employee participation and to the content of and lack of communication about and during the rebranding. All three are of great value to participants and identified as distinguishing statements for factor 2 as well. And as participant 8 stated: *"A lot of agitation with regard to the rebranding but also with regard to other organizational changes could be taken away by just communicating to employees. I often miss that."* By communicating frequently and involve employees herein, decisiveness is created. Participants indicated they would have appreciated it when employees were able to join some conversations about the rebranding in order to create a higher degree of internal support and commitment to the rebranding. Most rebranding issues were now discussed and decided without the interference of employees: *"In my eyes, the rebranding mainly took place behind*

closed doors. Perhaps the management could have manage this otherwise, more organization-wide" (participant 1). Furthermore, for it was not communicated and substantiated clearly, participants were curious about the need for the rebranding.

With regard to the perceived personal impact of the rebranding, the Q-sort of factor 2 shows that items belonging to the personal construct are predominantly sorted on the left side of the Q-sort: *"The rebranding had little to none impact on my appreciation for the organization or whatsoever. I think that ideally an organization's rebranding an organization should have some kind of positive impact on your employees. Otherwise you could better just do nothing"* (participant 6). Despite this comment, the mostly negative evaluation of personal statements creates a somewhat distorted picture. The post-sorting interviews revealed that participants frequently took a more neutral position when it came to personal consequences of the rebranding instead of a negative position. It could therefore be concluded that the new CVI is appreciated highly by participants, however was perceive to have little to no effect on the employee itself. Despite the rebranding, the job satisfaction, way of working, trust in the management and work atmosphere did not alter: *"It did not have an impact on my trust in the management, because there already was much trust. The rebranding just confirmed this trust. The same is applicable to the work atmosphere that was pleasant already and did not change by the rebranding"* (participant 10).

By taken into account the distribution of participants on the second factor group and considering both the average age of participants and the average years of employment at the organizations in question, it is remarkable that relatively high numbers characterize both variables. Besides, the post-sorting interviews revealed that participants belonging to factor group 2 had a high sense of belongingness to the organization, identified themselves highly with the organization, and had good faith in the management of the organization. Probably this explains the sorting results of the participants and the predominantly positively evaluated functional aspects of the rebranding. Besides, the rebranding did neither positively nor negatively affect the employees, which probably could be ascribed to the relatively small scope of the rebranding of each organization.

FACTOR 3: SATISFACTION ABOUT THE REBRANDING PROCESS, DOUBT ABOUT THE FUNCTIONAL OUTCOMES OF THE REBRANDING

As can be seen in figure 3 is the shared vision of factor group 3. The distribution of participants belonging to this factor group including demographic characteristics can be found in table 5.
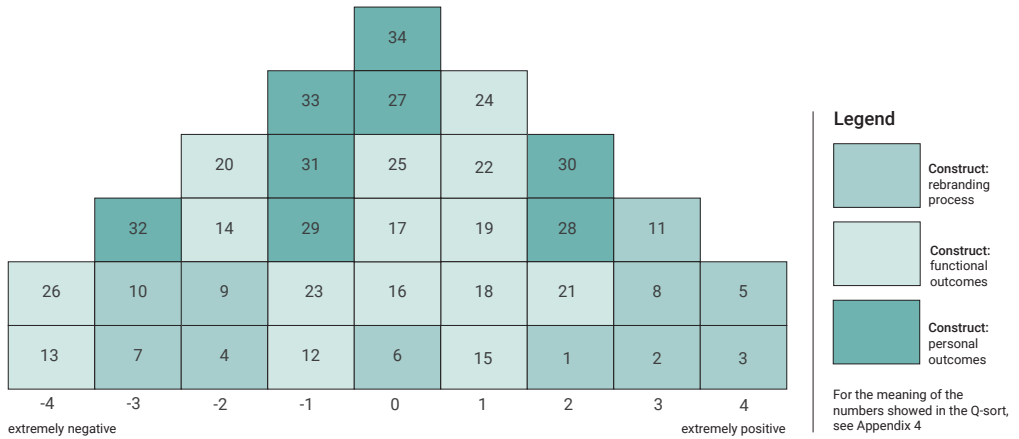
Figure 3
Q-sort factor 3

Table 5

Distribution of participants factor group 3

DISTRIBUTION OF PARTICIPANTS BELONGING TO FACTOR GROUP 3	
Number of participants	2
Organizations	The Prinseschool: 1 participant
	RGN: 1 participant
Average years of employment	3.2 years (2,5 and 4 years)
Gender	1 female, 1 male
Average age	34.5 years old (32 and 37 years old)
Educational attainment	Higher Vocational Education: 2 participants

Examining the Q-sort of factor group 3, it can be argued that, in contrast with factor 1 and 2, participants belonging to factor group 3 evaluated the rebranding process of their organization relatively positive. According to participants and both identified as distinguishing statements, the content of communication was perceived accurate and communication moments were well chosen. Participants were satisfied about the openness and transparency during the process, implying a convenient communication flow. And as participant 13 stated: *"All employees appreciated the new CVI and I believe internal support for the rebranding was sufficient. The substantiation of the rebranding was also appropriate. We agreed with the declared need for the rebranding. So positivity regarding the rebranding process prevailed."* Nevertheless did participant 18 mention her minor interest in the rebranding of the organization. She regarded other major organization-related decision-making processes

of that time as more significant than the rebranding: *"To put it very disrespectful: To me, it simply is a new visualization, no more and no less."* It was therefore appreciated that the rebranding was not communicated profuse during the process. Another distinguishing statement concerns the positive evaluation of the launch of the rebranding, especially in case of the Prinseschool. The involved pupils, parents, teachers and other employees of the school in this launch caused enthusiasm and commitment. Both participants also appointed the usability and sufficiency of tools for applying the new CVI. The new CVI is used accurately and consistently. The latter two items were also identified as distinguishing statements.

On the upper left side of the Q-sort distribution of factor 3 it can be seen that two functional aspects of the rebranding are evaluated most negatively. These distinguishing statements for factor 3 are about the added value of the rebranding and the complete replacement of the old CVI by the new CVI. It has took a long time to replace the old CVI. At the Prinseschool, some communication means, such as the corporate website, must still be adjusted to the new style. This caused participants to regard the length of the rebranding process as too long, and as participant 13 stated: *"We once postponed the deadline because the website was not ready to go live yet. So possibly the rebranding process could have been completed a bit faster."* As both participants argued, by implementing the rebranding, thus the CVI including the positioning, it ideally must be ensured that communication means and carriers of the CVI are transferred to the new style all at once.

By examining other neutral to negative evaluations, it should be noted that participants belonging to factor group 3 found it difficult to assess both the internal and external impact of the rebranding. This became apparent during the sorting task of both participants and is also obvious by examining the distribution of statements in the Q-sort of factor 3. As a result, participants were slightly ignorant about the added value of the rebranding and sorted this statement in the most negative pile: *"It is difficult for me to sort these statements because some aspects I find hard to estimate. Also, during the rebranding process I did not encounter or experience extremely negative things"* (participant 13). Following this and considering the personal construct in the Q-sort of factor 3, in all probability the same doubt occurred. Participants principally took a neutral position in this matter too. As participant 18 remarkably summarized: *"We only got a new CVI. That changes nothing intern, not even my job satisfaction. I like the new CVI and find it appealing, however that's about it."*

From an examination of the participants belonging to the third factor group it was noticed that this factor merely contains two participants from whom the years of employment at the organizations in question were relatively short. At the start of the rebranding, both participants were not yet that long employed by respectively RGN and the

Prinseschool so probably their knowledge about the organization was too little to compare the organization before and after the rebranding. It was also likely that these participants felt not strongly connected with the organization at the time of the investigation and therefore had a difficult time in estimating personal, though also functional, effects of the rebranding. These remarkable characteristics of the distribution of participants on factor 3 may have caused the predominant neutral position in the sorting task.

