

# **The effects of color scheme and brand slogan on the perception of brand personality and brand attitude**

A STUDY OF THE CHANGE OF CVI ELEMENTS IN THE  
REBRANDING PROCESS OF HANSA



Jule Lena Geißler

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JULE LENA GEIßLER  
S1916432  
J.L.GEISSLER@STUDENT.UTWENTE.NL

SUPERVISORS:  
DR. J.F. GOSSELT  
DR. T. VAN ROMPAY

UNIVERSITY OF TWENTE  
FACULTY OF BEHAVIOURAL, MANAGEMENT AND SOCIAL SCIENCES  
MASTER COMMUNICATION STUDIES (MSC) - MARKETING COMMUNICATION

## **Abstract**

### **Aim**

The technological progress in the last years led to a deep integration of audio-visual devices, such as smartphones, into our everyday life. Consequently, visual stimuli are omnipresent and play a crucial role in nowadays society. This development towards a visual orientation of society forces brands to rethink and reinforce their visual appearance. Furthermore, brands need to stand out in emerging markets and therefore their Corporate Visual Identity (CVI), as a key part of the visual appearance, needs to be further developed. This study researches the effects of such a modification in the CVI and focusses especially on the rebranding case of the convenience food brand hansa, which is a bulk customer brand in the sector of deep-frozen products, and functions as the practical setting of the study. More specifically, the aim of the study is to examine the relative influence of the CVI elements slogan wording, the color scheme, their interaction effect and more precisely the element congruence on the attitudes towards the brand and the perception of brand personality.

### **Method**

In order to examine these effects this research applies a 2 (color: bright vs dark colors) x 2 (slogan: exciting vs competent slogan) in between subject factorial design and was conducted through an online questionnaire using the survey software Qualtrics, which was spread via social media in order to gain a sufficient and diverse participant sample.

### **Results**

The main findings of the current study indicate a significant effect of color on the perceived brand personality. Furthermore, the congruency of the underlying semantic meaning of color scheme and brand slogan was found to affect the evaluation of the brand. Moreover, it was shown that the visual and verbal elements of the CVI influence the evaluation of the CVI differently. At the same time, the attitude towards the CVI had a significant effect on the evaluation of the brand.

### **Conclusion**

Overall, these results provide an important contribution to elaborating previous research on the influence of CVI elements on brand associations and furthermore create a foundation for future research in this field. Moreover, the study outcomes offer a first guideline for selecting and changing CVI elements based on their congruence and on their effect on the brand personality and attitude, leading to better predictable and more successful rebranding effects. The study results emphasize the importance for companies to investigate their efforts when changing CVI elements in order to influence consumers' brand associations.

### **Keywords**

Rebranding, corporate visual identity, brand slogan, color scheme, brand personality, brand attitude

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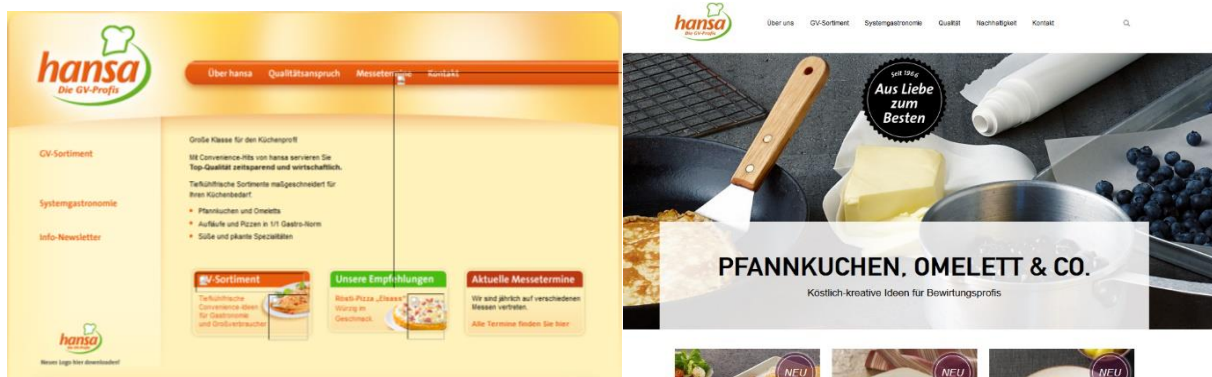
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## 1. Introduction

### Practical setting and inspiration

The process of rebranding describes a change in the elements of the visual appearance of a brand or company – their CVI – and functions as the background of this study, since it draws its inspiration from the practical rebranding case of the bulk customer brand hansa. The brand hansa is operating since 1966 in the bulk customer and gastronomy food sector and embodies the core values of high-quality ingredients and products, expertise, convenience, reliability and efficiency in their work ethics and products (hansa – Die GV-Profis, 2015). When the brand's management decided to further develop the brand in order to adapt to the developing food sector, not only a new strategic orientation, such as a new positioning, new guiding brand values, and an expansion of the product palette, but also the modification of the visual appearance of the brand was necessary to initiate a change in the stakeholders' associations with the brand. As shown in *Figure 1* the CVI of hansa changed fundamentally during the rebranding process, and the key elements changed were, on the one hand, the color scheme and on the other hand, the brand slogan, as the logo and brand name were maintained. Not only the central role of these CVI elements in the rebranding process of hansa but also their importance in branding literature make them the key variables of this study.

*Figure 1: Website of hansa before and after rebranding as visualization of the change in CVI*



### Challenges for brands

Just as the brand hansa, many companies and brands need to adjust to evolving markets and consumer needs. A main factor influencing this process, is the rapid technological development in the recent years, which led to a deep integration of audiovisual devices, such as smartphones, TVs, tablets, and laptops, in our daily lives (Bekkers & Moody, 2015). Individuals nowadays use these audiovisual devices more than ever before and permanently include them in everyday routines. This leads to an omnipresence of visual stimuli in nowadays society and consequentially results in the visual orientation of individuals (Foroudi, Melewar & Gupta, 2014). Through this development towards more and more visually oriented individuals, the already crucial role of the visual appearance of companies and brands is further enhanced.

The key role of the visual brand elements is additionally reinforced by the trend of globalization, which leads to a growing market competition that is visible in an increased brand variety and thus, choice options for the consumer (Harrison, Rutherford & Tarr, 2014). This makes it even more important for brands to stand out, differentiate themselves from others, and moreover to create a strong and durable relationship with stakeholders. The basis of this relationship is formed by the associations connected with the brand and its products, which should be of favorable and strong nature in order to positively influence the individuals brand attitude and purchase intentions (Jun, Cho & Kwon, 2008). Earlier research already highlighted the impact of visual brand elements in advertising on brand associations and

actual sales volume (Jun et al., 2008). Thus, these findings make it clear how crucial the visual presence of brands is and how important it is for companies to adjust to those challenges and incorporate the visual presence into the strategic positioning of their brands.

### **CVI and rebranding as study context**

Companies already invest significant resources in the visual design of their brands, which shows that marketers are quite aware of the enormous effect of the visual elements on impactful branding (Baja & Bond, 2017). This becomes clear when looking at the many successful brands, which are immediately recognized by their clear and unique visual elements, such as the triangle star of Mercedes Benz or the radiant golden arches of McDonald's (Baja & Bond, 2017; Ready Artwork, 2018).

Here, the CVI of a company or brand plays a central role, as it incorporates the whole of all visual elements communicating a companies' or brands' core values and aims. Consequently, CVI communicates a companies' or brands' identity and therefore is vitally important in stakeholder communication (Westcott Alessandri, 2013). Due to this central role of CVI in conveying a companies' or brands' identity, a modification in the visual brand elements becomes inevitable when a strategic reorientation of a company or brand is strived for. And thus, the CVI's rejuvenation in the process of rebranding becomes significantly important (Westcott Alessandri, 2013; Melewar, Hussey & Srivoravilai, 2005; Bolhuis, de Jong & van den Bosch, 2015). The term rebranding describes exactly this modification of one or more CVI elements of an already established brand with the aim of developing a new brand identity and therefore brand associations (Muzellec & Lambkin, 2006, p.805).

### **Aim**

Even though the topic of rebranding has been addressed in some previous studies, there is a general lack of research on the actual effects of rebranding sufficiently based on a solid theoretical foundation (Zahid & Raja, 2014; Bolhuis et al., 2015; Merrilees & Miller, 2008; Muzellec & Lambik, 2006; Doeschot, 2015; Miller, Merrilees & Yakimova, 2014). Furthermore, the specific effects of the modification of CVI elements besides the brand logo and brand name on the brand associations have not been investigated before. Since previous literature in the context of branding and advertisement highlights the ability of color and brand slogan to communicate a companies or brand's identity, it becomes relevant to investigate their role in the context of rebranding (Foroudi, Melewar & Gupta, 2014). Through this focus on the effects and interaction effects of the color scheme and brand slogan used in the CVI on the perceived brand personality and brand attitude, the study at hand aims to close this gap in research. The practical orientation of this research through the rebranding case of hansa along with the measurement of the actual outcomes of this rebranding, additionally give the study a significant relevance in the field of marketing communication.

Therefore, the aim of the study is to investigate how the perceived brand personality and attitude towards a brand are influenced by different color schemes and brand slogans, and their interaction. This moreover leads to the objective of how a change of these elements during rebranding can be made more predictable and therefore effective through communicating identity and evoking certain associations with the brand.

In order to achieve these goals, the following research question has been set:

*“What is the relative influence of the CVI elements color scheme and brand slogan on the individual's attitudes towards the brand and the perception of brand personality?”*

## 2. Theoretical framework

### 2.1 Rebranding as context of the study

The concept of rebranding functions as the background of this study, which makes its definition necessary before further establishing the theoretical foundation. The term (corporate) rebranding must be clearly differentiated from corporate branding, which is a time-independent expression of the brand, characterized by the different elements of the brand, its name, its term, its design elements (American Marketing Association cited in Pavelka, 2014). Corporate branding can furthermore be defined from the angle of the consumers that “view brands as socio-psychological phenomena that consist of a set of associations” (Pavelka, 2014). This definition is crucial to this study since the associations with brands are the core of brand attitudes and brand identity, which will be used to identify the effect of rebranding (Low & Lamb Jr, 2000; Pavelka, 2014).

The prefix ‘re-’ conveys the meaning of ‘again’ or ‘back’ and therefore rebranding can be described as “the creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders” (Muzellec & Lambkin, 2006, p.805). It specifies the transformation of one or more brand elements, which lead to a change in the perception of the brand’s values and identity. These brand elements also include all visual components of a brand, together they build the CVI, which will be introduced in the following paragraph.

### 2.2 Corporate Visual Identity

The visual identity of a brand can be defined as the visual elements that are used to communicate the brand’s identity. The whole of these elements builds CVI, which is a powerful tool for communicating and influencing stakeholders. It is used by every brand or organization, whether intended or not and the visual aspects of communication influence the stakeholders’ associations with the brand (Westcott Alessandri, 2013). One of the most elementary functions of CVI is the distinction from competitors in the market and therefore establishing recognition and memorability of the brand (Westcott Alessandri, 2013; Melewar et al. 2005). But above all CVI visually represents the brand’s identity, its core values and aims. Therefore, information about the brand is acquired through the visual elements whereby certain associations in stakeholders’ minds are built (Westcott Alessandri, 2013). So, CVI significantly influences the representation of an organization or brand in the public (Bolhuis et al., 2015).

### 2.3 Elements of Corporate Visual Identity

CVI is composed of different elements, such as brand logo and brand name, slogan, typeface and color scheme, and additional design elements like the implemented photography (Van den Bosch, 2005). The logo and name of a brand or organization are the most memorable elements (Poon & Fatt, 1997), and earlier studies highlight their big impact on consumer attitudes, brand image, and perceived reputation (Foroudi et al., 2014). As the rebranding of hansa functions as setting of this study, the focus lies beyond the elements of brand logo and name, since they have not been changed in the rebranding process. But as these elements have been highly researched before, some of these findings stimulated hypotheses concerning the relevant elements of this study, which will be discussed more in-depth in this theoretical framework. These elements function as independent research variables and thus play an important role in the re-search model, therefore a solid theoretical foundation is needed.

### 2.4 Dependent variables

#### 2.4.1 Brand personality

The first dependent variable is the perceived personality of a brand because it highlights underlying associations consumers connect with the brand and the branded stimuli, such as the elements of the CVI.



