

Image identified

Alignment of the image perception for H.G.V. Hengelo;
an association offering over 20 sports.



E. Nijhof

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Supervisor - Drs. M.H. Tempelman

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Faculty of Behavioural Management and Social Sciences

Management Summary

Alignment of the expectations of stakeholders is important to create a good image. An organization is always dependent on several stakeholders, since they affect the achievement of an organization. This research investigates how stakeholders perceive or evaluate brand characteristics of H.G.V. and the extent to which these perceptions or evaluations differ between stakeholders.

The sports association H.G.V. Hengelo (H.G.V.) has around 700 members and offers over 20 different sports. One of their goals is to motivate children to keep exercising and enjoy sports. They offer a range of gymnastics and dance related sports, but also include sports such as volleyball, football and skate hockey. As an association they are proud of their broad range of sports, but also find it hard to give every sport the attention it deserves. Stakeholder groups for H.G.V. are their board and the staff, who contribute a great part to the organization, their members and people who are not a member. These four groups were considered during this research.

Theory

The perceived image and the desired identity of H.G.V. are central concepts in this research, since these determine what kind of association it is. Brand characteristics are the antecedents for these concepts. Several brand personality dimensions are formulated for H.G.V. Namely, the happiness and youthfulness of H.G.V., the reliability of the association, if they have an adventurous nature, and how competent and accountable they are. The perceived image is given by the board, staff, members and non-members. The desired identity of the association is expressed by its board, staff and members.

Method

Since this study concerns subjectivity, a Q-sort method was appropriate to use. The defined stakeholder groups showed their perception about or evaluated H.G.V. by means of brand characteristics. This method allowed participants to sort statements, falling under the brand personality dimensions, on how much they recognized or did not recognize them in H.G.V. For the perceived image, the question 'how do you see H.G.V.?' was asked. The desired identity was addressed via the question 'how do you want to see H.G.V.?' and the perceived member image with the question 'how do you think the members see H.G.V.?'.

Results

Findings showed that H.G.V. elicits a consistent image across stakeholder groups and that the most recognized statements about H.G.V. correspond with their self-formulated goals. The consistent dimensions show that H.G.V. is an accessible and friendly association. However, discrepancies exist between how the board's perceived image and the non-members' perceived image. Another

trending difference is that how members see the association and how the board thinks member see it, is inconsistent. The same applies for how the board wants the association to be and how non-members perceive it. These discrepancies all account for the same dimension, adventure.

Recommendation

Firstly, H.G.V. should focus on maintaining the consistent image they portray. Via the website the image already comes across clear. Accessibility and friendliness are the first dimensions that come to mind when scanning the homepage. Slogans like 'our staff has an eye for every child' and 'you're welcome at H.G.V.' clearly show these dimensions. Other means to keep a consistent perceived image include showing the same slogans and pictures on banners and posters. These can be placed in the different sports accommodations that H.G.V. uses across Hengelo. In this way, all sports receive the same desired identity H.G.V. wants to promote.

Secondly, H.G.V. has to give the website a more adventurous impression. The big banner on the home page should include slogans and images that represent the adventurous nature of H.G.V. None of the pictures show how adventurous H.G.V. is. As H.G.V. offers sports like free-running, AirTrack-jumping and breakdance, they have excellent opportunities to display what an adventurous association they are. Slogans that are appropriate to create an adventurous impression, but are not limited to, can be:

- Free-running: are you up for the challenge?
Freerunning: durf jij de uitdaging aan?
- Never a dull moment with H.G.V.'s divers offer!
Met het gevarieerde aanbod van H.G.V. vervel je je nooit!
- Experience the wildest adventures at H.G.V.!
Beleef de leukste avonturen bij H.G.V.!

The visual material should be appealing, and they have to create an adventurous look. In order to meet these criteria, more dynamic pictures or even videos should be used. Videos of, for instance, dynamic courses or activities outside the courses will give the website a more adventurous character. Furthermore, if the pictures include more divers age groups, somewhat older children, who are up to adventure, will feel more attracted. The end-goal is to give people who visit the website, a good impression of the adventurous nature of H.G.V.

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1 Introduction

An organization is always dependent on several stakeholders, since they affect the achievement of an organization (Fassin, 2009). To create a good image, it is important to align the expectations of these stakeholder groups. Very often the board of an organization has ideas about the image and identity of their organization. However, the image, which is how others see the organization does not always align with the identity, which is how the organization sees themselves (Chun, 2005). Not only profit organizations should consider the influence of their stakeholders, non-profit organizations such as sports associations also benefit by knowing and influencing their stakeholders' perceptions. By identifying the most important stakeholder groups and finding their perception towards the organization, gaps between these perceptions can be considered to get different stakeholders aligned. When these perceptions are aligned, the organization can achieve a solid image. Sequentially, stakeholders can represent the organization in a positive way. The image of an organization is becoming more important the past years with the growing competition in various sectors and the ability of organizations to promote themselves through several channels. A sports association can be seen as a brand and has brand personality traits, also known as brand characteristics. By assessing the brand characteristics of an organization, the identity and image perception by different stakeholders can be identified and compared.

The image perception can be evaluated by internal as well as external stakeholders, which allows comparison of perceived image between several stakeholders. A desired identity can be expressed by internal stakeholders, assessing how these groups want to see their organization. The concepts of image and identity, and how these are related, will be further elaborated in the theoretical framework.

1.1 Context

This research will be conducted at the sports association H.G.V. Hengelo (H.G.V.). H.G.V. is based in Hengelo and has around 700 members and over 20 different sports. H.G.V.'s current target group mainly consists of children, but they also offer courses for adults and elderly. One of their goals is to motivate children to keep exercising and enjoy sports. They offer a range of gymnastics and dance related sports, but also include sports such as volleyball, football and skate hockey. H.G.V. started off in 1875 as an association offering gymnastics in different variations. Because of their belief that they want to serve a broad range of people, they started adding sports for which a demand was developed in Hengelo. This resulted in adding more variations of gymnastics and totally different sports such as football, volleyball and skate hockey. As an association they are proud of their broad range of sports, but also find it hard to give every sport the attention it deserves. H.G.V. does not

have a central place to gather for their members, since all the sports are practiced on different locations in Hengelo. Stakeholder groups for H.G.V. are their board and the staff, who contribute a great part to the organization, their members and people who are not a member. These four groups will be considered during this research.