4.3.3. Consensus statements

Where the previous section described all three distinguished factors separately, this section identifies consensus statements. Consensus statements have, within all factors, approximately the same place within the Q-sort distribution. Hence, most participants will agree on the evaluation of this statement in relation to the rebranding. The analysis on the Q-sort data shows that within the three factors, nine consensus statements have been found.

The first consensus statement is about the communication means used to communicate about the rebranding. This statement, with regard to the three factor groups, is placed respectively in piles -2, -1 and -2. This implies that participants were not satisfied with the communication means used to inform both internal- and external stakeholders about the rebranding. The following agreement between participants covers the perceived impact of the rebranding on the distinctiveness of the organization, which is placed in pile 2, 2 and 1. Especially participants within factor 1 and 2 believed the rebranding emphasized or perhaps even increased the distinctiveness of the organization. As expected from the rebranding, the organization is positively brought to the attention of external stakeholders. The other six statements whereupon participants approximately agreed concerned the impact on norms and values of the organization (pile 0, 1 and 1), the impact on informal communications (pile -1, 0 and 1), the impact on organizational performance (pile 1, 0 and 1), the impact on job satisfaction (pile 0, -1 and -1), the impact on the way of working (pile 0, -2 and -1), and the impact on trust in the management (pile 1, -1 and 0). All participants evaluated these statements as neutral, however here and there tending somewhat to the more positive or negative piles. This could be explained by the fact that participants frequently mentioned to appreciate the rebranding and the new CVI but that they did not experience above-mentioned impacts merely due to the rebranding. The rebranding provided a renewed modern and appealing look and feel for the organization though did not directly resulted in major internal changes. Lastly, participants agreed on the statement about the rebranding impact on the sense of belongingness to the organization. The three factor groups sorted this statement respectively in pile 1, 1 and 2. Even though it became clear that factor group 1 and 2 evaluated this statement neutral to positive, the last factor group believed the rebranding

actually had a slight positive impact on their sense of belongingness to the organization. In general, participants did not directly perceive that their sense of belongingness was considerably enhanced, but neither did the sense of belongingness to the organization decrease.

4.3.4. The results of study 2 summarized

What can be concluded from the results of study 2 is that in total three groups of participants could be distinguished. 17 participants loaded significantly on one of the three factors, which together explained 50% of the data. Most participants loaded significantly on factor 1, which thus explained most of the variance within the research.

Overall it could be stated that participants belonging to factor 1 were dissatisfied with the CVI management, however optimistic about the functionality of the CVI. Evaluated negative were the available tools for applying the CVI and the incompleteness of the replacement of the old CVI. This led to inconsistency in the use of the CVI and to the perception that the rebranding process took too long. Notwithstanding, the new CVI was highly appreciated and the rebranding was perceived to positively impact in particular the visibility, recognizability, modernity and distinctiveness of the organization. The view on the rebranding that predominated within this first factor possibly could be ascribed to the two dominant organizations within factor 1: Schagen Groep and ZGT.

Following this, factor group 2 consisted of four participants who felt they were inadequately informed about the rebranding and insufficiently involved in the rebranding process. They would have found it desirable if the rebranding was substantiated more clearly and if employees were informed about and involved in the rebranding process more frequently. In contrast to the first factor, participants belonging to factor 2 were enthusiast about the implementation of the CVI. In general, the launch of the rebranding was experienced pretty positive, it was perceived that the new CVI was applied consistently and the rebranding process was fully completed. Participants belonging to factor 2 were characterized by a high average age, many years of employment within the organization in question and by a high sense of belongingness to the organization. Probably this explained the Q-sort of the second factor group.

Lastly, the two participants that loaded significantly on factor 3 shared the opinion that the rebranding was well managed. Also the rebranding process was experienced positively. Satisfaction with regard to the content and frequency of communication about the rebranding, the degree of involvement of employees in the rebranding, the availability of tools for applying the CVI and the launch of the rebranding prevailed. For these participants

however doubt occurred when concerning the functional and personal outcomes of the rebranding. This could possibly be ascribed to the reason that participants belonging to factor group 3 were not yet that long employed by their organization. As a result of this, they had a difficult time estimating the impact of the rebranding.

5

DISCUSSION

The primary goal of this study was to examine the perceived impact of a rebranding on employees of an organization. The current study showed how employees experienced the rebranding of their organization and how this was of influence on their perceived organizational identity and organizational identification. In this discussion, at first the main findings of study 1 and 2 are discussed and related to each other. Subsequently, an overview is given of how the findings in this research differ from, or are in line with, corporate rebranding literature. In addition, limitations of this research are reflected upon and recommendations for future research are specified. Lastly, the conclusion of this study is presented by answering the research question.

5.1. Main findings of study 1

From study 1 it emerged that the organizational outcomes of the rebranding were perceived greater than the personal outcomes. Therefore, no major perceived impact on employees' level of organizational identification was found. First of all it was evidenced that irrespectively of the rebranding, participants felt connected to, involved in, responsible for and part of the organization. From this it can be concluded that the initial level of organizational identification was high. For this reason and because of the small-scale character of the rebrandings, no perceived effects came to light with regard to trust in management, the sense of belongingness to the organization and the person-organization fit. Furthermore, the sense of continuity of brand elements was not threatened because the CVI and appropriateness of the CVI were highly appreciated, just as the high degree of continuity between the old and new CVI and the accurate reflection of the organization's corporate values, mission and vision in the new CVI. This implied familiarity and recognizability with the organization and slightly impacted the attractiveness of the organizational identity. It however became apparent that the perceived organizational readiness for change was questionable. This because, as mainly caused by the absence of a substantiation of the rebranding and the limited financial resources, it was thought that the organization was not in direct need of a rebranding. Notwithstanding, internal support for the rebranding was perceived to be present within organizations. The absence of the motivation of the rationale for the rebranding negatively affected the evaluation of employee communication. Lastly, the absence of involvement in the rebranding process was not perceived as regrettable, but it was anticipated though that by involving employees in the execution phase of the rebranding, the new CVI would have been better implemented. The latter mainly refers to the often unfortunate incompleteness of the replacement of the old CVI and the subsequently long duration of the rebranding process.

Furthermore, despite the rebranding and appreciation of the changes in the CVI, it can be concluded that the rebranding had minimal impact on employees' beliefs of the central features of the organization. The organizational identity was widely shared and deeply held by organizational members and in all probability due to the small-scale character of the rebranding, no changes were perceived. Neither did this threaten employees' sense of continuity of self. In contrast to this, as the rebranding was expected to mainly serve an external purpose, some changes on both employees' beliefs of distinctive features of the organization and on the perceived external prestige were perceived. The rebranding was perceived to slightly positively impact the image of the organization, its distinctiveness, visibility, recognizability and relevance. In summary, study 1 showed that organizational effects of the rebranding were perceived as more evident than personal effects.

5.2. MAIN FINDINGS OF STUDY 2

As can be concluded from study 2 is that the rebranding process in general was experienced slightly negative, partly due to the negatively evaluated employee communication and the absence of a substantiation of the rebranding. Furthermore, regarding the organizational identity, perceived effects of the rebranding on employees' beliefs of the distinctive features were found, however, no perceived effects were found on employees' beliefs of enduring features of the organization. Considering the level of organizational identification, it was evidenced that no significant changes were perceived.

Irrespectively of the factor group, positivity prevailed about the fit of the new CVI with the organization, the appreciation of the new CVI and the perceived impact of the rebranding on the visibility, recognizability and distinctiveness of the organization. Functional outcomes of the rebranding are thus perceived mostly positive and thereby in particular the perceived organizational effects of the rebranding. The latter implies a positive change in employees' beliefs of distinctive features of the organization and a favourably perceived enhancement of the organization's external prestige. With regard to negative evaluations, evaluated most often negatively was employee communication, a substantiation of the rationale for the rebranding, the costs of the rebranding, the length of the rebranding process and the completeness of the replacement of the old CVI. Following this, participants were mostly critical about the rebranding process. It was likely that the lack of a substantiation of the rationale for the rebranding unfortunately worked through in the evaluation of employee communication, resulting in a negative evaluation of the communication content, means and quantity.