The brand personality describes the characteristics typically owned by humans which consumers perceive brands to possess (Sweeney & Brandon, 2006). The perspective taken here is the one focused on an interpersonal relationship between the consumer and the brand, which consists of the perceived personality traits of the brand and the consideration of a brand as a “reciprocal partner” (Sweeney & Brandon, 2006, p. 645). The concept of personality characteristics of brands delivers a central tool in categorizing brands regarding general consumer responses and impressions (Aaker, 1997; Aaker, Fournier, & Brasel, 2004; Keller, 1993 as cited in Baja & Bond, 2017). Brand personality is thus a central element of the brand image and a driving force of brand equity (Keller, 1993, 2003 cited in Sweeney & Brandon, 2006; Rajagopal, 2008).

Furthermore, when brand managers are aiming to effectively reach the main company goals such as consumer satisfaction, loyalty, and profitability, the implementation of a comprehensive brand personality is crucial (Roncha, 2008 as cited in Rajagopal, 2008). The formation of strong brand personalities in consumers’ minds contributes to strong relationships between consumers and brands, which are conducive in maintaining attitudes towards the brand and “act as a buffer in the face of negative information” (Baja & Bond, 2017, p. 79). Previous studies on the effects of brand personality also highlight that favorable brand personality positively influences consumer preference, trust, and loyalty towards the brand, as well as stimulating emotional consumer response and the active processing of information (Freling, Crosno & Henard, 2010). Freling, et al. (2010) furthermore highlight the importance of the dimension of favorability of the consumer’ perception of brand personality for marketers because of its significant impact on consumer evaluations and especially the purchase intentions.

Regarding brand personality and its origins in the context of this study, the question of the relative influence of verbal and visual elements on the personality traits of the brand arises. This question has received little investigation up to this date, but it has been suggested that visual brand elements influence the consumers’ association brand personality traits because they visually communicate characteristics of the brand or products (Baja & Bond, 2017). Baja and Bond (2017) extended a line of reasoning concerning “spillover effects”, proposing that perceptions triggered by design characteristics induce spillovers not only on product evaluations but also on specific brand associations. However, they were not able to precisely investigate and compare the effect and the interaction of verbal and visual design elements on consumer associations (Baja & Bond, 2017).

Regarding the rebranding of the bulk customer brand hansa as the specific setting of the study, the application of brand personality as a depended variable is moreover a measurement to determine if the goal of influencing the brand characteristics through the rebranding is reached with the edited CVI elements.

As stated above only limited research has determined and empirically reviewed the antecedents of brand personality in the context of verbal and visual CVI element. But previous literature proposes that the personality of a brand stems from various factors including the CVI elements brand logo, name and packaging design (Batra et al., 1993) - but so far widely without the needed empirical support (Labrecque & Milne, 2012). This study aims to close this gap in research by highlighting the CVI elements slogan and color scheme as antecedents of brand personality and further establish the interaction effects of these elements on perceived brand personality.

#### 2.4.2 Brand attitude

The second dependent variable chosen to measure the effects of rebranding in this study is the attitude subjects hold towards the brand. Generally, attitudes are defined as a person’s intrinsic evaluation of an object (Mitchell & Olson, 1981). Inferentially, an attitude towards a brand is the “consumers’ overall evaluation of a brand – whether good or bad” (Low & Lamb Jr, 2000, p. 352). Summarizing, Kotler et

al. (1999) define “brand attitude as a favorable or unfavorable personal evaluation, emotional feeling, and behavior tendency that an individual keeps” (cited in Shin, Kim, Lim, & Kim, 2014). Hence, a brand attitude is one of the most crucial principles for determining the consumer evaluation of a brand. Because attitudes “often are considered relatively stable and enduring predispositions to behave” (Mitchell & Olson, 1981, p. 318), they are an essential concept in marketing and are identified as one of the factors forming the basis of human behavior. Consequently, brand attitudes form the basis of consumer behavior towards the brand or products such as purchase behavior (Grass & Seitner, 2015; Low & Lamb Jr, 2000).

Earlier research highlights that positive attitudes towards a brand strengthen purchase intentions (Jun et al., 2008). And in the context of advertising, it has been detected that an attitude towards an advertisement stimulus influences brand attitude and purchase intention, which triggered actual sales (Jun et al., 2008). Thus, the establishment of favorable and strong consumer associations is a central corporate objective, as positive consumer attitudes towards the brand are a vital component for survival among competitors and furthermore success on the market (Suh & Youjae, 2006).

In that context, previous studies already established the influence of CVI as a symbolic representation of the brand and its products on brand attitudes. This study further extends these findings by focusing on the CVI elements color and slogan (Jun et al., 2008). These CVI elements differ in terms of their perception – whereas a brand slogan functions as a verbal stimulus, the color scheme can be classified as visual information. The question that hereby arises is if these elements influence the consumer differently?

In the field of consumer research earlier studies investigated the effects of verbal and visual stimuli on consumer responses regarding attitudes. In the context of advertisement Mitchell and Olson (1981) found that visually oriented advertisings as opposed to verbal oriented ones were more effective in evoking positive brand attitudes. They reasoned that visual information had a greater influence on the change of beliefs, leading to positive attitudes and purchase intentions (Mitchell & Olson, 1981). The distinction of the different processing of verbal and visual stimuli is based on the dual coding theory, which “views cognition activities as a result of two mental subsystems, a verbal system (processing verbal events) and an imaginal system (processing nonverbal events)” (Kim & Lennon, 2008, p.152). The dual coding model further proposes that verbal information is processed sequentially and encoded in memory with a verbal code, whereas non-verbal information simultaneously processed verbally and visually. This dual procedure due to “coding redundancy” is assumed to lead to a superior effect of visual stimuli, and previous research in the context of advertising generally has found support for this superior effect (Paivio & Csapo, 1973 as cited in Kim & Lennon, 2008, p. 153).

But however, in persuasion models, it is proposed that attitude formation is based on the processing of verbal information and that visual stimuli of advertisement are transformed to verbal information concerning product attributes (Mitchell, 1986). Furthermore, Mitchell (1986) proposed that visual advertising elements influence consumers in two ways, on the one hand, the individual forms inferences about the brand based on the visual information accessible and on the other hand the general positive or negative evaluation of the visual element affects the brand attitude. But it is also proposed that verbal information influences consumers in the same ways. Because of this unclear effect of the visual and verbal CVI elements on the brand attitude, this research aims to further investigate this influence and therefore following research questions were stated.

*RQ1: What is the effect of the visual element color scheme on the dependent variable brand attitude?*

*RQ2: What is the effect of the verbal element brand slogan on the dependent variable brand attitude?*

## 2.5 Color scheme

One of the main elements changing the visual appearance of the brand hansa is the color scheme characterizing the CVI of the brand. The color scheme of hansa is a fundamental element in the rebranding process since its modification is based on the strategic approach of differentiation from competitors and the integration of present food trends. Not only its relevance in the specific rebranding case of hansa but particularly the connection of color with individuals' associations and emotions establishes color scheme as the first independent variable of this study. Color is able to transport intrinsic meaning and "through symbolic interpretation .... identity [of color] is transferred from one object to another" (Favre, 1979 as cited in Singh & Srivastava, 2011, p. 203). Therefore, color decisively influences the perception of objects and thus also brands, hence it becomes a key element of a brand's identity (Labrecque & Milne, 2012), the recognition of a brand (Abril, Olazábal & Cava, 2009) and the communication of a brand's image (Bottomley & Doyle, 2006). This ability to convey associations facilitates colors to communicate companies' values and positioning. Consequently, this leads to colors communicating companies' or brands' identities, influencing consumer perceptions and behavior towards a company, a brand and its products (Foroudi et al., 2014).

Prior research on color has indicated the systematic connection between color and emotions (Valdez & Mehrabian, 1994; Clarke & Costall, 2008) and furthermore in the context of branding a significant influence of color on brand perceptions (Labrecque & Milne, 2012; Madden et al., 2000, Henderson and Cote, 1998, Hynes, 2009; Gordon, Finlay & Watts, 1994).

Thus, the element of color needs to be acknowledged as an effective tool in influencing and shaping consumers associations. But even though this impact of color is acknowledged, the research exploring this ability of color to affect consumers' brand perceptions and particularly brand personality is limited. However, there are a few studies so far that took an initial step in this under-researched direction, that indicate an influence of color on brand personality. The study of Labrecque and Milne (2012) proposes color as a driver of brand personality and highlights a strong relationship between those variables. But the study findings are restricted because of the focus on the influence of color in the context of product design and brand logos on the five superior dimensions of brand personality (Labrecque & Milne, 2012).

For further developing this approach to colors in branding, the starting point as proposed by Labrecque and Milne (2012) are previous studies on color associations. Amongst others, the research of Hanada (2017); Singh & Srivastava (2011), Hynes (2009) and Clarke & Costal (2008) suggest that bright colors such as yellow is associated with cheerfulness friendliness, and moreover excitement (Walters, Apter & Svebak, 1982 as cited in Labrecque & Milne, 2012). Furthermore, orange is proposed to be associated with excitement, liveliness, energy, extroversions, and sociability (Mahnke, 1996; Singh & Srivastava, 2011). The study of Labrecque and Milne (2012) additionally shows a partly positive relationship between bright colors (yellow and orange) and excitement in the context of logos. But so far, the effect of color on the brand personality dimensions beyond the frame of a product design or logo as well as the effect on the particular personality traits are unclear. The above-mentioned study shows that color seems to be an effective CVI element in influencing brand personality perceptions, but these findings need to be generalized and therefore applied to other contexts as well as set in relation to other elements of the CVI in order to determine the relative strength of this effect.

Thus, based on these findings and previous research indicating that findings regarding brand design elements, such as logo, can be generalized to other visual stimuli (Henderson, Cote, Leong & Schmitt, 2003), following hypothesis is formulated:

*Hypothesis 1a: A bright (yellow and orange) color scheme in the CVI will have a more positive influence on the perceived brand's personality aspect of excitement as opposed to the dark (purple and black) color scheme.*

The other relevant color scheme in this research context includes dark colors such as various tones of purple and black, which are proposed to be associated with characteristics related to the brand personality dimensions of sophistication and competence. For example, Mahnke (1966) and Wright (1988) outlined the association of purple and black with sophistication and quality, and additionally black is proposed to be associated with power (Singh & Srivastava, 2011; Odbert et al. 1942; Wexner 1954 as cited in Labrecque & Milne, 2012). Regarding these color schemes, the study of Labrecque and Milne (2012) shows a positive relation between black, purple and sophistication in the context of logos (Labrecque & Milne, 2012). But however, the connection of dark colors (purple and black) with the personality traits of competence, such as quality and power, indicated by color association studies, is not proven yet. Therefore, based on the previous studies on color associations, following hypotheses is derived:

*Hypothesis 1b: A dark (purple and black) color scheme in the CVI will have a positive influence on the perceived brand's personality aspect of Competence as opposed to the bright (yellow and orange) color scheme.*

## 2.6 Slogan

In addition to the above-mentioned components, Kohli et al. (2007) describe the brands' or companies' slogan as a central element of the CVI. Not only this importance within the concept of CVI but also its central role in the rebranding process of hansa introduces the brand slogan as the second independent variable of this study. Slogans are described by Miller and Toman (2016, p. 475), as "short phrases that help establish brand identity but are mainly used to increase memorability for the brand". Furthermore, they highlight the usage of slogans to enhance and strengthen associations with the brand, as well as influencing the evaluation of the brand (Miller & Toman, 2016). Early research on the effects of slogans has focused on the memorability and identification of slogans and the related products and brands, regarding demographics, product, and media categories (Reece, Vanden Bergh & Li, 1994 as cited in Miller & Toman, 2016). More recent research on the effects of slogans highlights the ability of slogans to powerfully contribute to the communication of a brand's identity, the enhancement of the recognition and differentiation from competitors (Kohli et al., 2007). Compared to logos, which "serve as visual cues for faster processing and universal recognition of brands" (Kohli et al., 2007, p. 415), slogans can be powerful in contributing to a brand's identity because of their ability to convey more content and semantic meaning about the brand and its core values or aims (Kohli et al., 2007). Experimental studies support this role of brand slogans and have determined that slogans influence consumer beliefs about products, as well as brand evaluations by priming certain brand associations (Rosengren & Dahlén, 2006).

Regarding the here more relevant aspect of brand evaluation, Boush (1993) determines that slogans which include specific attributes positively influence brand perceptions that correspond with these attributes. Thus, it is shown the content and attributes included in slogans influence brand associations, such as beliefs and attitudes (Miller & Toman, 2016). Hence there is a common accordance on the relevance of brand slogans and their influence on brand associations. However, these findings are so far restricted to the influence of slogans on the evaluation of brand extensions by either priming attributes that correspond or conflict with the previous product attributes (Boush, 1993; Pryor & Brodie, 1998; Silveira & Galvão, 2016). Up until now, there has been no research further investigating this approach

in the context of brand slogan attributes positively influencing the perception corresponding brand personality aspects (Supphellen & Nygaardsvik, 2002; Boush, 1993; Pryor & Brodie, 1998).