1.2 Relevance

This research is of added value in the field of Communication Science, since it explores how brand personality can be used in a non-profit organization. Specifically, member-based organizations like sports associations. Previous research has been done in this context by Smith, Graetz, & Westerbeek (2006). They used Aaker's (1997) brand personality framework to assess brand characteristics in a member-based sport organization in Australia. Other research that has been conducted in relation to sports and image was about the creation of value in sports associations (Ferrand & Pages, 2007). In their study, an analysis on how image can create value was done. However, this was for profit-based sports association and focused on, for instance, sponsorship relationships.

A communication perspective on this topic can create new insights and help non-for-profit organizations to deal with their identity, image and reputation. A focus on, for instance, symbolism, communication and behavior – attributes that are used in Birkigt, Stadler and Funck's (1998) model of corporate identity – considers all forms of communication. Through these attributes, an organization can “communicate and project an image of themselves to their stakeholders” (Cornelissen, 2014, pp. 65). Through different forms of communication, the identity that is created internally, will be projected as an external image.

The goal of this report is to come up with a recommendation for H.G.V. Hengelo to align the image perception and desired identity among several stakeholders. The following research questions emerged:

How do stakeholders perceive or evaluate brand characteristics of H.G.V. Hengelo?

And to what extent do perceptions or evaluations differ between stakeholders?

This report will start with a theoretical framework, identifying and elaborating on the most important definitions and concepts regarding this study. Secondly, the method will be presented and explained. After that, the analyzed results will be portrayed, following by a discussion and a conclusion and recommendations.

2 Theoretical framework

How an organization is perceived depends on several concepts. Some important concepts regarding this perception are image, identity, reputation, brand characteristics and stakeholders. These concepts will be discussed, and a framework, in the context of H.G.V., will be formed in order to create better insight in the research.

2.1 Image and identity

Image and identity are often used interchangeably, however, they should be defined separately. According to (Chun, 2005), the image is about how others see us and the identity is about how an organization sees itself. This is a notable difference, since they are respectively more about the external and the internal side of an organization. H.G.V. is an association that does not have to grow in number of members, but that needs clarification on how the internal as well as the external stakeholders see their association. In Cornelissen (2014), the image is defined as how an organization is seen through the eyes of external stakeholders and the identity is used to create a differentiated position for the important stakeholders. Furthermore, Cornelissen describes the identity as “the picture of the organization that is presented to external stakeholders” (p. 66-67). So, the image is more a perception from the outside to the inside, and the identity is how an organization is presented from internal to the outside.

Identity has different perspectives. Hatch and Schultz (1997) make a distinction between organizational identity and corporate identity. Organizational identity, which is more used in organizational literature, is about what people within the organization perceive, feel and think about the organization. Corporate identity, on the other hand, is more used for marketing purposes and is focused on visual expression of the organization. The organizational identity is a suitable definition for the case of H.G.V., since the research is about what, for instance, the internal people of the association feel and think about it. Furthermore, this research is less focused on visual expression and more on stakeholder groups.

Hatch and Schultz (1997) define image as “a summary of the images held by external constituencies” (pp. 359). This relates to Cornelissen, since both definitions clearly state that the image is a perception from the outside and includes external stakeholders. An interesting view on image is portrayed by Ferrand and Pages (2007). They focus on the image of sports associations and state that these organizations are a social representation, meaning that the focus is more on collectives instead of individuals. So, it is more important what a group of people thinks, instead of the individuals connected to an organization. This is a different view from, for instance, Chun, who talks about “others”, referring to people. Cornelissen uses the word “stakeholders” and Hatch and

Schulz refer to “constituencies”. For the latter two, it is unclear if it is about individuals, collectives, or both. Since this research is about a sports association, it is acceptable to say there will be a focus on collectives, namely the different stakeholder groups. For the context of H.G.V., the identity would be a desired identity of the association, expressed by the board and the staff. Image is more an external perception, which can be evaluated by all stakeholder groups; board, staff, members and non-members.

Even though there is a definitional difference, the concepts of image and identity are complementary. The model of corporate identity (Birkigt et al., 1998) shows how image and identity are related. The identity is created internally through different forms of communication. This internal identity is then projected to the outside as an external image (figure 1).

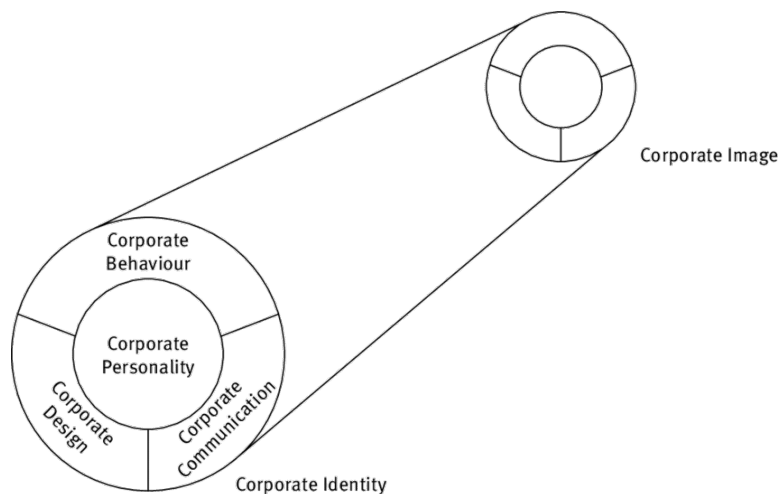


Figure 1 Birkigt and Stadler's model of corporate identity ("Corporate Identity - Scientific Figure on ResearchGate," n.d.)