As also became apparent from the Q-sort of all three factor groups was that items regarding the perceived personal outcomes of the rebranding were mostly sorted in the neutral piles. No perceived changes of the rebranding were found on e.g., job satisfaction, work atmosphere, trust in management, appreciation for the organization, informal communication in the workplace and way of working. The post-sorting interviews revealed that the initial level of these variables was high already and therefore perceived to be neither increased nor decreased by the small-scale rebranding but rather confirmed and strengthened. For the reason that the sense of continuity of self was not threatened and the CVI was found appropriate for the organization, a slight increase in the attractiveness of the organizational identity was perceived. Lastly, as no impact on the way of working, work atmosphere, knowledge about the organization and the organizational structure was perceived, employees beliefs' of the enduring features of the organization were not altered.

5.3. The relation between the findings of study 1 and study 2

Whereas the aim of the first study was to draw an overall picture of a corporate rebranding process and its perceived organizational and personal effects, the aim of study 2 was to differentiate attitudes with regard to how a rebranding was experienced and what personal and organizational effects were perceived. Comparing both studies, it can be concluded that in general the results of both studies confirmed and strengthened each other. Study 1 and study 2 both showed that minimal effects of the rebranding were perceived on the organizational identity as well as on organizational identification. Similarities and differences between the two studies are reflected upon in this section.

At first, with reference to the similarities between both studies, in both study 1 and study 2 it was found that the organizational effects of the rebranding were perceived greater than the personal effects. Although the three factor groups in study 2 differentiated in their overall attitude with regard to the corporate rebranding, still, for all groups the items concerning personal outcomes were mostly sorted in the neutral piles. This predominantly neutral standpoint on the personal outcomes of the rebranding was also evident in study 1. Regarding the organizational outcomes of the rebranding, study 1 and study 2 both showed that a positive impact of the rebranding was perceived on the organization's visibility, recognizability, modernity and distinctiveness. This also implied a change in employees' beliefs of distinctive features of the organization. Besides, as was also perceived mostly positive in both studies were the appreciation of the new CVI and the suitability of the new CVI with the organization. Considering the negative evaluations, the results of both studies clearly showed that employee communication was evaluated mostly negative, together

with the absence of the substantiation of the rationale for the rebranding, the incomplete replacement of the old CVI and the length of the rebranding process. So with regard to the rebranding process, it was clearly indicated that here is still much to be gained to ensure satisfaction for employees.

Furthermore, few differences were found between both studies. As was evident in study 1 but less apparent in study 2 was that the rebranding was mostly perceived as value adding. It was believed that the benefits of the rebranding exceeded the costs of it. Study 2 thus showed a somewhat contradictory picture, as expected mainly caused by the high perceived rebranding costs and the invisible and intangible rebranding benefits, by which it was difficult to assess what the rebranding yields for an organization. As employees however positively received the new CVI and shared the opinion that the moment in time required the organization to rebrand, also in study 2 a positive perspective towards the rebranding prevailed. Also, in study 2 it was evidenced that employee participation was predominantly experienced negative. In study 1, this view on employee participation was more nuanced. Overall it can be concluded that employee participation was not necessarily obliged and desired. However, the general view that commitment to the rebranding, internal support for the rebranding and the implementation of the rebranding would probably be enhanced by involving employees more in the rebranding process prevailed in both studies.

5.4. Theoretical implications

The general finding that a corporate rebranding does not significantly affect employees of the organization contradicts existing scientific literature concerning a corporate rebranding, which stresses that a rebranding implies a fundamental redefinition of an organization's identity and subsequently a change in employees' organizational identification (Muzellec et al., 2003; Stuart, 2012; Van Dijk & Van Dick, 2009). The current study actually showed that the perceived organizational identity was not significantly affected by a rebranding, especially not employees' beliefs about the central and enduring features. Also, perceived effects of the rebranding on the organizational identification of employees were negligible. From the present study it became apparent that the perceived impact of a rebranding hinges largely on the quality of the rebranding process, the provision of information about the purpose and background of the rebranding, the implementation of the rebranding, and in all probability, the scope of the rebranding. In this respect, this research supports earlier studies by Bolhuis et al. (in press), Van den Bosch et al. (2006), and Melewar and Akel (2005). Furthermore, as the results of this study indicated that participants highly appreciated the new CVI, the high degree of continuity between the old and new CVI and perceived an increase in the modernity of the organization's appearance, this current study confirms the

results of the study of Müller et al. (2013). In the latter study, it namely was found that logo attractiveness and logo familiarity had a positive effect on logo attitude and brand modernity.

In their study on corporate makeovers, Stuart and Muzellec (2004) pointed out that the impact of a rebranding on the organizational identity is largely determined by the degree of organizational change (evolutionary versus revolutionary). In the context of the four participating organizations in this research it is evident that all organizations went through a rather small-scale rebranding. In three of four organizations, the rebranding only comprised a change in the CVI and in the fourth organization, the rebranding included both a change in the CVI and positioning of the organization. The absence of significant effects of a rebranding on employees of the organization, thereby in particular on the perceived organizational identity and organizational identification, thus can be explained by the rather evolutionary degree of organizational change.

Next, for the CVI was regarded to appropriately communicate the mission and vision of the organizations taking part in this study, it would have been plausible that effects were found on the organizations' identity, according to Bolhuis et al. (in press), Albert and Whetten (2003), and Baker and Balmer (1997). However, only with regard to employees' beliefs of distinctive features of the organization some effects were perceived. Following this, as many studies have shown that an organization's identity affects employees' organizational identification (Albert & Whetten, 1985; Bolhuis et al., in press; Stuart, 2012), the absence of a fundamental change in the post-rebranding organizational identity could thus likewise result in no meaningful change in the organizational identification. In contrast, an especially undesirable effect on organizational identification after the rebranding concerns the perception of threat to the stability and continuation of employees' current identities, leading to disidentification with the organization, as found by both Bartels et al. (2006), and Van Knippenberg et al. (2006). Such a disidentification certainly did not become apparent in the current study. More likely and supported by Jetten et al. (2002) was that the initial high level of organizational identification positively affected long-term organizational commitment and appreciation and support for the rebranding.

What was also discovered in this research and corroborated both the study of Stuart (2012) on living the corporate rebrand and the study of Bartels et al. (2006) on organizational identification during a merger, was that it is extremely important to sufficiently and accurately inform employees about the rationale for the rebranding and how the change fits within the organizational identity for employees accepting and supporting the rebranding and subsequently contributing to organizational identification. In addition, Miller et al. (2014) mentioned that successful rebranding cases often used varying degrees

of consultation and participation, leading to more opportunities for employees to identify with the organization. In accordance with these studies, for the reason that participants in this study mostly were inadequately informed about the rationale of the rebranding and neither were they involved in the rebranding process of their organization, it was evidenced that employee communication and employee participation did not contribute to the organizational identification of participants in this study.

Besides, trust in management is found to affect the legitimacy of organizational changes (Rousseau & Tijoriwala, 1999; Tüzün & Çağlar, 2009). Despite the dissatisfaction with employee communication and employee participation in this study, the changes in CVI were appreciated and the rebranding was perceived as legitimate and value adding. This could probably be explained by the initial high level of trust in management, which was not affected by the rebranding, thereby supporting earlier studies on trust in management. Lastly, several studies indicated that the self-concept orientations self-continuity, self-distinctiveness and self-enhancement are strongly related to organizational identification (Albert & Whetten, 1985; Dutton et al., 1994; Eilam & Shamir, 2005; Miller et al., 2013). As supported by the present study in which the organizational identity was perceived as attractive, Kreiner & Ashforth (2004) mentioned that the attractiveness of the organizational identity provides a sense of self-enhancement, self-continuity and self-distinctiveness. Notwithstanding this relationship, in the current study it was not evidenced that the three self-concept orientations had a profound impact on the organizational identification.