In the case of the study setting, the rebranding of the bulk consumer brand hansa, the slogan was changed from “*Garantiert Genuss erleben*” (which translates as “*Guaranteed enjoyment*”) to “*Seit 1966 – Aus Liebe zum Besten*” (which translates as “*Since 1966 – Out of love for the best*”). The old slogan emphasizes reliability with the word “*guaranteed*”, but more important the noun “*enjoyment*”, which illustrates the product experience, functions as the affective dimension of the slogan. These slogan attributes prime the personality trait of excitement. The new slogan consists two semantic fragments. The first fragment states the existence and work of the brand since 1966 and thus highlights the tradition. The second part could be translated as “*out of love for the best*” and starts with an affective focus imparted with the word love and ends with the word best, this could be linked to the high quality and the striving for the best as a leading principle of the brand and therefore to the personality trait of competence.

Despite the unclear effect of different slogan attributes on the perception of the perceived brand personality, referring to the reviewed literature concerning brand attributes priming brand identity attributes in brand extensions, the study at hand will expect the following effects of slogan attributes as an independent variable:

*Hypothesis 2a: A brand slogan implementing exciting attributes positively influence the perception of the corresponding brand personality dimension excitement.*

*Hypothesis 2b: A brand slogan implementing competent attributes positively influence the perception of the corresponding brand personality dimension competence.*

## 2.7 Congruency of color scheme and brand slogan

After focusing on these two individual elements of the CVI the following paragraph addresses the interaction of color scheme and brand slogan, in order to gain deeper insights beyond the main effects of these two variables. A central theory in design literature and the starting point of understanding the interaction of visual elements is the Gestalt theory which emphasizes the way humans perceive visual stimuli and focuses on the interaction of the stimulus elements creating a whole impression (Koffka, 1935). The Gestalt psychology concludes that harmonious designs are leading to a more favorable reaction than disharmonious designs (Henderson, Giese & Cote, 2004). In the context of a logo, research already highlights that there is a significant and linear positive relationship between harmony in the logo design and pleasing responses (Henderson & Cote, 1998). And further, in the setting of advertising, congruency between the elements enhanced memory for the claims (Childers & Jass, 2002). These studies generally indicate that the positive influence of unity and congruence of visual elements are well established as design principles (Hekkert, 2006).

Furthermore, previous research in consumer psychology and product design confirms the importance of congruence in the dimension of the underlying symbolic meanings displayed by elements of visual communication (Van Rompay, Pruyn & Tieke, 2009). But even though this importance of congruence is highlighted, controlled studies understanding the processes whereby meaning congruence influences the consumer reactions are limited (Van Rompay, Pruyn & Tieke, 2009). In the context of consumer products, Van Rompay et al. (2009) highlighted the accordance of earlier research that “symbolic meanings connoted across different elements of consumer products create a more favorable first impression of product and brand when there is congruence in terms of the underlying theme” (p.20). The incongruence of underlying meaning in various elements, in contrast, leads to difficulties for consumers to build a clear image of the brand, which could negatively influence the process of forming attitudes towards



the brand (Van Rompay et al., 2009). This line of reasoning is based on the concept of processing fluency, which theorizes that stimuli which can be processed rather easily lead to favorable attitudes because they are evaluated as more positive and pleasant. Processing fluency is marked hedonically as fluent processing leads to a positive experience which is attributed to the stimulus itself leading to its positive evaluation (Reber, Schwarz & Winkielman, 2004).

Previous literature in product design addressing the interaction of visual and text stimuli indicates that the formation of impression and favorable consumer responses is positively influenced by visual-text congruence because it is easier for the consumer to infer the positioning and attributes of the brand and the displayed product for an unknown brand. A visual-text incongruence is regarded here as an ambiguity of information, because the elements concerning the same source, the brand, transmit incongruent meanings (Van Rompay et al., 2009). However, the research of Heckler and Childers (1999) indicates that an incongruence of advertising elements prompts elaborate processing, and therefore positive influences the memorability. This might help brands to be better remembered and to stand out against competition, but it does not automatically have a positive influence on consumer attitudes. So, above all, a congruence of elements seems to lead to more favorable attitudes. Furthermore, Meyers-Levy and Peracchio (1995) and Engel, Blackwell and Miniard (1995) highlight in their study that individuals use colors to evaluate advertisement and that if colors were consistent with the claims stated in the advertising, attitudes were strengthened because of increased message acceptance (as cited in Sojka & Giese, 2001).

As lined out in the paragraph above, although the importance of symbolic meaning is already established in research, there is a lack of controlled studies that explore the relationship between those symbolic meanings of different elements (Van Rompay et al., 2009). Despite the unclear relationship of the brand slogan meaning and the intrinsic meaning of color schemes of a brand's visual communication, the reviewed literature overall proposes that visual-text congruence leads to a more favorable evaluation of the brand. The visual-text congruence in this study is portrayed by following conditions: dark color scheme (purple and black) combined with the brand slogan implementing attributes priming competence. The combination of a bright color scheme (yellow and orange) and a brand slogan implementing attributes priming excitement, is proposed as a less congruent visual-text combination because the slogan implements the attribute of reliability that is not proposed to be associated with the excitement dimension of the bright color scheme.

This leads to the following hypotheses:

*Hypothesis 3a: A congruent combination of brand slogan meaning and the intrinsic meaning of the used color scheme will have a more positive effect on the attitude towards the brand, as opposed to an incongruent combination of brand slogan and used color scheme.*

*Hypothesis 3b: The effect of color scheme and brand slogan on the brand attitude and brand personality is mediated by the perceived congruence of the elements.*

## 2.8 Mediating variable: Attitude towards CVI

The associations consumers have with a brand, so to say the mental picture of the brand, is affected by the visual appearance of this brand. So, how CVI as part of the visual identity is perceived influences this mental picture and thus how the brand is evaluated. Previous research already highlights the immediate correlation of the evaluation of CVI and the evaluation of the brand, for example, Walsh (2006) determined that consumers' negative evaluation of a CVI results in a negative brand attitude. Furthermore, research also confirmed that the attitude towards a brand logo affects the attitude towards the brand (Jun, Cho & Kwon 2008; Müller, Koch & Crettaz, 2013; Molenaar, 2015). An explanation for

this investigated influence of brand representations such as advertisement or CVI on the general brand evaluation can be delivered by the principles of classical conditioning, which suggests that “if a brand is repeatedly paired with a positively evaluated stimulus a “direct transfer” of that evaluation to the brand might occur” (Olson and Mitchell 1975 as cited in Mitchell & Olson, 1981, p. 325). Regarding the content of this study, it is important to distinguish between the visual (color scheme) and verbal (brand slogan) CVI elements because they are proposed to be processed differently and therefore influence consumers differently.

Also, the concept of attitudes can be regarded from the approach of dual processing, distinguishing between an affective and cognitive component of attitudes. “The cognitive component of attitude represents the deliberate, conscious, and propositional thought process, whereas the affective component of attitude represents immediate evaluation and emotional responses to the attitude object.” (Kim & Lennon, 2008, p.154). Relating back to the dual processing theories (see 2.4.2), Kim and Lennon (2008) furthermore stated that visual information influences the affective component, whereas verbal information influences cognitive attitudes. On the other hand, Olson and Mitchell (1981) are proposing in their study on the influence of visual and verbal advertising elements on consumer attitudes, that also verbal advertising content can evoke the affective aspect of attitudes as it might stimulate visual imagery. And further, they indicate that visual information that is not product related might be converted into semantic information and beliefs about the advertised brand (Mitchell & Olson, 1981).

As shown in the literature review above the influence of visual and verbal stimuli is still somewhat unclear and in the context of CVI, these effects have not been studied before. But due to the literature about other CVI elements and the advertising literature, it is proposed that the attitude towards the CVI influences the evaluation of the brand. Consequently, the attitude towards the CVI will be included in this research as the variable mediating the attitude towards the brand (See Figure 2). Based on this and the studies of attitude structure and the influence of visual and verbal stimuli, the following hypotheses are formed.

*Hypothesis 4: The influence of the brand slogan and the color scheme on the brand attitude is mediated by the attitude towards the CVI.*

*Hypothesis 5: The visual CVI element (color), as opposed to the verbal element (brand slogan), causes the activation of the affective attitude construct towards the CVI.*

*Hypothesis 6: The verbal CVI element (brand slogan), as opposed to the visual, causes the activation of the cognitive attitude construct towards the CVI.*

## 2.9 Research Model

The following figure pictures the visualization of the research question and implements the obtained hypotheses (Figure 2). The independent variables are shown on the left side, the dependent variables which are measured in the study on the right side. The variables attitude towards the CVI mediates the effect of the independent variables on the attitude towards the brand and the perceived congruence mediates the effect of the independent variables on the dependent variables. The hypotheses regarding the construct of the research model are summarized in *Appendix 2*.

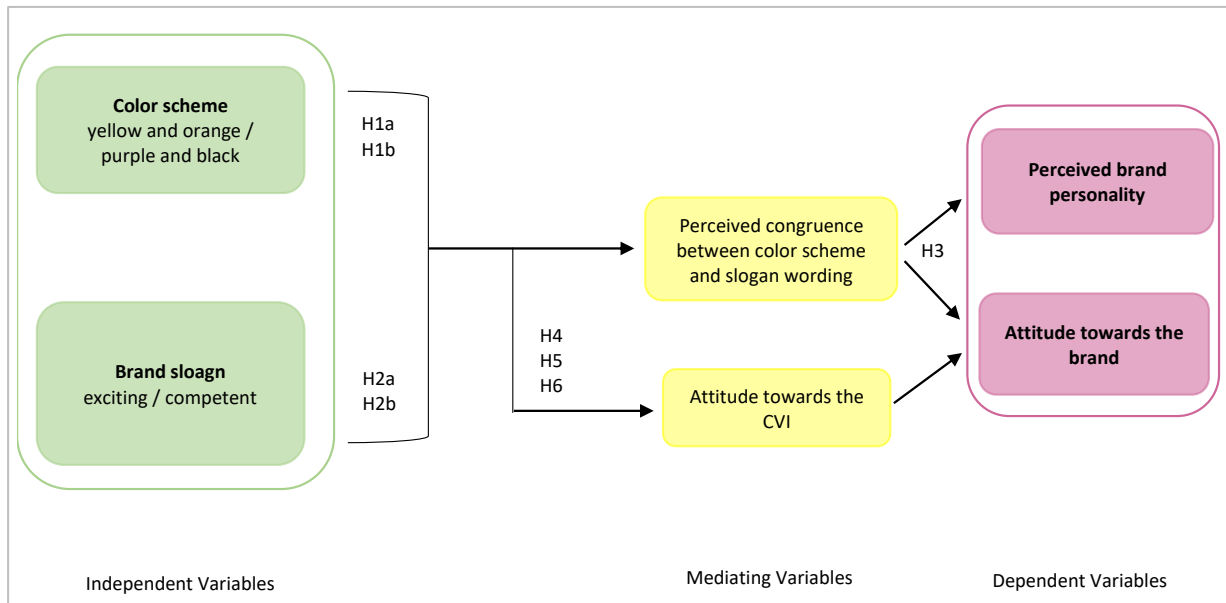


Figure 2: Conceptualization of Research Design

### 3. Method

#### 3.1 Research Design

The aim of the study is to answer the main question of the relative influence of the CVI elements color scheme and brand slogan on the brand attitude and brand personality. The study results are furthermore used to determine if the strategic intentions set in the rebranding process of hansa match the brand's image caused by the changed CVI elements. This study was conducted with a 2x2 in between factorial design as an online experiment, therefore the data was collected through the quantitative method with an online questionnaire. The study examines the effects of the independent variables color scheme: bright (yellow and orange) vs dark (purple and black), and brand slogan: exciting vs. competent on two dependent variables brand attitude and brand personality. The attitude towards the CVI serve as a mediator of brand attitude. Also, the congruence of the color scheme and brand slogan is proposed to mediate the effect of the independent variables on dependent variables. In order to analyze which combination of the independent variables leads to a higher effect on the dependent variables, four different experimental conditions were created, which are illustrated in *Table 1*.