To create a successful organization the internal identity and the external image should always be considered. Even though image and identity are connected to either the internal or external sides of an organization, it is not set in stone that the image is only perceived by external stakeholders. Every stakeholder can have a perception of the image of an organization. A desired identity, however, can only be expressed by internal stakeholders.

2.1.1 Reputation

Corporate reputation has influence on the way in which stakeholders act towards an organization (Chun, 2005) and is connected to image and identity. Members are the right stakeholder groups to evaluate the reputation. What the members of H.G.V., one of the stakeholder groups, think about the association, in turn influences the behavior of other stakeholder groups. Members share their experiences of the association with non-members and reflect their experiences to the board and the staff. Therefore, it is important that H.G.V.'s reputation is positively evaluated.

Cornelissen (2014) defines corporate reputation as “the general evaluation of an organization, leading to likability and preference” (p. 276). Likability and preference among several stakeholders, is what H.G.V. strives for. Even though reputation is crucial for an organization to be preferred, this research is focused on the imaging of an organization, which does not include an evaluation of performance. The goal is to align the image perception and desired identity of several stakeholders. Therefore, members will not evaluate the reputation, but they will express how they perceive the image.

Brand characteristics of H.G.V. will be evaluated, or the perception will be portrayed by the four different stakeholder groups. The board, staff, members and non-members will give their image perception. The board and staff will express their desired identity. And finally, the board will give their perceived member image. A further elaboration on stakeholders and the particular stakeholders of H.G.V. will follow in the next section.

2.2 Stakeholders

The four identified stakeholder groups of H.G.V. are the board, the staff, members and non-members. Image and identity are both concepts that are either perceived or evaluated by one of these stakeholder groups. Freeman (as cited in Fassin, 2009) defines a stakeholder as “any group or individual that can affect or is affected by the achievement of an organisation’s objectives” (pp. 116). Another definition by Nickols (2005) states that a stakeholder is “a person or group with an interest in seeing an endeavor succeed and without whose support the endeavor would fail” (pp. 27). The mentioned stakeholders for H.G.V. meet the defined requirements.

These definitions show that a stakeholder can either be internal or external, since persons or groups are not narrowed down. Because of this, stakeholders can be connected to both identity and image. At H.G.V. the board and the staff, will evaluate the identity of their association and all the stakeholder groups will express their perceived image. Because non-members do not know the organization, they need to be primed in order to create an idea about the organization. Priming is “a change in the ability to identify or produce an item as a result of a specific prior encounter with the item (Tulving and Schacter, 1990)” (Schacter & Buckner, 1998, pp. 185). For non-members, this could be showing H.G.V.’s website, after which they will be able to produce a perception of the association.

2.3 Assessing identity and image

The identity and image of an organization follow from brand characteristics. These characteristics together form the brand personality of the organization. Aaker (1997) describes brand personality as “the set of human characteristics associated with a brand” (pp. 347). Not only does this include characteristics; emotions or feelings can also be reflected in a brand personality (Keller, 1993). Aaker

(1997) states that there will be greater preference for the brand when brand characteristics and those of a person align. Meaning that, if one of the brand characteristics is cool, and the person finds himself cool, the person would be more attracted to the brand. However, for this study it is not the goal to align brand personality with those of people. The purpose is to create alignment between the image perceptions and perceived identity of several stakeholder groups. Therefore, perceived and evaluated brand characteristics of H.G.V. will be assessed. In order to find the appropriate characteristics, several studies about brand personality will be addressed.

Firstly, one of the most widespread uses of personality characteristics are the Big Five of Goldberg (1990); surgency, agreeableness, conscientiousness, emotional stability and intellect. This study by Goldberg was purely done to identify personality characteristics and had no connection with brand characteristics. A later study by Aaker (1997) specified these constructs for brands. She conducted a study to understand the symbolic use of brands and consumer behavior following from brand personality. Three of Goldberg's Big Five constructs coincided with her outcome and two were added, which resulted in the following brand personality dimensions: sincerity, excitement, competence, sophistication and ruggedness. Where Goldberg only used personality traits to describe personality, Aaker included socio-demographic characteristics, such as upper class, young and feminine. Honest, up-to-date and responsible are examples of traits that fall under Aaker's defined dimensions. Some of Aaker's brand personality dimensions fit for a sports association such as H.G.V. Dimensions like excitement, competence and young, will be taken into consideration while formulating brand personality dimensions for H.G.V.

Not all scholars agree on whether including non-personality traits, like young and feminine, is good. Venable, Rose, Bush, and Gilbert (2005) and Yongjun and Spencer F. Tinkham (2005), for instance, use non-personality traits like good-looking, old and new, or cost effective. In contrast, McCrea and Costa (1997), who studied the Big Five, deliberately excluded characteristics like gender. Geuens, Weijters, and De Wulf (2009) developed a new brand personality measurement with only personality characteristics using constructs such as responsibility, activity and simplicity. Traits that fall under these constructs include responsible, dynamic, innovative and simple. Opinions on this topic differ per researcher, so it is debatable whether to use non-personality traits or not. However, a non-personality trait like young is appropriate for H.G.V., so in this research non-personality traits will be included.

A lot of the existing brand personality scales measure the construct of brand personality or a particular category of a brand. George and Anandkumar (2018), however, created a scale which purely measures the personality of product brands. They created a scale with seven constructs, namely, happy, youthful, reliable, adventurous, competent, accountable and appeal. These

constructs include traits like, honest, precise, reliable and competent. A large part of George and Anandkumar's constructs would be fitting for H.G.V., since they address useful traits for a member-based sports association. Happy, reliable and competent, for instance, are constructs that are important for such an association to be successful.

For the creation of antecedents for identity and image George and Anandkumar's brand personality scale will be used as a starting point. Other literature will be used for additions and adjustments, to create an appropriate brand personality scale for H.G.V.