5.5. Managerial implications

Besides the fact that this research contributes to existing literature on the concept of corporate rebranding, even as on organizational identity and organizational identification, this study also serves a practical purpose. Although the outcomes of this study revealed a rebranding, in particular a rebranding situated on the evolutionary side of the rebranding continuum of Kapferer (1996), does not have a major perceived effect on employees, the management of organizations surely could take the results of this study into account when designing a rebranding and guiding a rebranding process. This primarily in order to create optimism and satisfaction about the rebranding including the rebranding process, strive for enabling and optimizing organizational identification, and also to perhaps strengthen and differentiate the organizational identity. Of major importance therefore is to first explain the rationale of the rebranding to employees, in order to create understanding, employee commitment and support for the rebranding. Next, in designing the rebranding, it is significant for management to seriously reckon with inter alia a structural communication flow, a complete replacement of the old CVI, supplying adequate and easy-to-use tools for

applying the CVI, and possibly the involvement of employees in the execution phase of the rebranding. So, when organizations are planning to rebrand, the results of the present study could be very helpful in shaping this rebranding.

5.6. Limitations and recommendations for future research

Although this study was prepared and executed with the greatest care to assure the reliability and validity of the research, still a number of limitations should be acknowledged when interpreting the findings and which should be taken into account to optimize future research.

First, for the reason that a qualitative study with a small group of participants is executed, the results of this study cannot be generalized. Although for both the interviews and Q-methodology a group of twenty participants is sufficient (Flick, 2009; Ten Klooster et al., 2008), the findings from this study are not applicable to all other employees and organizations that went through a rebranding as well. The objective of qualitative research is however to explore individual perspectives and experiences and not to generalize findings (Flick, 2009). In order to be able to confirm, generalize and perhaps extend the findings of this study, further quantitative research is needed.

A second limitation concerns the antecedents of organizational identification included in this study. Obviously these antecedents are not the only ones that could be of influence on organizational identification. Based on an extensive literature review in which the included antecedents were frequently mentioned and an assessment of the opportunities to operationalise antecedents for the use of qualitative research, eventually it was chosen to include the current antecedents in this study. For future research it is recommended to take other organizational identification antecedents into consideration as well in order to be able to provide a comprehensive overview of how a corporate rebranding is of influence on organizational identification. Hereby it could be thought of antecedents as for example employees feeling of trust in colleagues (Tüzün & Caĝlar, 2009), the need for organizational identification, positive and negative affectivity, psychological contract breach, individualism and intrarole conflict (Kreiner & Ashforth, 2004). By including additional antecedents in future research, an even more grounded recommendation for managers of an organization can be given on how to optimally give substance to a rebranding.

Moreover, the same limitation is applicable to the concept of organizational identity. Since this concept was hard to operationalise, possibly the perceived impact of a rebranding on the organizational identity was not measured as well and complete as it should. Future research could take this into account by performing an even more extensive literature review into the organizational identity literature, where after perhaps a more comprehensible organizational identity framework could be developed whereupon the study subsequently can be build.

Fourth, the possibility exists that participants were not aware of the effects of a rebranding on themselves. According to the perceived effects on the organization, participants were reasonably able to estimate these, however, with regard to the perceived effects of the rebranding on participants themselves as an employee of the organization, often doubt and ignorance appeared through which no effects were found. This could be ascribed to various factors, such as the small scope of the rebranding or the retrospective character of this study, notwithstanding another plausible explanation concerns the way in which the questions were asked in the interviews. It appeared that some questions, for example those that related to the attractiveness of the organizational identity or to the concept of self-distinctiveness, were hard to understand for participants as they frequently were not knowledgeable or aware hereof. As a result, they did not interpret the questions in the right way. A recommendation for follow-up research is therefore to first test the comprehensibility of interview questions and participants' knowledge and their awareness of constructs relating to organizational identity and organizational identification. This could afterwards be taken into account when preparing a topic list. With regard to study 2, it is expected that the statements that participants had to sort were sufficiently clear and comprehensible to participants.

Finally, organizations involved in this current study all went through a rather small-scale corporate rebranding and it has been found that the perceived effects of such a small-scale rebranding on employees were marginal. A good opportunity for future research is therefore to include organizations that differ on the magnitude of the rebranding they went through. Thus, with regard to the rebranding continuum of Kapferer (1996), to compare the effects of the rebranding on employees of evolutionary rebranded organizations versus the rebranding impact on employees of revolutionary rebranded organizations. Perhaps the perceived effects found in this study could then be deepened and extended.

5.7. Conclusion

The results of this study indicate that minimal effects on the organizational identity as well as on organizational identification are found. As Albert et al. (2000) argued, the identity of an organization becomes apparent by answering the questions "who are we?" and "who are they?". The answer on the question "who are we?" was minimally affected by the rebranding since no reasonable change in employees' beliefs of central and enduring features of the organization was found. The answer on the question "who are they?" was somewhat impacted for the reason that a modest positive impact was perceived on the organization's image, distinctiveness, visibility, recognizability, relevance and modernity. Employees' beliefs of the distinctive features of the organization were therefore slightly positively affected by the rebranding. Besides, it was found that the rebranding did not substantially impact organizational identification, however, rather confirmed and somewhat reinforced the level of organizational identification than worsened it. This was primarily due to the fact that the rebranding had little to none perceived impact on the distinguished antecedents of organizational identification and because of the initial high level of organizational identification and belongingness to the organization.

As this present study showed, and as reflected in the perceived change in employees' beliefs of distinctive features of the organization is that the organizational outcomes of the rebranding are perceived greater than the personal outcomes. So when addressing the research question of the current study, it can be concluded that the effects of a corporate rebranding on employees, at least in the case of the four participating organizations in this study, are negligible. This can be explained by several factors, however, a plausible explanation concerns the small-scale character of the rebrandings. In all probability the organizational changes due to the rebranding were too small to actually affect employees of an organization. Lastly, for the reason that the results of this qualitative study cannot be generalized to rebranding cases of other organizations, it is possible that in future studies other rebranding outcomes will be found.

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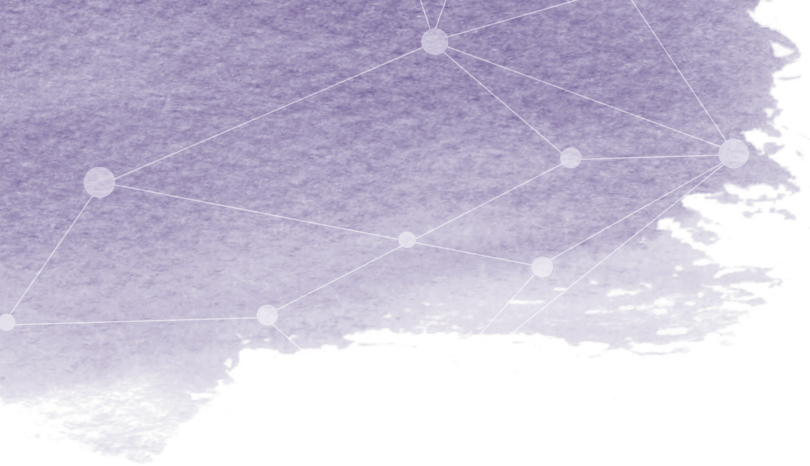
APPENDIX 1 | CASE DESCRIPTIONS

Case description Schagen Groep

The organization

Schagen Groep B.V., founded by Cor Schagen in 1951, is to be regarded the parent company, and thereby endorser, of nine different subsidiaries active in the construction industry and infrastructure, such as a concrete plant, a real estate developer and a construction company. Schagen Groep thus has a broad brand portfolio, which carries diverse brands maintaining their own identity and company name. In general, Schagen Groep is a manufacturing company providing services to both public and private business sectors. By now, the third generation of the Schagen family is running the holding, a genuine family business grown into a large company with about 300 employees.