Table 1: Experimental conditions

Condition	Color Scheme	Slogan Wording	Number of participants
1	Bright	Exciting	34
2	Bright	Competent	29
3	Dark	Exciting	32
4	Dark	Competent	28

#### 3.2 Stimulus Material

##### Preliminary tests

The first step of the study was to conduct a preliminary test to determine which personality constructs were associated with the color scheme and brand slogan used by the brand hansa. Therefore, the color schemes (dark colors: purple and black and bright colors: yellow and orange) and the brand slogans of



hansa (exciting and competent) were presented as isolated factors to a group of recipients and they were asked to indicate which personality characteristics form the brand personality scale of Aaker (1997) they would choose to describe the presented stimulus. In total, 21 participants took part in the test. The analysis of the results showed, that the bright color scheme and the brand slogan including exciting attributes were both connected to the personality dimension of excitement. Whereas the dark color scheme and the slogan including competent attributes were associated with competence, as proposed in the theoretical framework.

Additionally, a second preliminary test was conducted to moreover examine the interaction of elements and thus to test which of combinations of color scheme and slogan were perceived as most congruent or rather incongruent. For this reason, four representative advertisings with all possible combinations of the color schemes (bright vs dark) and brand slogans (exciting vs competent) as stimulus material were created. These conditions were presented to participants and they were asked to indicate on three 5-point semantic differential scales the perceived congruence of color and slogan. In total 23 subjects participated, but the analysis of the collected data did not show that the participants perceived the congruence of the independent variables within the stimulus material of the four experimental conditions as significantly different ( $p > 0.05$ ).

Therefore, the stimulus material was adjusted, and a third preliminary test, examining the congruence of the manipulated elements, was performed. Overall 23 participants took part in the third test, but only 18 of the response were without missing data. It was found, as proposed in the theoretical framework, that the combination of the dark color scheme and the competent brand slogan is the most congruent condition ( $M = 3.83$ ,  $SD = 0.99$ ), and the combination of bright color and exciting slogan the second most congruent combination ( $M = 3.7$ ,  $SD = 1.25$ ). The difference between all four conditions was significant ( $F(3,17) = 4.28$ ,  $p = 0.023$ ), therefore the created material could be applied in the main study.

Table 2: Overview preliminary test with groups' means and standard deviation

Pretest	Independent Variable	Dependent Variable	F	p	Mean (SD)	
Pretest 1 N=21	Color scheme	Brand Personality Excitement	13.89	0.001	Bright colors	Dark colors
					3.52 (1.40)	1.76 (1.09)
		Brand Personality Competence	10.09	0.005	2.52 (1.17)	3.76 (1.36)
	Brand slogan	Brand Personality Excitement	7.93	0.011	Exciting slogan	Competent slogan
					3.90 (1.55)	2.52 (1.33)
		Brand Personality Competence	17.50	<0.001	2.86 (1.20)	4.19 (0.98)
Pretest 3 N=18	Color scheme* Brand slogan	Perceived Congruence	4.28	0.023	Dark color * Competent slogan 3.83 (0.99)	Bright color * Exciting slogan 3.7 (1.25)

## Main study

Thus, the stimulus material in the main questionnaire of the study comprised of a representative advertising with informational content about the brand hansa in each of the four conditions. The used background color was manipulated (bright (yellow & orange) vs dark (purple & black)) as well as the brand slogan (exciting vs competent). The four representative advertisements used as stimulus material are displayed below.



Figure 6: Dark color scheme - Competent slogan stimulus material

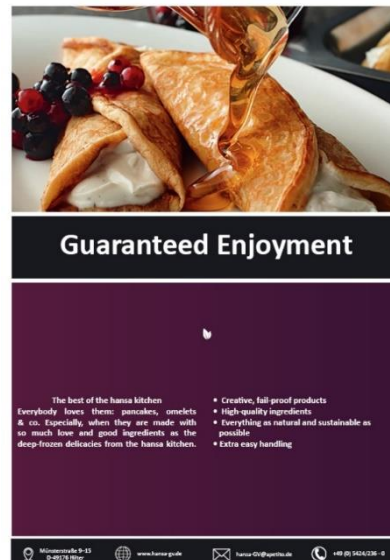


Figure 5: Dark color scheme - Exciting slogan stimulus material



Figure 4: Bright color scheme - Exciting slogan stimulus material



Figure 3: Bright color scheme - Competent slogan stimulus material

## Manipulation check

At the end of the main questionnaire with a final sample of N= 123 participants, three manipulation checks were conducted in order to estimate if the independent variable were successfully manipulated.

The first manipulation check for the perceived colors of the shown advertisement consisted of one question with the two scale items “The advertisement contained bright colors.” and “The advertisement contained dark colors.”, which were measured on a 5-point Likert-scale (1= I strongly disagree, 5= I strongly agree). The scale was found to be reliable ( $\alpha = .83$ ) and the results of a t-test showed a significant difference ( $F(1,121) = 0.01$ ,  $p = <0.001$ ) between the dark and bright color scheme ( $M_{\text{bright colors}} = 4.06$ ,  $SD = 0.99$ ,  $M_{\text{dark colors}} = 1.97$ ,  $SD = 1.00$ ).

The second manipulation check concerned the perceived character of the brand slogan and consisted of the two single items “The advertisement contained an exciting brand slogan.” and “The advertisement contained a competent brand slogan.”, which also were both measured on a 5-point Likert-scale (1= I strongly disagree, 5= I strongly agree). The results of two t-tests showed that a significantly ( $F(1,121) = 5.44$ ,  $p < 0.05$ ) higher mean for the first item was reached for the exciting slogan manipulation ( $M_{\text{exciting slogan}} = 2.67$ ,  $SD = 1.39$ ,  $M_{\text{competent slogan}} = 2.12$ ,  $SD = 1.15$ ). Also, the competent slogan reached a significantly ( $F(1,121) = 0.46$ ,  $p < 0.05$ ) higher score for the manipulation check of the competent slogan ( $M_{\text{competent slogan}} = 2.98$ ,  $SD = 1.37$ ,  $M_{\text{exciting slogan}} = 2.44$ ,  $SD = 1.24$ ). Thus, both slogans were clearly distinguishable.

The third and final manipulation check was used to measure the perceived congruence of the independent variables on a 5-point semantic differential scale adapted from Rifon, Choi, Trimble, and Li (2004 as cited in Bruner, 2012) with three scale items, amongst which “not compatible/compatible” and “not a good fit/good fit”. The scale was found to be reliable ( $\alpha = .963$ ) and the results showed a significant difference ( $F(1,121) = 2.54$ ,  $p < 0.05$ ) between the proposed congruent and incongruent experimental conditions ( $M_{\text{congruent combination}} = 3.24$ ,  $SD = 1.15$ ,  $M_{\text{incongruent combination}} = 2.62$ ,  $SD = 1.31$ ,  $p < 0.05$ ). Overall the independent variables were successfully manipulated.

Table 3: Overview manipulation check main survey with groups' means and standard deviation

Manipulation check Main Survey N=123	Cronbach's alpha	F	p	Mean (SD)	
Perceived color	0.83	0.01	<0.001	Bright Colors 4.06 (0.99)	Dark Colors 1.97 (1.00)
Perceived excitement of slogan	-	5.44	0.02	Exciting Slogan 2.67 (1.39)	Competent Slogan 2.12 (1.15)
Perceived competence of slogan				2.44 (1.24)	2.98 (1.37)
Perceived congruence of color scheme and brand slogan	0.96	2.54	0.01	Congruent Combination 3.24 (1.15)	Incongruent Combination 2.623 (1.31)

### 3.3 Measures

#### 3.3.1 Brand personality

The dependent variable brand personality as perceived by the study participants was measured by using the brand personality scale developed by Aaker (1997). This scale has shown a high internal reliability

and has broadly been validated in a variety of cultures and contexts, hence it is the standard measure of a brand's personality (Aaker, 1997; Baja & Bond, 2017; Labrecque & Milne, 2012). The scale is based on five human character traits namely sincerity, excitement, competence, sophistication and ruggedness and consists of 42 items, which together describe those five characteristics (see Appendix 1). In this study, a 5-point Likert scale (1= not at all descriptive of the material, 5= extremely descriptive of the material) is used to measure all 42 items, which include amongst others honest, exciting, reliable or successful, as well as the five superordinate dimensions. The full list of items can be found in the questionnaire (Appendix 3). The scale was found to be reliable with high alpha values ranging from 0.79 to 0.90 for all personality dimensions (see Table 5).

### 3.3.2 Attitude towards the CVI

The attitude towards the CVI as the mediating variable of this study was measured on a scale adapted from Hirschman (1986 as cited in Kim & Lennon, 2008 p. 159). The affective component was measured with the items attractiveness and likeability, whereas the cognitive aspect was measured through the items perceived amount of information obtained through the stimulus material and the perceived usefulness of the information. All items were measured on a 5-point Likert scale (1= I strongly disagree, 5= I strongly agree). An analysis showed the internal reliability of the scale with high alpha values for the affective ( $\alpha = 0.93$ ) and cognitive components ( $\alpha = 0.87$ ), which is depicted in Table 5 below.

### 3.3.3 Brand attitude

The scale used to measure the attitude towards the brand featured in the stimulus material was adapted from the study of Lee and Mason (1999, as cited in Bruner, 2012) and applied a 5-point Likert-scale (1= I strongly disagree, 5= I strongly agree). The four items of the scale included "I react favorably to the brand." and "I dislike the brand." These statements have been commonly used in earlier studies to measure attitude towards brands in advertisements (Bruner, 2012), and were adjusted to match this study's context, by excluding one unsuitable statement referring to the fulfillment of the advertising claim. The scale was found to be reliable ( $\alpha = 0.87$ ), which is presented in Table 5.

### 3.3.4 Brand familiarity as covariate

The familiarity with a brand reflects the amount of time a consumer has spent with processing brand information as well as the consumers' experience with the brand (Baker, Hutchinson, Moore & Nedugadi, 1986; Alba & Hutchinson, 1987 as cited by Sundaram & Webster, 1999). The influence of the brand familiarity on the associations with the brand can already be derived from Zajonc's mere exposure hypothesis (1968), where the exposure to a stimulus increases its positive evaluation and thus affects the attitude towards it (Baker et al., 2000). Earlier research in the field of CVI and brand logos highlights the familiarity positively influencing brand attitudes (Müller et al., 2013; Kim, Periyayya & Li, 2013; Molenaar, 2015). Because of this important role of brand familiarity, it was decided to include the variable as a covariate in this study. It measured with three 5-point semantic differentials, following Simonin and Ruth (1998, as cited in Bruner, 2012). The scale was found to be reliable, ( $\alpha = 0.91$ ).

Table 4: Constructs - reliability scores, mean scores, and standard deviations values

Construct	Cronbach's alpha	M (SD)
Brand Personality – Sincerity	0.86	2.738 (0.74)
Brand Personality – Excitement	0.90	2.209 (0.84)
Brand Personality – Competence	0.88	2.510 (0.84)
Brand Personality –Sophistication	0.86	2.324 (0.94)
Brand Personality – Ruggedness	0.79	1.816 (0.74)
Attitude towards the CVI - affective	0.93	3.38 (1.14)
Attitude towards the CVI - cognitive	0.87	3.26 (0.99)
Brand attitude	0.87	3.14 (1.03)
Brand familiarity	0.91	1.69 (1.03)
<i>Note. 5-point Semantic differentials were used to measure the items of brand familiarity (Please indicate the familiarity with the brand hansa)</i>		

### 3.4 Participants

Because the concepts proposed in the theoretical framework (color emotion connection and slogan attributes) are general concepts and not limited to a certain target group, the target group of the research was not solely focused on students or a specific age group. Since also the target group of the brand hansa is diverse and not limited to certain demographics, the aim was to get a sample as diverse as possible concerning the demographics.

In total 190 subjects participated in the research and after deleting 67 invalid responses the final sample of the research is N= 123. The reason for deleting these responses was the fact that 63 responses were incomplete, and four recipients were affected by colorblindness and therefore were excluded from further participating in the study. The remaining sample consisted of 80 female (65%) and 43 male (35%) participants. The average age of the respondents was M= 29.84 (SD= 12.26), ranging from 18 years to a maximum of 66 years. The majority of the recipients had either completed a secondary or undergraduate education (37% each). Because the original language used in the brand material of hansa is German, the survey was conducted in the German language, but in order to reach a significant sample size, additionally an English version was developed. In total 59 recipients (48%) performed the study in German and 64 of the recipients (52%) filled in the English version of the questionnaire. Table 4 below shows an overview of all demographic information.