2.4 Organizational context

For the selection of brand characteristics, it is essential to consider the context of the organization. H.G.V. is a membership-based sports association, which could be addressed as every other organization, however there are notable differences. In particular for a membership-based association like H.G.V., which is a non-profit organization. Such an organization is dependent on volunteers and relies on social capital, which is defined as "the ability of actors to secure benefits by virtue of membership in social networks or other social structures" (Portes, 1998, pp. 6). Since people voluntarily invest time and energy in the association, benefits are produced by social capital. H.G.V. is the social structure at which membership secures benefits. Board members, trainers, assistants, but also members, all contribute to the association without getting any financial reward.

Furthermore, because H.G.V. is a non-profit association, they have a low budget for marketing purposes. Therefore, they mainly rely on Word-of-mouth (WOM) marketing. WOM includes "informal communication between private parties in which products or services are evaluated (Anderson, 1998)" (Mazzarol, Sweeney, & Soutar, 2007, pp. 1477). For instance, members of H.G.V. who tell their connections about the organization, which in the most positive sense can result in these people becoming a member as well. This customer-to-customer communication does not always happen face-to-face, electronic word-of-mouth (e-WOM) is becoming increasingly popular. When statements about a product or organization are made available via the internet, it is e-WOM (Yoo, Sanders, & Moon, 2013).

H.G.V. can create e-WOM via, for instance, their Facebook page and WOM is feasible, since most of their members are from the same area. However, to create positive WOM and e-WOM alignment of brand personality is important.

2.5 Conceptual model

The desired identity and the perceived image are central concepts in this research, since these determine what kind of association H.G.V. is. Brand characteristics are the antecedents for these concepts. Several of these characteristics will be formulated for H.G.V. Board, staff, members and non-members either have, or create, a perception of H.G.V., which results in the perceived image.

The board and staff members express their desired identity of the association, this is what they want to project to the outside. Finally, board members express their perceived member image. The four defined stakeholder groups – board, staff, members and non-members – are important to keep in mind, since these are the groups that either evaluate or perceive the identity and image. Perceived image, desired identity and perceived member image will be compared across stakeholder groups. A clear overview that explains how the most important concepts are related is given in figure 2.

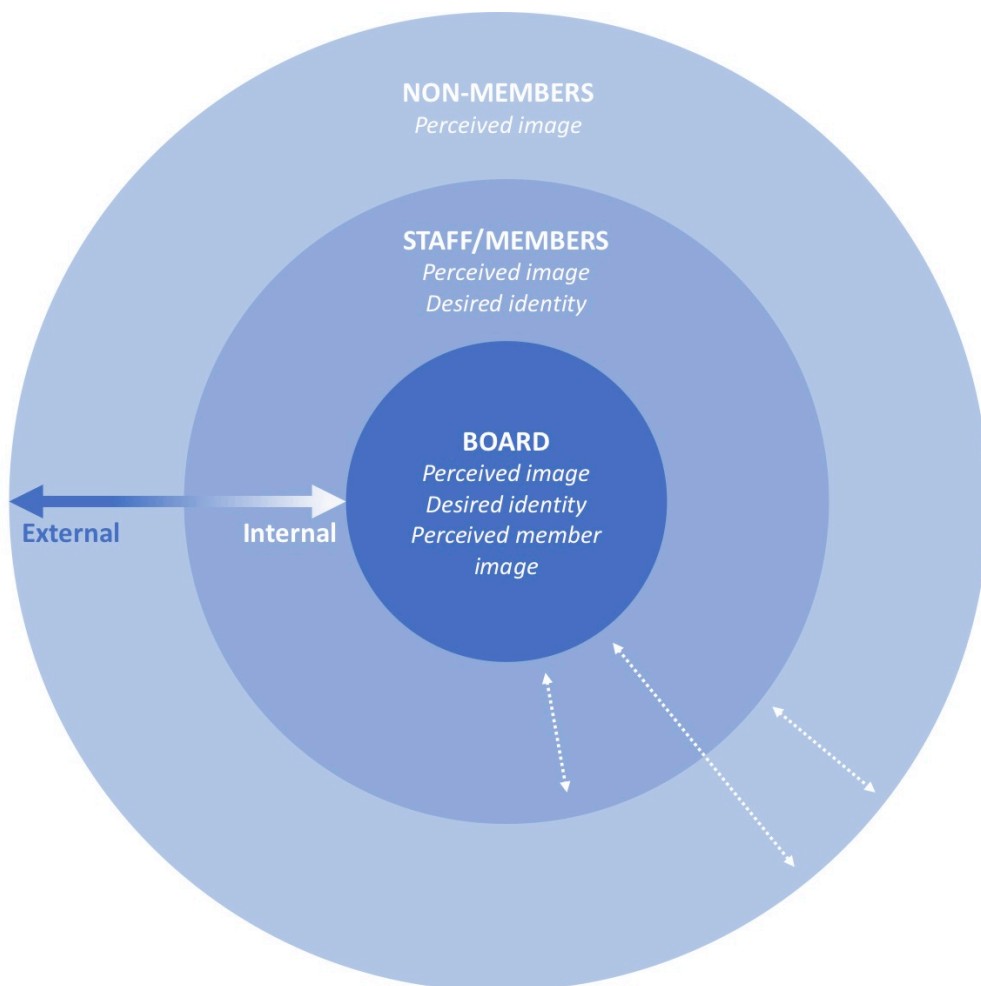


Figure 2 Conceptual research model.

3 Method

3.1 Design of the research

For this research a Q-sort method was used. In every research where subjectivity can be an issue, this method is useful (Stephenson, as cited in ten Klooster et al., 2008). Since people's opinions and views were measured in this research, this is an applicable method. Furthermore, Q-sorting is a suitable method to research corporate image (Smith & Albaum, as cited in ten Klooster, Visser, & de Jong, 2008) and has become a common method to investigate attitudes (Cross, 2005). The Q-sort methodology was useful for this study, since several stakeholder groups were investigated, and it helped to give an overview, and compare, thoughts and opinions of these stakeholders.