Schagen Groep is focused on continuity, whereby realizing and maintaining real estate to be proud of is strived for. Also with regard to continuity, long-term employments are illustrative for Schagen Groep, just as some father-son and father-daughter employments. For many years Schagen Groep has been aware of their social role, by which they pay structural attention to their employees and to developments in their market sector, the environment and society. Examples hereof are switching their businesses over to green energy, the recycling of raw materials and enhancing the sustainability of their vehicle fleet. According to the mission statement, the corporate culture of Schagen Groep is characterized by involvement, participation, pride, passion, optimism and independence.

The rebranding process of Schagen Groep

In the onset of 2014, the management of Schagen Groep realized the organization was in need of a new CVI, mainly due to an outdated appearance and the desire to emphasize unity between the nine different subsidiaries. The existing CVI was quite old-fashioned and did not fit the strategy of Schagen Groep anymore, so it demanded a thorough restyling for Schagen Groep to be regarded as a progressive, potent and modern organization. Therefore, Schagen Groep approached a design agency to discuss the opportunities and the path to be taken. The basic principle of the rebranding was to transform Schagen Groep from a technical and product-oriented organization to a more marketing oriented organization.

In consequence of various sessions between the design agency and the project team of Schagen Groep, it became apparent that refreshing the appearance and imago of Schagen Groep called for a more drastic change of the CVI than initially thought of. This

was also due to the desirable increase in feelings of unity between the subsidiaries endorsed by Schagen Groep, especially the desire for employees to regard their organization as a family. All this led to the design of a completely new CVI: from altering the logo, typography and photography to creating a new and distinctive pay-off. According to the management of Schagen Groep, the new CVI must result internally in feelings of unity and pride and thereby create internal ambassadors in favor of the organization. Externally, the new CVI must preferably contribute to a distinctive, progressive and modern appearance, whereby principals, suppliers and prospects become "fans" of Schagen Groep.

In general, the design agency designed and helped implementing the new CVI, whereby the project team of Schagen Groep acted as the main point of contact. Only in the preparatory phase employees were involved to brainstorm about directives for the new identity. During the rebranding process, the project team picked 3 different communication moments to inform employees about the upcoming transformation. At first, preceding the development of a new CVI employees were informed about the plans. In the middle of the process employees were sent a teaser by post whereupon the postcard displayed a small fragment of the new logo. Lastly, in the midst of 2014, the new CVI was launched at a staff barbecue to prelude the summer vacation. The new logo was revealed on two utility vehicles supported by the managing director clarifying the how and why of the new CVI of Schagen Groep. Besides, to encourage an appropriate use of the CVI, employees were, and still are, able to look up guidelines in the corporate identity manual, wherein all possible communication means are strictly circumscribed. Concerning external stakeholders, a news item on the website informed clients and principals about the newly introduced CVI.

The project team mentions that at this moment about 80% of the new CVI is implemented. Regarding the vehicle fleet, all cars, buses and trucks are completely provided with the new logo. Also a renewed corporate website is launched simultaneously with the CVI, just as the new styled staff magazine. The last 20% of the CVI yet to be implemented mainly refers to stationery, such as envelopes, leaflets and pens. In brief, together with the launch of the new CVI Schagen Groep renewed the most important communication means, whereas less important communication means should be used before ordering renewed ones.

In conclusion, Schagen Groep received mixed reactions from employees concerning the rebranding. Especially employees with long tenures were skeptical, for they were so accustomed to the old logo. Other negative reactions mainly concerned the high rebranding costs. However, looking back on the process, the project team concludes the new CVI fully meets the expectations of Schagen Groep, is attractive and something to be proud of. Also, the project team positively regards the timing of the whole process, because going public with a new style was then suitable and needed.

The new CVI of Schagen Groep

Like already mentioned in the previous section, Schagen Groep drastically renewed the old CVI. Eventually, a new and coherent CVI was introduced for all subsidiaries, with respect for and in connection with the history of Schagen Groep. This respect for and connection with the past becomes apparent in consciously maintaining of the color usage in the logo, namely green and red. The project team agreed that these colors both relate so evidently to Schagen Groep and no other company in the construction industry and infrastructure carries them that there was no reason altering the primary color usage. Furthermore, whereas the old logo was characterized by the use of a huge and capital S followed by lower case letters to indicate a company, Schagen Groep now employs a separate brand mark, used simultaneously for all subsidiaries. This brand mark shows the 'S' of Schagen, bordered by a red circle; whereunder the name of the subsidiary (or just 'Schagen Groep') is displayed. The new brand mark is mainly intended to emphasize unity between all subsidiaries, by means of all companies carrying the same logo. Besides, due to the economically turbulent period in the construction industry and the need to remain visible in the market sector, Schagen Groep carefully considered their positioning in the market sector and concluded to alter their pay-off. All this resulted in the new pay-off "Samen maken we morgen" (*in English*: "Together we create tomorrow"). This pay-off expresses both the broad brand portfolio of Schagen Groep and emphasizes the corporate culture in which principals' desires serve as reference point. At last and in general, all carriers of the CVI, including stationery, the vehicle fleet and the corporate website, are provided a new design according to the new CVI guidelines.

Figure 4: *The old logo of Schagen Groep*

Figure 5: *The new logo of Schagen Groep*

Figure 6: *The new logo of one of the subsidiaries of Schagen Groep, Salverda Bouw*

Case description ZGT

The organization

ZGT, the abbreviation of Ziekenhuis Groep Twente (*in English*: Hospital Group Twente), was founded in 1998 by a merger between Twenteborg Ziekenhuis (Almelo, NL) and Streekziekenhuis Midden-Twente (Hengelo, NL). Both ZGT locations work closely with general practitioners, home care organizations and nursing homes to provide the best nearby care possible and guarantee the continuity of healthcare. With high-quality hospitals situated in Hengelo and Almelo, various medical centers originated from collaborations, and thereby five outpatient services located in Goor, Rijssen, Nijverdal, Geesteren and Westerhaar, ZGT is capable of providing high-quality and specialist healthcare to around 250.000 patients a year, in particular inhabitants of Twente. Moreover, a total of 3500 employees and about 200 medical specialists are committed to ZGT, together offering a wide palette of hospital care (ZGT, 2015).

ZGT's policy vision emphasizes four different pillars, namely employees, hospitality, patient care and collaboration. Various tracks, workshops and educational programs give substance to these pillars, for example the multiannual hospitality track focusing on awareness, optimizing hospitality towards patients, collegiality and embedding hospitality in business management. Next to values named in the policy vision, quality and safety are two other major values, which are emphasized by the NIAZ-accreditation (Dutch Institute for Accreditation in Healthcare). Furthermore, ZGT is a teaching hospital and therefore highly values education and science. All values ZGT pursues are reflected in their mission statement: "ZGT is the hospitable Twente hospital where patients are taken good care of and where employees enjoy working and are able to express their professionalism. Also, ZGT invests time and money to continuous improvements in healthcare" (ZGT, 2014).

The rebranding process of ZGT

Mid 2014 ZGT felt the old CVI did not match the corporate identity of ZGT anymore. It was too conservative and meaningless in comparison with employees' and patients' associations with ZGT. ZGT is currently regarded as an innovative and distinctive hospital. However this was not shown by the previous CVI. Besides, due the insufficient brand awareness of ZGT it was crucial to freshen up the CVI, since many patients did not identify the hospital as ZGT but still as Twenteborg or SMT. This became apparent through research among patients. Above-mentioned causes underlie the decision of ZGT to accommodate the CVI. To realize this ZGT recruited a design agency, which created the new CVI.