### 3.4.1 Homogeneity between Conditions

In order to determine whether the sample characteristics were homogenously distributed over all experimental condition groups, ANOVA and Chi-square tests were conducted. The results showed, that the age of the recipients did not differ significantly ( $\alpha > 0.05$ ) between the experimental conditions ( $F(2,119) = 0.836$ ,  $p = 0.477$ ). The Chi-square test stated ( $X^2(4) = 1.939$ ,  $p = 0.585$ ) that the amount of female and male study participants is distributed evenly over all experimental conditions. Furthermore, regarding the educational level of the participants, the Chi-square statistic was  $X^2(4) = 10.054$ ,  $p = 0.611$ , which lies above the significance level of 0.05 and hence the educational level of the participants is also distributed equally through all experimental conditions. Also, the nationalities of the participants are distributed equally through the experimental conditions as the Chi-square test stated  $X^2(4) = 1.939.804$ ,  $p = 0.963$ .

Table 5: Demographic information

Demographic Construct	Condition1 N= 34	Condition 2 N= 29	Condition 3 N= 32	Condition 4 N= 28	Total N= 123
<b>Gender, N (%)</b>					
Female	25 (73.5%)	19 (65.5%)	20 (62.5%)	16 (57.1%)	80 (65%)
Male	9 (26.5%)	10 (34.5%)	12 (37.5%)	12 (42.9%)	43 (35%)
<b>Age, M (SD)</b>					
	28.85 (11.42)	32.14 (14.94)	30.88 (13.39)	27.46 (8.26)	29.84 (12.26)
<b>Education, N (%)</b>					
Primary education	1 (2.9%)	1 (3.4%)	12 (37.5%)	2 (7.1%)	4 (3.3%)
Secondary education	10 (29.4%)	8 (27.6%)	6 (18.8%)	7 (25.0%)	37 (30.1%)
Trade/technical /vocational training	7 (20.6%)	8 (27.6%)	8 (25.0%)	6 (21.4%)	27 (22.0%)
Undergraduate education	8 (23.5%)	10 (34.5%)	11 (39.9%)	11 (39.3%)	37 (30.1%)
Postgraduate education	8 (23.5%)	2 (6.9%)	6 (18.8%)	2 (7.1%)	18 (14.6%)
<b>Nationality, N (%)</b>					
German	26 (76.5%)	21 (72.4%)	24 (75.0%)	21 (75.0%)	92 (74.8%)
Dutch	2 (5.9%)	3 (10.3%)	1 (3.1%)	3 (10.7%)	9 (7.3%)
Spanish	1 (2.9%)	1 (3.4%)	1 (3.1%)	2 (7.1%)	5 (4.1%)
Turkish	-	1 (3.4%)	1 (3.1%)	-	2 (1.6%)
Belgian	1 (2.9%)	-	1 (3.1%)	-	2 (1.6%)
Others	4 (11.8%)	3 (10.3%)	4 (12.5%)	2 (7.1%)	13 (10.6%)

### 3.5 Procedure

As described earlier, the study was conducted as an online experiment and the data was collected through a questionnaire (see *Appendix 3*), which included the four different conditions described in the research design. Due to time constraints, convenience sampling was used to recruit the participants of the study and the questionnaire was distributed through various social media channels to reach a significant and diverse participant sample. This distribution method was chosen because of the simple handling of the channels, their mobility, flexibility and the diversity of their users (Spreadfast, 2018). In all cases, the



questionnaire was administrated through the Qualtrics software and participants were randomly assigned to one of the four experimental conditions.

The beginning of the questionnaire introduced the participants to the topic, the purpose of the study, informed about the anonymity of the results and provided the e-mail of the researcher for further information or questions. After that, the participants gave their consent to participate and they were asked to answer questions about their demographics including gender, age, highest graduated level of education. A crucial control factor for this study is the ability of participants to differentiate colors because the relative influence of color schemes in the CVI is investigated. Therefore, the color-blindness of the participants was measured with a yes or no question. If the participants did not fulfill this requirement, they were forwarded to the end of the questionnaire.

After completing this part, the participants were randomly assigned to one of the four conditions and were presented with the respective advertisement of the condition. After that, they were asked to answer the questions illustrated in the next paragraph, which were the same for each condition.

Following the presentation of the stimulus material, the participants were requested to rate the descriptiveness of personality traits regarding the shown advertising on two 5-point Likert-scales. The next two questions requested the participants to indicate their attitude towards the advertising shown and the brand described in it on a 5-point Likert-scale. And furthermore, there was one question requesting the participants to indicate their familiarity with this brand on a 5-point semantic differential scale. The scales used to measure these variables are outlined below (see 3.5 *Measures*).

At the end of the study, the manipulation questions were asked. And finally, the participants were thanked for their participation in the survey and informed that the material used in the survey was not the original content of the brand but adapted and modified for the purpose of the research.

## 4. Results

In the following paragraphs, the results of this study are presented. The Software SPSS 25 was used to conduct various statistical tests in order to test the hypotheses formulated in the theoretical framework and to determine significant effects and interaction effects of the independent variables on the dependent variables of this study. To examine the main and interaction effects a multivariate analysis of variance (MANOVA) was performed to determine which effects were significant. To examine the differences in means between the types of color schemes and slogans on the dependent variables analyses of variance (ANOVA) with the Bonferroni tests were conducted. In the following sections, a detailed overview of the results is given.

### 4.1 Main and Interaction effects

#### 4.1.1 Brand Personality

##### *H1 and H1b: Color scheme*

To determine the main effect of the independent variable color scheme on the dependent variable brand personality, a multivariate analysis of variance (MANOVA) was performed. The results showed a significant effect of the color schemes on the brand personality dimension of sincerity ( $F(1,122) = 5.05, p = 0.03$ ), the brand personality dimension of competence ( $F(1,122) = 5.99, p = 0.02$ ), and the brand personality dimension of sophistication ( $F(1,122) = 9.08, p = 0.003$ ) (see *Table 6*). However, the main effect of color schemes on the brand personality dimension of excitement ( $F(1,122)=2.26, p=0.14$ ) and the brand personality dimension of ruggedness ( $F(1,122)=0.26, p=0.61$ ), were not significant. Therefore, Hypothesis H1a about the influence of color on the brand personality dimension of excitement needs to be rejected.

Furthermore, in order to establish whether the dark color scheme had a more positive effect on the brand personality dimension of competence, as proposed in Hypothesis 1b, the means for both color schemes were compared through a univariate analysis of variance, the outcomes of are displayed in *Table 6*.

*Table 6: MANOVA main effects on brand personality with groups' means (1= not at all descriptive, 5= extremely descriptive) and standard deviation*

Independent variable	Dependent variable	F	P	Mean (SD)	
Color scheme				Bright Colors	Dark Colors
	Brand Personality Competence	5.99	0.02	2.33 (0.89)	2.7 (0.76)
	Brand Personality Sincerity	5.05	0.03	2.88 (0.65)	2.59 (0.8)
	Brand Personality Sophistication	9.08	0.003	2.08 (0.87)	2.58 (0.94)

The results showed a bigger influence of the dark color scheme on the brand personality dimension of competence compared to the bright color scheme ( $M_{\text{dark colors}} = 2.7, SD = 0.76$ ;  $M_{\text{bright colors}} = 2.33, SD = 0.89$ ). Therefore, the results positively confirm H1b.

Beyond that, the results of the ANOVA also revealed a bigger influence of the bright color scheme on the brand personality dimension of sincerity ( $M_{\text{bright colors}} = 2.88, SD = 0.65$ ;  $M_{\text{dark colors}} = 2.59, SD = 0.8$ ),



and a bigger effect of the dark color scheme on the brand personality dimension of sophistication ( $M_{\text{dark colors}} = 2.58$ ,  $SD = 0.94$ ;  $M_{\text{bright colors}} = 2.08$ ,  $SD = 0.87$ ).

#### *H2a and H2b: Brand Slogan*

An additional ANOVA was conducted in order to determine the effect of the independent variable brand slogan on the dependent variable brand personality. The results of this test did not show a significant effect of the brand slogan on any of the brand personality dimensions ( $p > 0.05$ ) (see *Appendix 5*). This leads to the rejection of hypothesis H2a and H2b.

#### *Congruence of color scheme and brand slogan*

An ANOVA analysis showed that there is no significant interaction effect between the color scheme and brand slogan on the brand personality dimensions (see *Appendix 6*).

### 4.1.2 Brand attitude

#### *RQ1: Color scheme*

In order to identify the effect of the color scheme on the dependent variable brand attitude, an ANOVA was performed. The test showed no significant effect of any of the color schemes (bright and dark) on the attitude towards the brand ( $F(1,121) = 0.183$ ,  $p = 0.669 > 0.05$ ) (see *Appendix 7*).

#### *RQ2: Brand slogan*

Another ANOVA analysis showed that also the main effect of the brand slogan on the brand attitude is not significant ( $F(1,121) = 0.403$ ,  $p = 0.557 > 0.05$ ) (see *Appendix 7*).

#### *Congruence of color scheme and brand slogan*

A significant interaction effect, that is shown through an ANOVA is the interaction effect between the color scheme and brand slogan on the brand attitude ( $F(1,122) = 5.03$ ,  $p = 0.03$ ). *Table 7* shows the results of this analysis and the interaction is furthermore visualized in *Figure 3*.

*Table 7: MANOVA with interaction effects on brand attitude*

Interaction effect	Dependent variable	F	P	Mean (SD)			
				Bright Colors* Exciting Slogan	Bright Colors* Competent Slogan	Dark Colors* Exciting Slogan	Dark Colors* Competent Slogan
<b>Color scheme* Brand slogan</b>	Brand Attitude	5.03	0.03	3.24 (0.96)	2.95 (0.96)	2.93 (1.17)	3.47 (0.97)

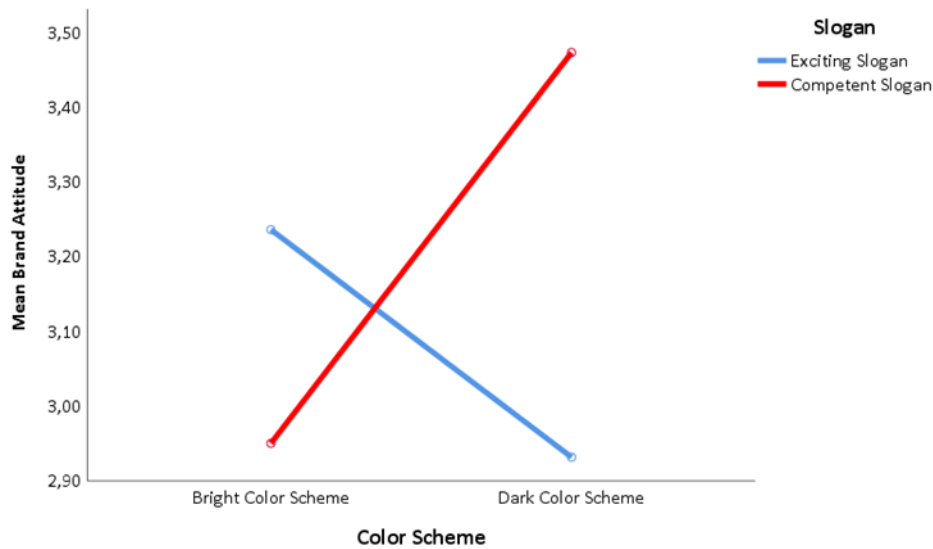


Figure 7: Profile Plot of the interaction effect between color scheme and brand slogan

The results show higher effects on the brand attitude when a bright color scheme is combined with an exciting slogan ( $M = 3.24$ ,  $SD = 0.96$ ), and when a dark color scheme is combined with a competent slogan ( $M = 3.47$ ,  $SD = 0.97$ ). In terms of the research hypothesis, with consideration of the non-significant interaction effect on the brand personality, these results confirm H3a.

## 4.2 Mediating effects

For determining the mediation effects in this study, the program SPSS with the additional feature the program Process written by Andrew F. Hayes (2012) was used, which allows running all analyses needed to determine a significant mediation effect in one command. According to Baron and Kenny (1986), a variable functioning as a significant mediator needs to fulfill four criteria. The first criterion is the significant relationship between the independent variable and the mediating variable. Secondly, the relationship between the mediating variable and the dependent variable should also be significant. Furthermore, the relationship between the independent and the dependent variable should be significant and also improved when proceeding through the mediating variable. Also, the relationship between the independent and the dependent variable should not be significant anymore when the mediator is introduced (Baron & Kenny, 1986). Furthermore, there is a distinction made between a single dominant (full) mediation, when the value of the effect of the independent variable on the dependent variable is equivalent to zero, and multiple mediating factors (partial mediation), when this effect is not equivalent to zero but smaller in comparison to the effect of the independent variable on the dependent variable excluding the mediator (Baron & Kenny, 1986). Following these steps, an analysis was conducted in Process to determine the presence of significant mediating effects.