This method included rank-ordering a set of statements by which each position can only be used once and thus forced the respondents to make a choice. The ranking was according to the participants' point of view, which indicated the subjectivity of the research. For creating the range and distribution shape of the Q-sort, no specific guidelines exist (ten Klooster et al., 2008). The shape is dependent of the number of items used in the study. In this study, 36 items were used, which resulted in a Q-sort distribution ranging from -3, 3 (figure 3).

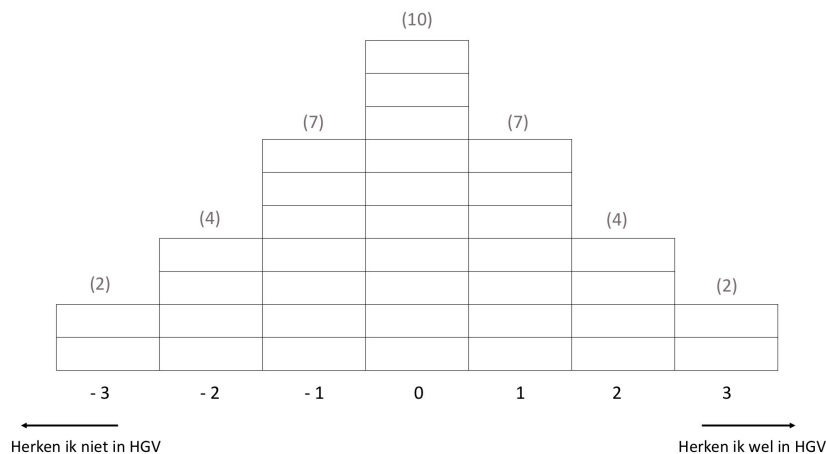


Figure 3 Q-sort matrix.

With a by-person factor analysis, a group of participants, who have selected a set of items in comparable ways, can be identified (Watts & Stenner, 2005). Different from, for instance, a survey study, in a Q-sort study not the participant group, but a set of items will be analysed. This results in the participants being the variables or units of analysis. The correlation between the different stakeholder groups will be explored. The variables in this study will thus be, "board", "staff", "members" and "non-members".

A Q-sort instead of a survey was chosen, because it provides more in depth results and allows to identify new groups with a certain image (ten Klooster et al., 2008). Furthermore, because

respondents were forced to make a choice, it was more apparent what their opinion about the association is. However, a short survey for general and demographic information about the participant was included. The Q-sort method is a quantitative method, but it also allows to gather qualitative data. By conducting a short interview after the Q-sort, participants could elaborate on the choices they made.

3.2 Participants

For a Q-sort methodology, the most used sampling strategy is purposive sampling (Zabala, Sandbrook, & Mukherjee, 2018). Purposive sampling relies on knowledge and judgement of the researcher when it comes to selecting a sample. Ideally, respondents with varying opinions should be selected. In this research four stakeholder groups were addressed. For all of these groups, purposive sampling was used. However, some groups had more requirements than others. The three stakeholder groups that were addressed included; the board, the staff, members and non-members. The selection procedure for those groups will be described in the following sections. To create an evenly distributed sample, each group consisted of five till eleven participants. The total amount of participants was 36. The average age was 28 ($M = 27.83$, $SD = 18.56$) and ranged between 7 and 71. Table 1 shows the descriptives, for age and active years, and frequencies per stakeholder group.

Table 1
Descriptives and frequencies per stakeholder group.

Stakeholder	<i>N</i>	Min.	Max.	<i>M</i>	<i>SD</i>
Board	6				
Age		20	69	43.33	20.12
Active years*		1	32	12.33	11.74
Female	3				
Male	3				
Staff	11				
Age		11	47	21.64	9.98
Active years*		1	30	8.64	8.25
Female	7				
Male	4				
Member	9				
Age		7	71	30.67	29.13
Active years*		1	24	5.22	7.22
Female	4				
Male	5				
Non-member	10				
Age		20	28	22.80	2.39
Female	5				
Male	5				

* Number of years the participant has been a member at H.G.V.

3.2.1 Board and staff

With help of a representative from H.G.V., six board members ($N = 6$) and eleven staff members ($N = 11$) were recruited. The representative contacted these people and made a list with participants for the researcher. No other specific requirements were met.

3.2.2 Members

Members were also recruited with the help of a representative from H.G.V. The representative contacted members and asked staff members to recruit members during the course. The attempt was to recruit members who were unfamiliar for the representative, in order to avoid biases. Again, a list was made and shared with the researcher. Since H.G.V. offers a lot of different sports, for different target groups, as many different members as possible were recruited. Three sub-groups were formulated, derived from the target groups of H.G.V.'s courses. Namely; adults over 50 years, adults under 50 and youth. From these groups, at least one was included in the sample. When members younger than 16 were selected, they were under supervision of one of their parents. The total of this group was nine participants ($N = 9$).

3.2.3 Non-members

The only requirement for this group was that the participant should not be familiar with H.G.V. these participants were selected from the researcher's personal network. Furthermore, as many women as men were selected. The total of this group was 10 participants ($N = 10$).

3.3 Validation of Q-sample statements

The Q-sample, the items that participants sorted (Watts & Stenner, 2005), consisted of 36 statements about H.G.V. According to Dziopa and Ahern (2011) the numbers of statements should be close to the number of participants, which is why the number of 36 was chosen.

Structured sampling was used to create the Q-set. Selected items were based on existing literature or by inductive analyses, for instance a conversation with a representative of H.G.V. and the use of documents (appendix K) which described the vision of H.G.V. For creating appropriate items, several steps were taken.

Firstly, seven articles containing brand characteristics were analyzed (George & Anandkumar, 2018; Geuens et al., 2009; Aaker, 1997; Goldberg, 1990; Smith et al., 2006; Yongjun & Spencer F. Tinkham, 2005; Venable et al., 2005). All the items present in these articles were put on a list and the doubles were taken out. This resulted in a long-list of 121 items (appendix A), including honest, enthusiastic and precise. From this long-list, the most relevant items in the context of H.G.V. were selected, which resulted in a list of 37 items (appendix B), including, for instance, trustworthy, adventurous and competent. The latter list was discussed with a representative of H.G.V. in order to filter out the non-relevant items and create a valid list.