Summarized, ZGT altered their pay-off, the colors of the logo and the complete visual language belonging to the new CVI. In terms of the rebranding continuum, the change ZGT went through could be regarded a small rebranding. The new CVI should preferably lead to an increase in brand awareness as well as more and richer associations with expertise and hospitality. ZGT wanted to establish the image of a high-quality hospital that innovates and adapts to (societal and financial) developments. Internally, it is expected that employees positively regard refreshment and renewal, that the rebranding will increase feelings of pride for the hospital and corresponding provided healthcare and ideally leads to a greater binding with their organization.

Regarding the rebranding process, a select team was appointed to give substance to the rebranding. Employees of ZGT were not involved in the process, since the organization is too big to take all employees' opinions into consideration. Concerning communicating the rebranding and the progress thereof, employees were informed twice. First employees received an internal newsletter, informing them about the upcoming change in the CVI. After that, the new CVI was presented during a staff meeting. In general it can be stated that not much publicity was given to the rebranding(process), both internal and external . Therefore the appointed "rebranding team" expects some people are not familiar at all with the CVI change.

The implementation of the new CVI is still in progress, although by now, most major corporate identity carriers are equipped with the new logo, pay-off and accompanying visual language. By the end of 2015, it is pursued that all corporate identity carriers are equipped with the new CVI. This implies that the rebranding is a long-term plan involving different phases, ranging from highly crucial to less crucial. By the time the old CVI is completely replaced no spectacular launch will take place. Via the intranet of ZGT, ZGT Plaza, employees are kept up-to-date regarding the implementation process. Also adapted to the new CVI is the corporate identity manual of ZGT, of which employees are expected to make use, in order to apply the CVI correctly. Furthermore, employees can deploy a writing guide as a useful resource on how to write documents in ZGT style.

Reactions on the rebranding were mixed. Negative reactions mainly concerned the high costs involved. Employees were also able to provide feedback on the new CVI which led to discussions regarding the design, such as the color usage and pay-off, which people have different opinions on. In general, ZGT expects effects of the corporate identity to the extent that the feeling of community will increase and thereby also a more positive attitude towards the organization as a whole will arise, partly due to the rebranding and partly due to other changes in the working method and business management.

The new CVI of ZGT

The executed research among patients was highly useful concerning the development of the new CVI of ZGT, as the outcomes of this study proved the minimal brand awareness of ZGT. This investigation led to a reconsideration and eventually redesign of the CVI of the hospital. Also involved in the rebranding of ZGT is the alteration of the ZGT medical centers' visual identities.

The small rebranding implied the change of the color usage, visual language and the development of a new pay-off. With regard to the ZGT logo the shape did not alter, however the colors slightly did. In the old of ZGT, the organization was indicated by dark blue letters and the puppet on the left side of the logo, representing a human, by applying a dark orange color, in the new CVI the dark blue and dark orange colors are respectively replaced by a brighter blue and orange color, as shown in figure 7 and 8. These new colors are determined on the basis of a literature study, whereby the brighter orange should represent hospitality and the brighter blue should represent expertise, both major values ZGT attaches meaning to.

Besides, the previous pay-off "uw vertrouwde ziekenhuis" (*in English:* "your trusted hospital") is replaced by a more distinctive and characteristic brand promise. Findings of the research among patients again functioned as a reference point by exposing the unique selling points of the hospital. So with the help of both the research and brainstorm sessions between the design agency and ZGT the new pay-off was developed and established, namely "topzorg voor uw levenskwaliteit" (*in English:* "high quality care for the purpose of your quality of life"). The new pay-off both distinguishes ZGT from other hospitals and more clearly expresses the corporate identity of ZGT. Also included in the new CVI is that the pay-off is inseparable of the logo itself. This inseparability creates more unity with the logo, thereby attempting to improve the recognizability of ZGT. However, only when indicating a medical center the pay-off is not added to the logo.

Figure 7: *The old logo of ZGT*

Figure 8: *The new logo (and corresponding pay-off) of ZGT*

Case description the Prinseschool

The organization

The Prinseschool is a primary school located in Enschede, the Netherlands. In 1913 the Prinseschool was founded and in 1985 the Prinseschool changed its name to 'Stadsweide', named after a district in Enschede. In 2002, the name 'Prinseschool' was re-established, due to its outstanding and distinctive connotation of old. In recent years the result driven Prinseschool has grown firmly, resulting in three Prinseschool locations in Enschede. A managing director, supported by locations managers, manages the school. In total 55 employees and 1000 pupils, originating from different cultures, are related to the Prinseschool. Prinseschool is thereby affiliated with the Consent foundation, which administers 33 public Dutch primary schools in Enschede, Denekamp, Losser and Oldenzaal. The 'International School Twente' is also attached to the Prinseschool and houses in one of the Prinseschool locations. According to their mission statement, the Prinseschool strives to ensure that pupils are aware of and develop their own talents. From a Prinseschool employee it is expected that his or her communication skills are accurate, he or she has a life long learner attitude, and also a high English proficiency level.

Typical of the Prinseschool is its bilingual teaching method, introduced by the International Primary Curriculum (IPC), which was adopted by the Prinseschool in 2006. IPC education focuses on skills rather than knowledge (and reproducing facts) and is more learner-oriented than traditional education programs. An implication of IPC is that all pupils receive 70% of classroom lessons in Dutch and the remaining 30% in English. Children learn English in a playful manner with the help of games, songs and gym classes. The curriculum consists of more than eighty different stimulating and attractive units, each lasting 4 to 8 weeks. For several weeks this project-based approach teaches pupils to approach a particular subject in different ways, and to be more responsible. Corresponding learning objectives are split into professional, personal and international goals that provide both teachers and pupils support and contribute to an efficient learning process and ideally to more enthusiast pupils.

The rebranding process of the Prinseschool

After eleven years of carrying the previous CVI, the director of Prinseschool decided to rebrand in the beginning of 2014. This decision was partly attributed to the classical and English appearance of the old CVI. The connectedness between the old CVI and the

previous director of Prinseschool was mentioned as a secondary motivation to rebrand. So the CVI of Prinseschool did not fit their organizational identity anymore and therefore demanded a thorough reconsidering. During the rebranding process the Prinseschool was supported by a design agency. This design agency is led by a father of one of the pupils of Prinseschool who had feeling with the personality, mission and vision of the Prinseschool, from which the rebranding process benefited enormously.

Since the Prinseschool introduced the IPC program in 2006 the mission and vision of the school was carefully and extensively reconsidered and documented in a frame note defining the non-negotiable essence of the school. In order to create commitment, all employees received this frame note and had to sign and return it. Therefore it was decided not to change the positioning of the Prinseschool, but only the CVI. The desire for the new CVI was to fit with the modern and innovative corporate identity and corporate image of the Prinseschool.

At the beginning of the rebranding process employees were informed per e-mail about the upcoming change in the CVI. To parents of Prinseschool pupils, the same was communicated via a letter. During the rebranding process, employees were frequently kept updated concerning the state of affairs of the rebranding. As a result of various appointments between the design agency and all managers of the Prinseschool the designer presented three logo designs. All employees were sent these designs in order to provide feedback. Eventually the location managers and director of the school picked the new logo. Once the definitive CVI was agreed on, employees were invited for a meeting to discuss the do's and don'ts. The pupils of the Prinseschool were also involved in the rebranding process. They were given the opportunity and challenge to participate in a competition where they had to think of an applicable name for the new Prinseschool mascot. Eventually a winner was chosen and the mascot was named Prince Learnalot.