### 4.2.1 Perceived congruence of color scheme and brand slogan

The first mediation effect that was examined, is the effect of the independent variables color scheme and brand slogan on the dependent variable brand attitude mediated by the perceived congruence of the independent variables. Taken all steps of the analysis into account (see Appendix 8), the results reveal that the effects of the independent variables color scheme and brand slogan on both dependent variables brand attitude and brand personality are not significantly mediated by the perceived congruence of the independent variables, which leads to the rejection of the hypothesis 3b.

#### 4.2.2 Attitude towards CVI

Second, the effect of the independent variables on the dependent variable brand attitude mediated by the attitude towards the CVI was examined. After conducting the mediation analysis (Appendix 9), the results revealed that the effect of the brand slogan on brand attitude is not significantly mediated through the attitude towards the CVI. This leads to the rejection of hypothesis 4.

Interestingly, the third step of the analysis showed a significant effect of attitude towards the CVI on brand attitude ( $F(2,120) = 119.23$ ,  $p < 0.001$ ,  $R^2 = 0.67$ ,  $b = 0.90$ ,  $t(120) = 15.40$ ,  $p < 0.001$ ).

Because of the missing mediating effect and in order to determine the effect of the independent variables on the attitude towards the CVI, the variable was treated as dependent variable and a MANOVA was conducted.

The results showed a significant effect of the color scheme on the affective attitude construct ( $F(1,122) = 4.13$ ,  $p = 0.04$ ), which confirms Hypothesis 5. But, as the MANOVA did not reveal a significant effect of the independent variable brand slogan on the cognitive construct of attitude towards the CVI ( $F(1,12) = 1.09$ ,  $p = 0.3$ ), the hypothesis 6 was rejected.

Furthermore, the results of the MANOVA showed a significant interaction effect of color scheme and brand slogan ( $F(1,122) = 13.79$ ,  $p < 0.001$ ) on the attitude towards the CVI. The analysis revealed, that the combination of the competent brand slogan with a dark color scheme (proposed congruent combination) had the most positive effect on the attitude towards the CVI ( $M = 3.85$ ,  $SD = 0.83$ ).

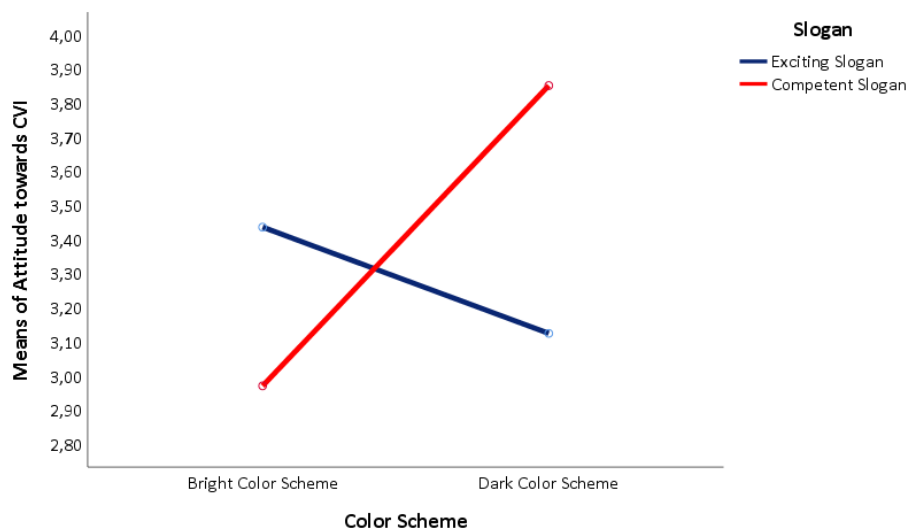


Figure 8: Profile Plot of the interaction effect between color scheme and brand slogan on Attitude towards the CVI

#### 4.3 Brand familiarity as covariate

In order to determine whether brand familiarity functions as a covariate in this study an analysis of covariance (ANCOVA) was performed. The results show no significant effect of either color ( $F(1,123) = 0.202$ ,  $p = 0.65$ , partial  $\eta^2 = 0.002$ ) or brand slogan ( $F(1,123) = 0.34$ ,  $p = 0.56$ , partial  $\eta^2 = 0.003$ ) on the outcome variable brand attitude whilst controlling for the effect of a high brand familiarity.

#### 4.4 Hypotheses and research model

All results considered, the following table gives an overview of the support or rejection of the hypotheses made in the theoretical foundation of this study. The significant effects discovered in the analysis are depicted in the research model (see Figure 5).

Table 8: Overview of tested hypotheses

Hypothesis		Result
H1	H1a: A bright (yellow and orange) color scheme in the CVI will have a more positive influence on the perceived brand's personality aspect of excitement as opposed to the dark (purple and black) color scheme.	Rejected
	H1b: A dark (purple and black) color scheme in the CVI will have a positive influence on the perceived brand's personality aspect of competence as opposed to the bright (yellow and orange) color scheme.	Confirmed
H2	H2a: A brand slogan implementing exciting attributes positively influence the perception of the corresponding brand personality dimension excitement.	Rejected
	Hypothesis 2b: A brand slogan implementing competent attributes positively influence the perception the of corresponding brand personality dimension competence.	Rejected
H3	H3a: A congruent combination of brand slogan meaning, and the intrinsic meaning of the used color scheme will have a more positive effect on a favorable attitude towards the brand, as opposed to an incongruent combination of brand slogan and used color scheme.	Confirmed
	H3b: The effect of color scheme and brand slogan on the brand attitude and brand personality is mediated by the congruence of the elements.	Rejected
H4	The influence of the brand slogan and the color scheme on the brand attitude is mediated by the attitude towards the CVI.	Rejected
H5	The visual CVI element (color), as opposed to the verbal element (brand slogan), cause the activation of the affective attitude construct towards the CVI.	Confirmed
H6	The verbal CVI element (brand slogan), as opposed to the visual, causes the activation of the cognitive attitude construct towards the CVI.	Rejected

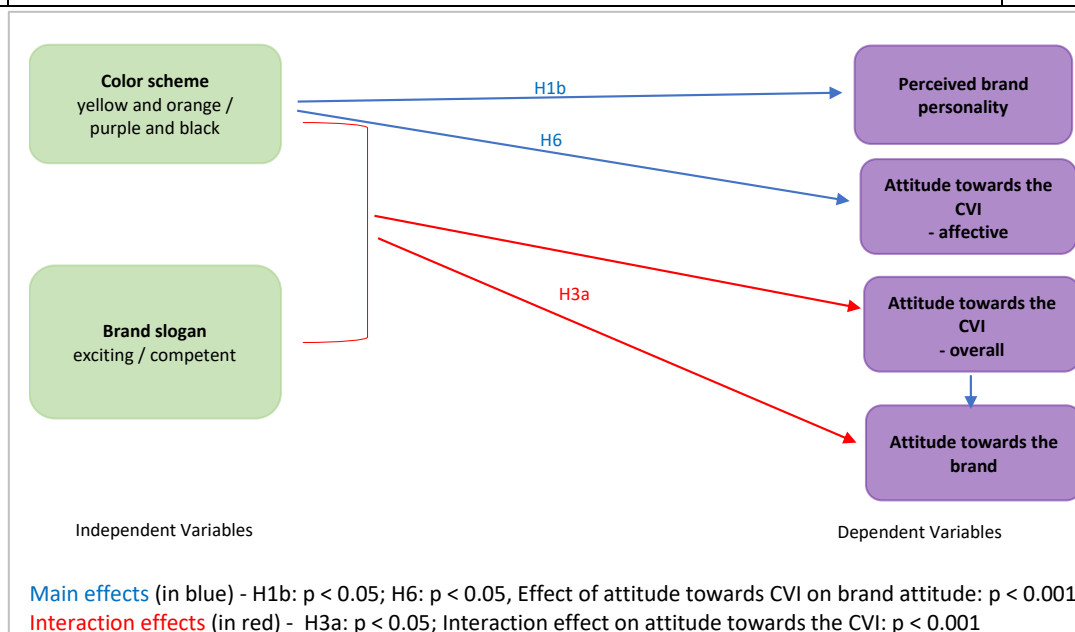


Figure 9: Research model with significant effects

## 5. Discussion

The key objective of this research was to investigate to what extent the change in the CVI elements color and brand slogan influence the associations connected with the presented brand. More specifically, as formulated in the research question, this study analyzed the relative influence of the CVI elements brand slogan and color scheme on the perceived brand personality and brand attitude. Besides the main effects, the interaction effects of the independent variables, as well as the mediating effects of the attitude towards the CVI and the perceived congruence of the elements were investigated. Furthermore, the possible effect of the familiarity with the brand as covariate was examined. In the following section, an overview of the main findings of the study will be given. Firstly, these outcomes will be discussed and further elaborated, reflecting on the theoretical constructs proposed in the theoretical framework. Secondly, the results will moreover be critically reviewed, as limitations of the study will be shown and prospects for further research will be given. This paper will furthermore be ended with a concluding section.

### 5.1 Main findings

One of the main conclusions that can be drawn from the results of this study is that the CVI element color has a main effect on the perception of brand personality. More specifically, this study showed that the bright color scheme (yellow and orange) used in the stimulus material had a positive effect on the brand personality dimension of sincerity and that the dark color scheme (purple and black) had a positive effect on the brand personality dimensions of competence and sophistication. A significant effect of the brand slogan on the brand associations was not found. Interestingly a significant interaction effect between the brand slogan and color scheme on the attitude towards the brand was found. As proposed in the theoretical framework, the congruent combination of color scheme and brand slogan, concerning their underlying semantic meaning and emotional association, positively influenced the favorable evaluation of the brand.

The outcomes of the study also showed that the congruent combination of the CVI elements had a positive effect on the attitude towards of the CVI. And furthermore, the evaluation of the CVI significantly influenced the evaluation of the brand. Regarding the question of the relative influence of the color scheme as visual CVI component and the brand slogan as verbal element, this research concluded that the elements influenced the attitude formation on different levels. The analysis of the data leads to the conclusion that the visual elements of the CV influence the individuals' attitude formation on a more affective level than the verbal CVI elements.

### 5.2 Theoretical implications – Reflection on theory

Previous studies on the influence of CVI elements on brand associations mainly focused on the brand logo and name (Poon & Fatt, 1997, Van Riel, Van der Ban & Heijmans, 2001; Foroudi et al., 2014), or rather on the general process of rebranding without focusing on the effect of a change in specific elements of the visual brand presence (Zahid & Raja, 2014; Bolhuis et al., 2015; Merrilees & Miller, 2008; Muzellec & Lambik, 2006; Doeschot, 2015; Miller, Merrilees & Yakimova, 2014). Nevertheless, earlier studies on the effects of color concluded a significant influence of colors on emotions and the perception of a brand's identity (Valdez & Mehrabian, 1994; Clarke & Costall, 2008, Labrecque & Milne, 2012, Bottomley & Doyle, 2006). Based on these previous findings, it was expected that the color scheme influenced the brand personality, and more specifically that a bright color scheme (yellow and orange) had a more positive influence on the brand personality dimension excitement (H1a), whereas a dark color scheme (purple and black) had a more positive influence on the brand personality dimension competence (H1b). Especially the study of Labrecque and Milne (2012) that highlights color as a driver for

brand personality in the context of product design and brand logos, provided a strong support for these assumptions.

The results of this study show a significant effect of color on brand personality. Even though the hypothesized influence of bright colors on the brand dimension of excitement could not be determined (H1a), a significant effect of dark color on the brand personality dimension of competence was shown, which confirmed Hypothesis 1b. Furthermore, a significant effect of the bright color scheme on the brand personality dimension of sincerity, and a significant effect of the dark color scheme on the brand personality dimension of sophistication were found. These results do not only support the previous studies, but further expand the findings to the personality dimension of competence and the general context of the CVI (Labrecque & Milne, 2012).

However, no effect of the independent variable brand slogan on the perceived brand personality was found. Even though previous research proposed a significant effect of the content and semantic meaning of the brand slogans on brand associations, this connection was not shown for the corresponding personality traits associated with brands (Rosengren & Dahlgren, 2006; Boush, 1993; Pryor & Brodie, 1998; Silveira & Galvão, 2016; Supphellen & Nygaardsvik, 2002). Therefore, hypotheses 2a and 2b were rejected. The analysis of the manipulation check for the brand slogan in the main study showed that the slogans were clearly distinguished by the participants. But the missing effect of brand slogan on brand personality could lead to the conclusion that the used brand slogans were not sufficiently targeting the desired personality traits, because they did not literally include all attributes connected to the brand personality dimensions as proposed in the personality scale (Aaker, 1997).