The short list was evaluated, and the items were ordered according to the constructs from the seven analyzed articles. From this ordering six main dimensions became apparent; happy, youthful, reliable, adventurous, competent and accountable. These display the happiness and youthfulness of H.G.V., the reliability of the association, if they have an adventurous nature, and how competent and accountable they are. These are six of the seven dimensions from George and Anandkumar (2018). Since each dimension should have six items to get to a number 36 items, items were added to the dimensions, either from literature or insights from the researcher, via the inductive analysis. This resulted in a first list of 36 items (appendix C), including honest, trendy and competitive. Since the respondents were all Dutch, the items had to be translated. The translated list was validated by two people, to make sure the translation was done correctly. The list with Dutch items was checked by three people within H.G.V., to validate if the items were suitable for the association. The final list is enclosed in appendix D. This list includes items like innovative, versatile and professional.

With the final list of items, a list with statements, the Q-sample (appendix E), was created. These were derived from the Dutch translation of the items. For some of the items, easier words were used to make sure all the participants, including children, would understand the statements. However, it was taken into account that the meaning would stay the same. The final statements were checked by two people. They were validated on clearness and understandability. Statements that were included in the final list were, for instance, 'I think H.G.V. is an enthusiastic association' and 'I think H.G.V. is a friendly association', for the dimension happy. The dimension competent included statements like 'I think there is a competitive atmosphere at H.G.V.' and 'I think H.G.V. is a professional association.'

The reliability of the Q-sample could not be tested. The only way to determine if the Q-sample is reliable, is to apply the same instrument several times. It should be used by different studies, or simulation research should be conducted with the instrument (ten Klooster et al., 2008). Since this is the baseline instrument, the reliability was not tested.

3.4 Procedure

The participant was welcomed in a quiet area. For the people of H.G.V. this was a representative office space, that was free of distraction. For non-members, various areas were used, but this was always a quiet area without distraction. After welcoming, a short introduction to the research was given, broadly introducing the topic and explaining the purpose of the study. After that, the participant received an informed consent form (appendix F), including information about the procedure, voluntary participation, protection of data and contact information of the researcher.

Firstly, the participant filled in a survey. Two surveys were created, one for members of H.G.V. (appendix G) and one for non-members (appendix H). The surveys were self-compiled, taken into account necessary information for data analysis. General demographics like age, gender, city and daily occupation were asked in both surveys. In the survey for members of H.G.V. questions about, for instance, their function at H.G.V. or the sport they do were included. The survey for non-members included questions about their sport background. Depending if the participant was a member or not, they filled in the right survey.

After the survey, the Q-sort task was explained to the participant. Firstly, the 36 cards with statements had to be ordered in three rows saying; I do not recognize this in H.G.V., neutral, I do recognize this in H.G.V. After this first ordering every stakeholder group conducted different tasks, which will be explained hereafter and are shown in table 2. For these tasks, the cards had to be sorted in the Q-sort matrix (figure 3).

Table 2
Instructions

Measurement	Question	Stakeholders
Perceived image	How do you see H.G.V.?	Board, staff, members, non-members
Desired identity	How do you want to see H.G.V.?	Board, staff, members
Perceived member image	How do you think members see H.G.V.?	Board

3.4.1 Perceived image

In order to measure the perceived image, the question ‘How do you see H.G.V.?’ was asked. All four stakeholder groups conducted this task and ordered the cards in the Q-sort matrix. Non-members first needed priming, since they did not know H.G.V. They were asked to take a look at the website of H.G.V. for five minutes. The task was to look at it and form a global idea about the association. After ordering, they had to explain why they placed certain items at -3 and +3.

3.4.2 Desired identity

The desired identity was measured with the question ‘how do you want to see H.G.V.?’ The board, the staff and the members conducted this task. They had the opportunity to change cards from their first sorting. Thereafter, they explained why they placed items at -3 and +3 and why they changed certain cards.

3.4.3 Perceived member image

The perceived member image was only measured with the board. The cards had to be ordered in the Q-sort matrix with the question ‘how do you think members see H.G.V.?’ An explanation was given about the placement of the cards at -3 and +3.

After each sorting, the researcher took a photo with the survey. Besides the question about placements of the cards, all the groups were asked if all the statements were clear and if they were missing any statements that were not in the Q-sample, but which they recognized in H.G.V. If everything was clear, the participant was thanked for participation, and they were told that they could contact the researcher for questions.

3.5 Analysis of results

The data was analyzed using SPSS, in order to answer the research questions: how do stakeholders perceive or evaluate brand characteristics of H.G.V. Hengelo? And to what extent do perceptions or evaluations differ between stakeholders? Means for every construct were calculated and compared. Thereafter, assumptions for performing an ANOVA analysis were tested. The Shapiro-Wilk test was used to test normal distribution and the Levene's test for homogeneity of variances. If the assumptions were met, an ANOVA analysis was done. This analysis showed the constructs with significant differences. Lastly, a Bonferroni test was done to measure the specific differences between stakeholder groups.

4 Results

Analysis of the results focusses on the overall image perception and the comparison of the six dimensions' means. The means were compared across different groups, for instance, stakeholder groups, age groups, gender and groups dependent on how many years a person has been active in the association. The significant and most striking results will be reported. First, a general overview of the image perception will be given, including essential comments of participants. Next, several groups will be compared for the overall image and identity. Thereafter, different stakeholders with different tasks will be compared and lastly, results coming from age groups will be presented.

4.1 Perceived image of H.G.V.

An observation from the researcher was that participants recognized most of the statements at their first task (appendix I), to sort the cards in three piles for; I do not recognize this in H.G.V., neutral or I do recognize this in H.G.V. This resulted in the participants having difficulties placing cards at the 'I do not recognize this in H.G.V.' side for the task of sorting in the Q-matrix.

For the average sorting of the Q-sample, for the task 'how do you see H.G.V.?', certain statements were least recognized and others most recognized (table 3). These statements show the average perceived image of all stakeholder groups; board, staff, members and non-members. A complete overview of the average Q-sort can be found in appendix J.