In the midst of 2014 the new CVI was launched by means of an official disclosure. At all locations the employees and pupils were invited to celebrate the new CVI. At the main location of the Prinseschool, the alderman revealed the new CVI together with the oldest and youngest pupil of the Prinseschool. The new mascot of the school was printed and cut out on cardboard, on child size, and then placed at the entrance of every location of the Prinseschool. Responses on both the disclosure of the new CVI and the CVI itself were extremely positive. All stakeholders regarded it as appealing, refreshing and cheerful and an improvement of the previous one. And most important, the new CVI fits seamless to the positioning and character of the Prinseschool, according to the director. By now the new CVI is completely implemented, with the exception of the corporate website which meanwhile is adapted and can be released any time.

To support employees in the application of the CVI a corporate identity manual is developed. In this manual guidelines for the use of various CVI elements are documented. On the local server a brand folder is created where different templates are stored as well as some (size) variations of the logo. With both tools consistent application of the CVI by employees must be facilitated and guaranteed.

It is expected that the new CVI will sustain for at least a decade. Furthermore, the managing director of the Prinseschool does predict a change in the organizational identity of the primary school. However this is not only owed to the rebranding, but also to the frame note defining the non-negotiable essence of the Prinseschool. The change in CVI is expected to strengthen the organizational identity of the school since the new CVI fits the contemporary- and (future) vision.

The new CVI of the Prinseschool

As clarified the Prinseschool decided a rebranding mainly due to the outdated appearance of the previous CVI, which did not fit the image, core values and future vision of the primary school anymore. In summary, the Prinseschool completely rebranded their CVI: from logo to pay-off, all elements of the CVI are transformed and modernized. The final goal was to match the CVI with the positioning of the Prinseschool. Because of the history, recognizability and good reputation of the Prinseschool, the director decided not to change the name of the school.

The old and the new logo of Prinseschool are shown respectively in figure 9 and 10. As can be seen, the biggest changes between the two logos concern the color usage, typography and pay-off. In the new CVI it is chosen to emphasize the pay-off of the Prinseschool more by adding it to the logo. In order to furbish the too English appearance, the previous pay-off of the Prinseschool, "bilingual education", in the new CVI is translated in Dutch: "tweetalig onderwijs". The usage of the colors blue and yellow are retained in in the new CVI, only brighter and less transparent. This is also applicable to the retention of the crown in the logo, which illustrates the name of the school. Decisions to maintain these elements are motivated by the desire to maintain the recognizable and distinguishing appearance of the Prinseschool.

The crown, as an element of the CVI, is now also used as a separate brand mark, for example by hanging the crown above the entrance of the three locations of the Prinseschool. Added to the new CVI is a school mascot and a brand promise. The school mascot is introduced by the design agency and connected to the school and their pupils by organizing a competition. This mascot, Prince Learnalot, serves to support communication to pupils of

the school and was welcomed positively. At last, the brand promise emits the character of the Prinseschool by a self-created English slogan: "everybody different, everybody special, everybody equal". In conclusion the strength of the Prinseschool is their distinctiveness and this should be emitted by the new CVI.

Figure 9: *The old logo of the Prinseschool*

Figure 10: *The new logo of the Prinseschool*

Case description RGN

The organization

Restyle Group Netherlands (RGN) is an organization specialized in brand identity services, varying from brand implementation and brand management to brand consultancy. Since 1997, RGN acts as a professional and specialized partner regarding advising, planning, coordinating and implementing all kinds of activities related to (visual) brand identities of big and small brands all around the world. Nowadays, RGN has grown into a worldwide operating company with offices in Almelo (Netherlands), Barcelona, Istanbul and Cologne and partners in Moscow, Gothenburg, Milan and Bogotá. RGN has a total work force of approximately 40 employees of which 24 are operative in Almelo.

The core business of RGN covers three market areas. The first market area is brand implementation, where RGN assists corporations in implementing a new CVI. Among their clients are PostNL, Ahold, Ibis Hotel Group and Isala. Secondly, RGN is active in retail fulfillment in supporting worldwide retail organizations like Nike, Desigual and Mango in the exchange of promotional campaigns. Due to international collaborations, dedicated employees and the ability of online monitoring, RGN is able to supply all stores worldwide within 4 working days with the new campaign. At last, RGN takes care of the brand maintenance for various organizations, which includes checking and cleaning all carriers of the CVI once a year and the technical maintenance of the CVI. RGN characterizes itself as an executor: a result driven, pragmatic, friendly and cooperative organization resolving various issues at an attractive price but in doing so actively striving for optimal and qualitative results that add value to the overall brand experience. Abovementioned characterization also forms the core of RGN's corporate mission and vision, focusing on deploying expertise to create valuable brand identities.

The rebranding process of RGN

In 2013, after seven years of carrying a CVI including brand promise, RGN realized their previous CVI did not fit their renewed corporate identity anymore. Due to the pragmatic and hands-on business mentality of RGN a wide variety of projects were accepted and subsequently successfully executed which led to a reconsidering of RGN's positioning. Previously, RGN positioned itself as an implementation agency, implementing corporate visual identities of various organizations. However this circumscription was not any longer in accordance with their services that began to range from implementation to consultancy and retail fulfillment. Therefore, RGN decided to rebrand their organization.

First, RGN approached another brand identity bureau to perform a strategic analysis on the organizational identity of RGN: who is RGN, who should RGN be, and who does RGN itself want to be? This strategic analysis is conducted in cooperation with the management of RGN, consisting of three persons, and also by involving some employees of RGN. Although not all employees were involved in this phase of the rebranding they were informed beforehand about the management's plans. On the basis of the strategic analysis the core values of RGN are distilled, just as a conceptualization for the new positioning. RGN approached a design agency to incorporate these core values into a coherent CVI including a conforming positioning. For RGN this implied a major transformation. In short, the objective of the new CVI was to emanate what RGN does and where RGN stands for but also to show the international character and orientation of RGN.

With regard to the sequel of the rebranding process, employees of RGN were mainly informed informally, for example during random conversations with a member of the management team or when passing by while RGN and the design agency where in a meeting. After the development and confirmation of the new CVI and positioning, the outcome of the rebranding was presented to all employees by defining and declaring the new CVI and positioning. During the following implementation phase of the rebranding employees have been involved since this is part of the core business of RGN. By the end of 2014, RGN fully implemented the new CVI by first launching their website. RGN celebrated the launch of the new CVI and positioning internally during a small coffee break. Externally, RGN published and disseminated the transformation within their network via social media. RGN also explicitly approached media like 'De Telegraaf', 'Financieel Dagblad' and 'De Ondernemer' to bring the new RGN to the attention of potential stakeholders. Furthermore, in response to the completion of the rebranding, RGN mentioned that the reactions on the rebranding of both external and internal stakeholders were merely positive.

Expected of the new CVI in the first place is that it will be sustainable, as the new CVI fits the actual and preferred identity of RGN. In support, the management of RGN refers to the new positioning and CVI by identifying it as powerful and exuding authority and by emphasizing the attractiveness of the brand mark. They expect the prominent brand mark will lead to recognizability and perhaps even more important, to be recalled. Thanks to the merely positive responses to the rebranding the management of RGN expects that regarding employees and the corporate culture this rebranding will lead to an increase in enthusiasm, positivity and motivation. A more critical note concerning the rebranding process, and simultaneously the only one mentioned, involves the costs incurred and considerable effort that goes with such a transformation. Although the core business of RGN is to manage brand identity issues, during their own rebranding they realized that much more detail is involved then was thought of beforehand.

The new CVI and positioning of RGN

The main motivation for RGN to rebrand was to fit their positioning with the corporate identity. RGN previously positioned themselves as CVI implementers. However, this was no longer in accordance with the totality of services RGN provided by then. Stakeholders were confused when considering assigning consultancy and maintenance activities regarding their CVI to RGN since it was not obvious RGN was the professional party to take care of those issues. This implied the positioning did not correspond to the full range of services RGN provides and therefore RGN decided to change their positioning. RGN now position themselves as "RGN brand identity services". This positioning is inextricably connected to the corporate name, thereby functioning as a descriptor.