The study furthermore investigated the influence of the focused CVI elements on the general brand attitude. The interaction effects of the brand slogan and color scheme significantly influenced the brand attitude. This needs to be highlighted as a main conclusion of the study. Based on the Gestalt theory and the concept of processing fluency, previous studies highlighted the positive influence of harmony in the brand logo as visual element and congruence of underlying symbolic meanings of product design on the creation of favorable attitudes. The results of this study strengthen these assumptions, as the congruent combination of color and brand slogan (bright colors and exciting slogan, dark colors and competent slogan) due to their underlying semantic meaning, positively influenced the brand attitude.

Yet, the research at hand did not reveal any significant effects of color or slogan on the attitude towards the brand (RQ1 and 2). This leads to the conclusion that the elements as such do not influence the general positive or negative evaluation of the brand. Thus, neither was support found for earlier studies predominantly proposing the superior effect of visual stimuli in advertising due to the dual coding model (Kim & Lennon, 2008) nor for studies proposing an effect of verbal stimuli on brand evaluations (Mitchell, 1986).

Furthermore, no significant interaction effect of color and brand slogan on the brand personality was found. This lack of interaction effects on the perceived brand personality could possibly be explained by the missing connection of brand slogan to the brand personality. Thus, color is the only driver for brand personality and therefore, a combination with any brand slogan would not significantly change this influence. Focusing on the congruence of the elements, it was moreover assumed the perceived (in-) congruence of the CVI elements color scheme and brand slogan will mediate their influence on the dependent variables. This mediation effect was not shown to be significant, which could possibly be explained by the missing connection between the CVI elements and the general brand evaluation and also by the insignificant effect of the brand slogan on the perception of brand personality.



The assumption of the mediating effect of the overall evaluation of the CVI (represented by a brand advertising in this study), was drawn from previous studies highlighting the correlation of the evaluation of the CVI and the evaluation of the brand (Walsh, 2006; Jun, Cho & Kwon 2008; Müller, Koch & Crettaz, 2013; Molenaar, 2015). Moreover, the principles of classical conditioning resulting in a “direct transfer” of evaluations from the stimulus to the brand strengthened these assumptions. But no significant mediation effect of the attitude towards the CVI was found in this study. However, the analysis of the data showed a significant effect of the evaluation of the CVI on the evaluation of the brand. This might lead to the conclusion, that the mediation effect was not significant because of the absence of the effect of the individual CVI elements on the brand attitude. Another possible explanation is the lack of a significant effect of the variables color scheme and brand slogan on the evaluation of the CVI. However, the color variable was proven to activate the affective attitude construct towards the CVI, which confirms the results of previous research on the relative influence of visual and verbal stimuli on different attitude constructs and dual processing theories (Kim & Lennon, 2008). Especially the study of Kim and Lennon (2008) proposed that visual information influences the affective component, whereas verbal information influences cognitive attitudes. This has been shown for the visual information, comprising of color in this study, the influence of verbal information was however not proven. But interestingly, as a theoretical contribution, it was revealed that the interaction of color and slogan has a significant effect on the evaluation of the CVI, and here again the proposed congruent combination of dark colors and competent brand slogan had the most positive effect on attitude towards the CVI. This finding could be explained by the theory of processing fluency.

No effect of the covariate brand familiarity on the general evaluation of the brand was shown. This leads to the conclusion, that whether an individual is familiar with a brand or not, the evaluation of the brand is solely drawn from the information (visual or verbal) presented to the individual. Thus, a proposition for future research is to explore more possible ways to positively influence the evaluation of the CVI and thus brand through the CVI elements. However, the result regarding the brand familiarity should also be analyzed more closely with concern to certain limitations of the study, which are discussed in the following section.

### 5.3 Practical implications

Besides the contribution of the current study results to the further development of a theoretical and scientific approach to this area the outcomes also have practical implications and can be used in the branding and rebranding areas, as possible recommendations for the use of color and slogan in the CVI. The practical setting of this study already gives the results a high practical relevance and the outcomes can be actively incorporated in the marketing field and especially in the rebranding strategy, by using color in targeting certain brand personality associations and by using congruent combinations of CVI elements in enhancing positive brand attitudes

The study outcomes can moreover be used to specifically evaluate the effects of the rebranding process of hansa. Through the change of the color scheme, the brand successfully initiated a change in the perception of brand personality as the dark color scheme of the altered CVI was associated with different brand personality dimension than the previously used color scheme. And the general evaluation of the brand was positively influenced by the combination of the changed CVI elements, as the new dark color scheme combined with the new competent brand slogan was associated with more favorable attitudes than all other combinations.

Since it was found that the brand personality can be significantly influenced by the used color in CVI, when carrying out a rebranding with the purpose of increasing brand attitude and forming a new brand identity, the element of color should be taken into account. Companies should, therefore, incorporate

colors not solely as a visual appealing attribute but moreover on a strategic level by selecting colors schemes corresponding with the targeted brand personality and image.

Regardless of the process of rebranding, it is a central communication goal to achieve a positive brand attitude as they form the basis of consumer behavior towards the brand and thus also purchase behavior (Grass & Seitner, 2015; Low & Lamb Jr, 2000). Therefore, the possible influence of CVI elements on the evaluation of the brand needs to be considered. And thus, it is important for brands to take into account that the congruence of underlying semantic meanings of CVI elements (here used color scheme and brand slogan) have a significantly positive effect on the attitude towards the CVI and advertising and moreover on the brand attitude equaling the desired result of a positive brand evaluation. The element congruence is also the key when it comes to the evaluation of the visual marketing stimuli, which is also strongly connected with the consumer behavior.

#### 5.4 Limitations and suggestions for future research

There are a few possible limitations of this research that need to be considered when interpreting current results and should to be taken into account as possibilities for future research on this topic.

Firstly, the main limitation of the study at hand is concerning the stimulus material. Due to the practical setting of the study and its substantial orientation on the rebranding case of the brand hansa which was executed prior to the research, the categories of the independent variables were limited to a set of two color schemes and two brand slogan orientations used by the brand. Therefore, the main elements of the stimulus material were predetermined according to the actual CVI of the brand and the stimulus material could not be adjusted freely. For this reason, future studies would be in particular theoretically interesting and could expand these findings to other color schemes and slogans, precisely targeting all five brand personality dimensions.

Secondly, it can be considered as a limitation that the specific target audience of the brand hansa regarding their involvement in the gastronomy sector was not reached. A possible reason for this might be the lack of distribution channels closer connected to the gastronomy sector adopted to collect data. As this study was performed as a master's thesis, the collection of participants was limited due to a lack of funding and resources. And even though the theoretical constructs on which the study is based on are not limited to the target audience of a brand and are overall valid, it would be interesting to investigate if the outcomes differed for the target audience of the brand.

Related to this, it is furthermore important to point out that only a very little sample size of participants indicated a familiarity with the brand (8.8%). This could be a possible explanation of the insignificant of the effect of covariate brand familiarity on the brand associations found in this study. Because earlier research highlights the important role of brand familiarity influencing brand evaluations (Müller et al., 2013; Kim, Periyayya & Li, 2013; Molenaar, 2015), it would be interesting for future research to include more known brands in order to determine the moderating effect of brand familiarity more detailed and to investigate if pre-formed attitudes towards the brand influence the brand evaluation.

#### 6. Conclusions

Because of the societal developments, like the visual orientation of nowadays society and increased choice options for consumers, the role of visual stimuli in branding is more crucial than ever. Therefore, organizations invest significant resources in the design of the CVI and in the rebranding process to adapt to those challenges. This leads to the question of how to influence consumers' brand associations through the visual elements representing brands. This orientation on the CVI elements color and brand slogan and their interaction in the context of the CVI is a fairly new path in communication research



and has not yet been explored thoroughly. Hence, the main goal of the study was to explore the mechanism behind those effects, in order to expand the limited previous research in this area.

This led to the study examining the brand personality and brand attitude through the manipulation of color and slogan as visual brand elements in an advertising stimulus. The results showed that color significantly influences brand personality perceptions. And particularly the combination of congruent underlying semantic meanings of color scheme and brand slogan proved to have a positive effect on the individuals' brand evaluations. Even though some study hypotheses were not supported, the results serve as a crucial background to study the relative influence of visual brand elements in the future. These results provide new insights in the field of rebranding and CVI by addressing a gap in previous research accelerating a more distinct comprehension of the factors influencing brand perceptions in the process of rebranding the visual appearance of the brand. Furthermore, this study serves as a starting point for future research and contributes because of its practical relevance to a more targeted use of CVI elements in influence brand associations in the process of (re-)branding.

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## Appendix

### Appendix 1 - Aakers brand personality scale (Aaker, 1997, p.345)

Appendix A  
A BRAND PERSONALITY SCALE  
(Means and Standard Deviations)\*

Traits	Mean	Standard Deviation	Facet	Facet Name	Factor Name	Mean	Standard Deviation
down-to-earth	2.92	1.35	(1a)	Down-to-earth	Sincerity	2.72	.99
family-oriented	3.07	1.44	(1a)				
small-town	2.26	1.31	(1a)				
honest	3.02	1.35	(1b)	Honest			
sincere	2.82	1.34	(1b)				
real	3.28	1.33	(1b)				
wholesome	2.81	1.36	(1c)	Wholesome			
original	3.19	1.36	(1c)				
cheerful	2.66	1.33	(1d)	Cheerful			
sentimental	2.23	1.26	(1d)				
friendly	2.95	1.37	(1d)				
daring	2.54	1.36	(2a)	Daring	Excitement	2.79	1.05
trendy	2.95	1.39	(2a)				
exciting	2.79	1.38	(2a)				
spirited	2.81	1.38	(2b)	Spirited			
cool	2.75	1.39	(2b)				
young	2.73	1.40	(2b)				
imaginative	2.81	1.35	(2c)	Imaginative			
unique	2.89	1.36	(2c)				
up-to-date	3.60	1.30	(2d)	Up-to-date			
independent	2.99	1.36	(2d)				
contemporary	3.00	1.32	(2d)				
reliable	3.63	1.28	(3a)	Reliable	Competence	3.17	1.02
hard working	3.17	1.43	(3a)				
secure	3.05	1.37	(3a)				
intelligent	2.96	1.39	(3b)	Intelligent			
technical	2.54	1.39	(3b)				
corporate	2.79	1.45	(3b)				
successful	3.69	1.32	(3c)	Successful			
leader	3.34	1.39	(3c)				
confident	3.33	1.36	(3c)				
upper class	2.85	1.42	(4a)	Upper class	Sophistication	2.66	1.02
glamorous	2.50	1.39	(4a)				
good looking	2.97	1.42	(4a)				
charming	2.43	1.30	(4b)	Charming			
feminine	2.43	1.43	(4b)				
smooth	2.74	1.34	(4b)				
outdoorsy	2.41	1.40	(5a)	Outdoorsy	Ruggedness	2.49	1.08
masculine	2.45	1.42	(5a)				
Western	2.05	1.33	(5a)				
tough	2.88	1.43	(5b)	Tough			
rugged	2.62	1.43	(5b)				

\*Based on n = 9, 910



## Appendix 2 – Hypothesis

H1a: A bright (yellow and orange) color scheme in the CVI will have a more positive influence on the perceived brand's personality aspect of excitement as opposed to the dark (purple and black) color scheme.

H1b: A dark (purple and black) color scheme in the CVI will have a positive influence on the perceived brand's personality aspect of competence as opposed to the bright (yellow and orange) color scheme.

H2a: A brand slogan implementing exciting attributes positively influence the perception of the corresponding brand personality dimension excitement.

Hypothesis 2b: A brand slogan implementing competent attributes positively influence the perception the of corresponding brand personality dimension competence.

H3a: A congruent combination of brand slogan meaning, and the intrinsic meaning of the used color scheme will have a more positive effect on a favorable attitude towards the brand, as opposed to an incongruent combination of brand slogan and used color scheme.

H3b: The effect of color scheme and brand slogan on the brand attitude and brand personality is mediated by the congruence of the elements.



H4: The effect of the slogan and color scheme in the CVI on the attitude towards the brand is positively moderated by the brand familiarity.

H5: The influence of the brand slogan and the color scheme on the brand attitude is mediated by the attitude towards the CVI.

H6: The visual CVI element (color), as opposed to the verbal element (brand slogan), cause the activation of the affective attitude construct towards the CVI.