Table 3
*Brand personality associations with H.G.V.**

Least recognized	Most recognized
I think H.G.V. is a stylish association. (-3)	I think H.G.V. an accessible association. (+3)
I think there is a competitive atmosphere at H.G.V. (-3)	I think H.G.V. offers a diverse range of sports. (+3)
I think H.G.V. works precise. (-2)	I think H.G.V. is an active association. (+2)
I think H.G.V. takes daring decisions. (-2)	I think H.G.V. is a hospitable association. (+2)
I think H.G.V. is open for critique. (-2)	I think H.G.V. is a friendly association. (+2)
I think H.G.V. is adventurous. (-2)	I think H.G.V. is an enjoyable association to be part of. (+2)

* Average of all stakeholder groups (N = 36).

* Sorted on -3 to +3 scale.

The means per dimension (table 4) show that the most recognized dimension was adventure and the least recognized dimension was competence. The dimension adventure includes the statements 'I think H.G.V. offers a diverse range of sports' and 'I think H.G.V. is an active association', which were both recognized most in H.G.V. The dimension competence included the statement 'I think there is a

competitive atmosphere at H.G.V', which was one of the least recognized statements. Dimensions that have a mean close to zero, such as happy and reliable, have been evaluated or perceived most neutral.

Table 4
Mean per brand personality dimension.

Construct	<i>M*</i>	<i>SD</i>
Happy	.19	.58
Youthful	-.36	.62
Reliable	.10	.60
Adventure	.25	.78
Competence	-.40	.49
Accountable	.23	.52

* All stakeholder groups (*N* = 36).

Overall, the comments participants gave about H.G.V. were relatively positive. Some of the most mentioned aspects will be reported, to create a better understanding of the image perception of H.G.V. All the stakeholder groups commented that H.G.V. is definitely not a competitive association. For board members, staff and members this is visible because of the clear vision the association has. Participant 1 mentioned: "there is not really a competitive atmosphere, it's mainly about having fun." Additionally, participant 8 said: "everyone is able to perform sports on their own level". A non-member, participant 31 noted: "the website really highlights practicing sports on your own level, which makes is very accessible and thus not competitive".

Furthermore, the accessibility and hospitality are recognized very highly. Participant 5, a member, mentioned: "they are always willing to listen and to help, and they really do something with your comments". Participant 10, a board member stated: "H.G.V. is an association where everyone is always friendly and there is a hospitable atmosphere". Participant 34, a non-member, mentioned that the association is accessible because "you can always drop by, without making an appointment, which makes them accessible and in my eyes that goes together with friendliness."

Lastly, the diversity of sports and H.G.V. being a very active association were elements that were recognized highly by all stakeholder groups. Participant 16 mentioned: "they have become very active. If you want, you can fill your whole day with H.G.V. If you want to do more, that is possible, there is always something to do." Participant 3 said: "I think we do a lot, also for activities, the team is very active. At activities a lot of people show up and they have an active attitude". Regarding the diversity, participant 8 stated: "H.G.V. really provides a lot, everything for gymnastic

kind of sports”. Furthermore, participant 9, a staff member, mentioned: “it is good to offer a diverse range of sports, it opens up H.G.V.’s view, especially for board members”.

4.2 Comparison of groups

In order to conduct a one-way ANOVA analysis several assumptions have to be met. Observations have to be independent, which they were. The dependent variables should be normally distributed and there should be homogeneity of variances. These assumptions were tested before starting the analysis. The Shapiro-Wilk test for normality showed that nearly all the data was normally distributed, since most p-values were, $p > .05$. For the task ‘perceived image’ the mean of the board for the dimension ‘youthful’ was not normally distributed, $p = .04$. However, this is close to normal, so the general assumption of normality is accepted. The assumption of homogeneity of variances was tested using Levene’s test. This test showed that homogeneity of variances was assumed.

4.3 Perceived image

Table 5
Means per construct for the perceived image (N = 36).

	Board		Staff		Member		Non-member		Sig.
	M	SD	M	SD	M	SD	M	SD	
Happy	-.17	.60	-.08	.51	.20	.41	.67	.50	.01*
Youthful	-.14	.66	-.38	.74	-.43	.48	-.40	.62	.83
Reliable	-.06	.72	.09	.58	.44	.53	-.12	.54	.20
Adventure	.89	.89	.50	.73	-.04	.74	-.17	.50	.02*
Competence	-.64	.22	-.58	.37	-.20	.45	-.25	.66	.16
Accountable	.11	.55	.44	.38	.02	.54	.27	.59	.31

* Significant differences in mean, $p < .05$.

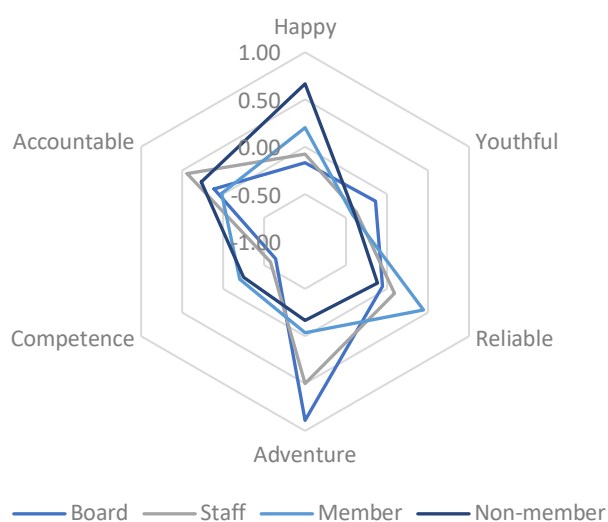


Figure 4 Comparison of means per construct for the perceived image.