Next to the change in positioning, RGN changed their CVI. As can be seen in figure 11 and 12, the logo of RGN was completely altered. The previous logo depicted an all seeing eye, which referred to the intermediary between client, supplier and designer. In co-operation with the design agency RGN made the decision to represent focus in the new logo since RGN states to focus on customer and project with attention to detail, quality and tailored solutions. This emphasize on focus is shown in the logo by the use of the square shape around the corporate name. This shape is also applied in the additional visual language belonging to communications of RGN. Besides, according to the visual shape, in the new CVI iconography is developed and must support communications. The shape of these new developed icons is derived from the square shape of the logo, the focus. Furthermore, the iconography is related to the expertise, working method and core values of RGN, such as 'cooperation', 'fully dedicated', 'quality control', and 'increase your brand equity'. At last, concerning color usage RGN maintained and enlarged the orange color of their brand. As their origin is Dutch, RGN is proud to therewith distinguish themselves on the international market and by their international clientage. And thereby, the color orange belonged to RGN for years and is a fresh color that aims for attention.

Figure 11: *The old logo of RGN*

Figure 12: *The new logo of RGN*

Table 6

Overview of organizations and participants of study 1 and study 2

ORGANIZATION	GENDER	AGE	FUNCTION	YEARS OF EMPLOYMENT	EDUCATIONAL ATTAINMENT
Schagen Groep	Woman	55	Executive secretary	36	Intermediate Vocational Education
	Woman	44	Receptionist	15	Intermediate Vocational Education
	Woman	43	Executive secretary	3,5	Higher Vocational Education
	Man	36	Planning employee	15	Higher Vocational Education
	Man	45	Financial administrator	7	Intermediate Vocational Education
ZGT	Woman	43	Paediatrician	11	University
	Woman	28	Program coordinator oncology	7	University
	Woman	51	Nurse specialist dermatology	28	Higher Vocational Education
	Woman	49	Senior project manager	25	Higher Vocational Education
	Woman	57	Reception staff	36	Intermediate Vocational Education
The Prinseschool	Man	54	Group teacher	29	Higher Vocational Education
	Man	29	Group teacher	2	Higher Vocational Education
	Woman	37	Group teacher	4	Higher Vocational Education
	Woman	27	Group teacher	3	Higher Vocational Education
	Woman	46	Internal supervisor	8	Higher Vocational Education
RGN	Man	32	Project employee	2,5	Higher Vocational Education
	Man	33	ICT specialist	8	Higher Vocational Education
	Man	30	Senior project manager	7	Higher Vocational Education
	Man	29	Project coordinator	2	Higher Vocational Education
	Man	34	Manager operations	9	Higher Vocational Education

APPENDIX 3 | CODE MANUAL

Table 7

Code manual study 1

	CONSTRUCT	CODE	CONSTRUCT DEFINITION
1	**Rebranding process**	Employee communication	This construct contains participants' statements about the rebranding process in general. How participants, during the process, have experienced communications, the extent to which they have been involved in the rebranding, whether they considered the rebranding necessary, the presence or absence of substantiation hereon. Also whether a launch of the rebranding has taken place, how the management of the process is evaluated, even as the length of the process and the presence or absence of internal support
2		Employee participation	
3		Perceived need for the rebranding	
4		Substantiation of the need for the rebranding	
5		Launch of the rebranding	
6		Management of the rebranding process	
7		Length of the rebranding process	
8		Internal support	
9	**Rebranding outcomes**	Changes in CVI/ positioning	Participants evaluate the result of the rebranding, thus the CVI and perhaps also the change in positioning. So what changes have taken place, to what extent the old and new CVI correspond, how the new CVI/ positioning is appreciated and whether they think the new CVI/positioning fits the organization. Also whether the choice of the CVI, different elements thereof, was substantiated and the evaluation of available tools. Besides, whether the new CVI is fully implemented and to what extent the new CVI is applied consistently.
10		Degree of continuity between the old and new CVI	
11		Appreciation new CVI	
12		Suitability new CVI/ positioning with the organization	
13		Substantiation of CVI elements/positioning	
14		Available tools for the application of the new CVI	
15		Completion of the replacement of the old CVI by the new CVI	
16		Consistency of the application of the new CVI	
17	**Perceived impact of the rebranding on the organization**	Added value for the organization	Statements about the effects of the rebranding on the organization, from which also the influence of the rebranding on the identity of the organization appears. So whether the rebranding was value-adding. And whether the rebranding did have an impact on visibility, recognizability, relevance, performances, modernity, distinctiveness, image and corporate culture.
18		Impact on visibility of the organization	
19		Impact on recognizability of the organization	
20		Impact on relevance of the organization	
21		Impact on performances of the organization	
22		Impact on modernity of the organization	
23		Impact on distinctiveness of the organization	
24		Impact on image of the organization	
25		Impact on corporate culture	

26	**Perceived impact of the rebranding on the employee**	Vehemence of changes for the employee	This construct refers to statements concerning the impact of the rebranding on the employee, from which also the impact of the rebranding on employee identification appears. Participants indicate the vehemence of changes for them, whether the rebranding did have an impact on respectively the appreciation for the organization, sense of belongingness with the organization, pride for the organization, job satisfaction, work atmosphere, way of working and trust in management.
27		Impact on appreciation for the organization	
28		Impact on sense of belongingness with the organization	
29		Impact on pride for the organization	
30		Impact on job satisfaction	
31		Impact on work atmosphere	
32		Impact on way of working	
33		Impact on trust in management	
34	**Definition of job and organization**	Job activities employee	This construct contains statements about the organization and about the job activities of participants. Which activities employees perform, how they estimate the person-organization fit and comments about the influence of positive feedback and criticism. Also participants' statements about their general sense of belongingness with the organization. Furthermore, what kind of organization participants work for and what work the organization performs. Plus what characterizes the organization, what distinguishes the organization and lastly, what image the organization has.
35		Person-organization fit	
36		Influence of positive feedback	
37		Influence of criticism	
38		Sense of belongingness with the organization	
39		Type and activities of the organization	
40		Characteristics of the organization	
41		Distinctive features of the organization	
42		Image of the organization	

APPENDIX 4 | Q-SAMPLE

Table 8

Items Q-sample

	CLUSTER OF ITEMS	ITEM
	ITEMS REBRANDING PROCESS	
1		Management of the rebranding process
2		Communication moments about rebranding
3		Content of communication about rebranding
4		Communication means for rebranding
5		Launch new CVI/positioning
6		Substantiation of the need for the rebranding
7		Substantiation of CVI elements/positioning
8		Employee participation in rebranding process
9		Internal support for rebranding
10		Length of the rebranding process
11		Available tools for the application of the new CVI
	ITEMS FUNCTIONAL OUTCOMES	
12		Costs of the rebranding
13		Added value of the rebranding
14		Suitability new CVI/positioning with the organization
15		Impact on distinctiveness of the organization
16		Impact on the organizational structure
17		Impact on modernity of the organization
18		Impact on norms and values of the organization
19		Impact on informal communications in the workplace
20		Impact on image of the organization
21		Impact on visibility of the organization
22		Impact on recognizability of the organization
23		Impact on relevance of the organization
24		Impact on performances of the organization
25		Consistency of the application of the new CVI
26		Completion of the replacement of the old CVI by the new CVI
	ITEMS PERSONAL OUTCOMES	
27		Appreciation new CVI/positioning
28		Impact on appreciation of the organization
29		Impact on knowledge about the organization
30		Impact on sense of belongingness with the organization
31		Impact on job satisfaction
32		Impact on work atmosphere
33		Impact on way of working
34		Impact on trust in management