H7: The verbal CVI element (brand slogan), as opposed to the visual, causes the activation of the cognitive attitude construct towards the CVI.


## Appendix 3 – Main survey

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Welcome and thank you for participating in this survey!

This is a scholarly research, which is part of my Master Thesis in Marketing Communication at the University of Twente. This research explores how people perceive brands and their personality.  
 At the beginning of this survey you will be asked to answer a few demographic questions. After that you will see a brand ad and you will be asked to answer some questions about this. The participation in this study is anonymous and voluntary, and you are free to withdraw from it any time. Even though I hope you will complete the whole survey.  
 The complete survey should not take more than 15 minutes. Be assured the data you provide will be confidential.



If you have any further questions or remarks about the research, please contact me at [j.l.geissler@student.utwente.nl](mailto:j.l.geissler@student.utwente.nl)

Thank you for participating!



Jule Geißler

Do you agree to participate in this survey?

☐ Yes  
☐ No

→

---

What is your age?

What is your gender?

☐ Male  
☐ Female  
☐ Other


What is your nationality?

What is the highest level of education that you have completed?

☐ Primary education (elementary school / middle school)  
☐ Secondary education (graduated high school)  
☐ Trade / technical / vocational training  
☐ Undergraduate education (Bachelor degree)  
☐ Postgraduate education (Master degree)

Are you currently working in the gastronomy sector?


☐ Yes  
☐ No



Are you affected by colorblindness?

☐ Yes  
☐ No

→

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In following section, please indicate for each statement the extent to which you feel it is descriptive for the ad you just saw.

	Not at all descriptive of the material	Slightly descriptive of the material	Moderately descriptive of the material	Very descriptive of the material	Extremely descriptive of the material
down-to-earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
family-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
small-town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sincere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
real	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
wholesome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
cheerful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sentimental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
daring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
trendy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
exciting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spirited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
cool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
young	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
imaginative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
unique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
up-to-date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
independent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Please continue your indication.

	Not at all descriptive of the material	Slightly descriptive of the material	Moderately descriptive of the material	Very descriptive of the material	Extremely descriptive of the material
contemporary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hard working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
secure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
technical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
corporate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
confident	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
glamorous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good looking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
charming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
feminine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
smooth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
outdoorsy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
masculine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
western	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
tough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
rugged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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In following section, please indicate for each statement the extent to which you feel it is descriptive for the ad you just saw.

	Not at all descriptive of the material	Slightly descriptive of the material	Moderately descriptive of the material	Very descriptive of the material	Extremely descriptive of the material
Sincerity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excitement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sophistication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ruggedness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Based on the material you just saw, please indicate your level of agreement with the following statements.

	I strongly disagree	I somewhat disagree	I neither disagree nor agree	I somewhat agree	I strongly agree
The material is attractive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The material is unattractive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The material is likeable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The material is unlikable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The material is informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information given is useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Based on the material you just saw, please indicate your level of agreement with the following statements.

	I strongly disagree	I somewhat disagree	I neither disagree nor agree	I somewhat agree	I strongly agree
I react favorable to the brand depicted in the material.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel positively towards the brand depicted in the material.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I dislike the brand depicted in the material.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not interested in the brand as result of seeing the material.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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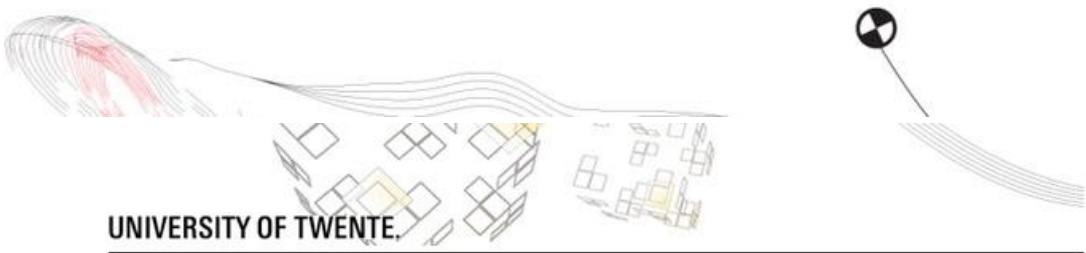


For the following section, please indicate how familiar you are with the brand hansa.

Not at all familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely familiar
Definitely do not recognize	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely recognize
Definitely have not heard of hansa before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely have heard of hansa before



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Based on the material you just saw, please indicate your level of agreement with the following statements.

	I strongly disagree	I somewhat disagree	I neither disagree nor agree	I somewhat agree	I strongly agree
The advertisement contained bright colors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The advertisement contained dark colors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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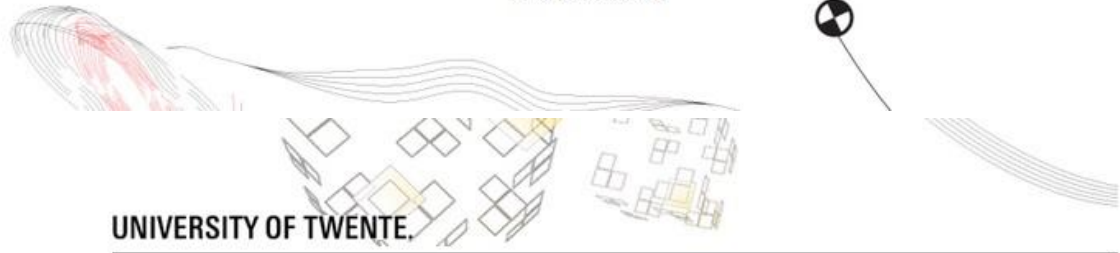


Based on the material you just saw, please indicate your level of agreement with the following statements.

	I strongly disagree	I somewhat disagree	I neither disagree nor agree	I somewhat agree	I strongly agree
The advertisement contained an exciting brand slogan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The advertisement contained a competent brand slogan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Based on the material you just saw, please indicate how you perceive the relation between the brand slogan and the color used in the material.

Not compatible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Compatible
Not a good fit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Good fit
Not congruent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Congruent



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Thank you for participating!

This research intends to explore how people perceive brands and how they connect visual elements to the brand personality.

The material in the survey was adapted and modified only for the purpose of the research and was not the original content of the brand.

For further questions and remarks, please contact me at:

[j.l.geissler@student.utwente.nl](mailto:j.l.geissler@student.utwente.nl)

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## Appendix 4 – Ethics Committee Approval

Dear researcher,

This is a notification from the web application form for intended research proposals Ethics Committee Behavioural Science.

Requestnr.	: 18714
Title	: Effects of Rebranding
Date of application	: 13-07-2018
Researcher	: J.L. Geißler
Supervisor	: J.F. Gosselt
Commission	: P.W. de Vries
Usage of SONA	: Yes

Your research has been approved by the Ethics Committee.

## Appendix 5 – Main effects of brand slogan on brand personality

MANOVA with groups' means (1= not at all descriptive, 5= extremely descriptive) and standard deviation

Independent variable	Dependent variable	F	P	Mean (SD)	
				Exciting Slogan	Competent Slogan
Brand slogan	Brand Personality Sincerity	0.01	0.941	2.74 (0.71)	2.73 (0.77)
	Brand Personality Competence	1.97	0.163	2.41 (0.82)	2.62 (0.86)
	Brand Personality Sophistication	0.03	0.876	2.31 (0.88)	2.34 (1.00)
	Brand Personality Excitement	0.36	0.549	2.25 (0.89)	2.16 (0.79)
	Brand Personality Ruggedness	0.08	0.778	1.83 (0.77)	1.8 (0.71)

## Appendix 6 - MANOVA with interaction effects on brand personality

Interaction effect	Dependent variable	F	P
Color scheme* Brand Slogan	Brand Personality Sincerity	0.99	0.32
	Brand Personality Competence	0.89	0.35
	Brand Personality Sophistication	0.07	0.8
	Brand Personality Excitement	0.14	0.71
	Brand Personality Ruggedness	0.20	0.89

## Appendix 7 - Main effects on brand attitude

MANOVA with groups' means (1=I strongly disagree, 5= I strongly agree) and standard deviation

Independent variable	Dependent variable	F	P	Mean (SD)	
Color scheme	Brand Attitude	0.18	0.67	Bright Colors	Dark Colors
				3.10 (0.97)	3.18 (1.11)
Brand slogan	Brand Attitude	0.43	0.53	Exciting Slogan	Competent Slogan
				3.09 (1.07)	3.21 (0.99)

## Appendix 8 - Mediation analysis: Perceived congruence of color scheme and brand slogan

### Color scheme → Perceived congruence of color scheme and brand slogan → Brand attitude

The first mediating effect that was examined is the one of the independent variable color scheme on the dependent variable brand attitude mediated by the congruence of the independent variables color scheme and brand slogan. The results of this mediation analysis show an insignificance of the effect of color on brand attitude mediated by the congruence of the color scheme and brand slogan ( $p > 0.05$ ).

### Brand Slogan → Perceived congruence of color scheme and brand slogan → Brand attitude

Furthermore, the effect of the independent variable brand slogan on the dependent variable brand attitude mediated by the congruence of the independent variables color scheme and brand slogan was examined. After carrying out the four steps of the analysis, the results do not show a significant effect ( $p > 0.05$ ) of the brand slogan on brand attitude mediated by the congruence of the color scheme and brand slogan.

### Color scheme → Perceived congruence of color scheme and brand slogan → Brand personality

Additionally, the effect of the independent variable color scheme on the dependent variable brand personality mediated by the congruence of the independent variables color scheme and brand slogan was evaluated. However, the results of the analysis reveal that the mediation effect of the congruence of the color scheme and brand slogan is not significant ( $p > 0.05$ ).

### Brand Slogan → Perceived congruence of color scheme and brand slogan → Brand personality

The fourth mediating effect that was examined is the one of the independent variable brand slogan on the dependent variable brand personality mediated by the congruence of the independent variables color scheme and brand slogan. Here again, the results of the analysis show an insignificance of the effect of brand slogan on the brand personality mediated by the by the congruence of the independent variables color scheme and brand slogan.

## Appendix 9 - Mediation analysis: Attitude towards the CVI

### Color scheme → Attitude towards CVI → Brand attitude

The first step of the analysis does not reveal a significant relationship between color scheme and brand attitude ( $F(1,121)=0.1834$ ,  $p= 0.6693$ ,  $R^2 = 0.015$ ,  $b = 0.0802$ ,  $t(121) = 0.4282$ ,  $p= 0.6693 > 0.05$ ). The second step shows that also the effect of color on attitude towards the CVI is not significant ( $F(1,121)$

= 2.0715,  $p = 0.1527 > 0.05$ ,  $R^2 = 0.0168$ ,  $b = 0.2417$ ,  $t(121) = 1.4393$ ,  $p = 0.1527 > 0.05$ ). The third step however reveals a significant effect of attitude towards the CVI on brand attitude ( $F(2,120) = 121.6781$ ,  $p < 0.001$ ,  $R^2 = 0.6697$ ,  $b = 0.9121$ ,  $t(120) = 15.5822$ ,  $p < 0.001$ ). But the effect of color on brand attitude controlling for the attitude towards the CVI is not shown to be significant ( $b = -0.1403$ ,  $t(120) = -1.2864$ ,  $p = 0.2008 > 0.05$ ). So overall, the effect of color on brand attitude is not significantly mediated through the attitude towards the CVI.

#### **Brand Slogan → Attitude towards CVI → Brand attitude**

The first step of the analysis does not reveal a significant relationship between color scheme and brand attitude ( $F(1,121) = 0.403$ ,  $p = 0.5267 > 0.05$ ,  $R^2 = 0.033$ ,  $b = 0.119$ ,  $t(121) = 0.6348$ ,  $p = 0.5267 > 0.05$ ). The next step reveals that also the effect of brand slogan on attitude towards the CVI is not significant ( $F(1,121) = 0.4865$ ,  $p = 0.4868 > 0.05$ ,  $R^2 = 0.004$ ,  $b = 0.1182$ ,  $t(121) = 0.6975$ ,  $p = 0.4868 > 0.05$ ). However the effect of attitude towards the CVI on brand attitude is significant ( $F(2,120) = 119.2262$ ,  $p < 0.001$ ,  $R^2 = 0.6652$ ,  $b = 0.9019$ ,  $t(120) = 15.4033$ ,  $p < 0.001$ ). But the effect of brand slogan on brand attitude controlling for the attitude towards the CVI is not shown to be significant ( $b = 0.0125$ ,  $t(120) = 0.1140$ ,  $p = 0.9095 > 0.05$ ).