The differences in mean of the dimensions happy and adventure were significant. One-way ANOVA reported significance for the dimension happy, $F(3, 32) = 5.15, p = .01$, and the dimension adventure, $F(3, 32) = 3.79, p = .02$. Post hoc comparison using the Bonferroni correction indicated that the mean score for the board on happy ($M = -.17, SD = .60$) was significantly different, $p = .02$, from the mean score for the non-members on happy ($M = .67, SD = .58$). Non-members recognized more happiness than the board. The mean of the dimension adventure for the board ($M = .89, SD = .89$), is also significantly different, $p = .04$, from the non-members' mean ($M = -.17, SD = .50$). The board recognized more adventure than the non-members. Figure 4 shows the overall image per stakeholder group, per measured construct.

4.4 Desired identity

Table 6

Means per construct for the desired identity (N = 36).

	Board		Staff		Member		Sig.
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Happy	.11	.66	-.09	.49	.14	.38	.56
Youthful	-.47	.69	-.41	.86	-.56	.54	.88
Reliable	.22	.68	.24	.55	.47	.56	.60
Adventure	.50	.62	.46	.67	-.08	.74	.15
Competence	-.42	.31	-.50	.49	-.11	.42	.12
Accountable	.06	.46	.30	.41	.14	.57	.63

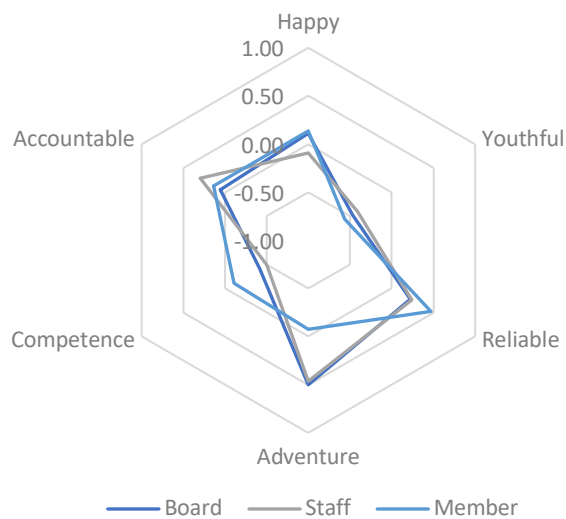


Figure 5 Comparison of means per construct for the desired identity.

A one-way ANOVA analysis showed that there was no significance for the desired identity, $F(2, 23) = 2.05, p = .15$. Post hoc comparison using Bonferroni did not show significance between groups either. However, Figure 5 shows the largest difference in mean for the dimension adventure. The

mean of the board ($M = .50$, $SD = .62$) and the staff ($M = .46$, $SD = .67$) differ from the mean from the members ($M = -.08$, $SD = .74$). The board and the staff recognize more adventure in their association than the members.

4.5 Breakdown to stakeholder groups

To expose the (in)consistency between how the board, members and staff see the association (perceived image) and how they want to see the association (desired identity), a breakdown to these three stakeholder groups is relevant.

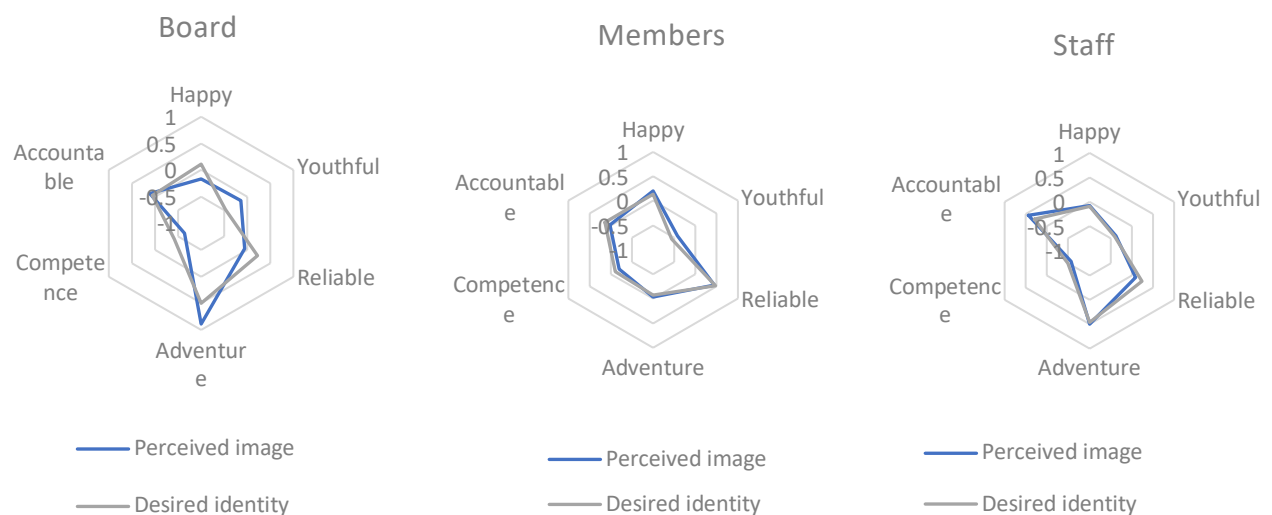


Figure 6 Differences in perceived image and desired identity per stakeholder group.

A comparison of means for the perceived image and desired identity per stakeholder group, showed no significant differences. As the graphs in figure 6 show, participants did not change a lot between their first and second task. Their Q-sort for the questions 'how do you see H.G.V.?' and 'how do you want to see H.G.V.?' stayed nearly the same. These results correspond with the researchers' observation that participants did not move a lot of cards in between tasks.

4.6 Board's perceived member image vs. member's perceived image

Table 7

Means per construct for 'board's perceived member image' and 'member's perceived image' ($N = 15$)

	Board's perceived member image		Member's perceived image		Sig.
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Happy	.03	.64	.20	.41	.03*
Youthful	-.36	.61	-.43	.48	.97
Reliable	.08	.61	.44	.53	.30
Adventure	.36	.58	-.04	.74	.04*
Competence	-.08	.40	-.20	.45	.09
Accountable	-.03	.32	.02	.54	.50

* Significant differences in mean, $p < .05$.

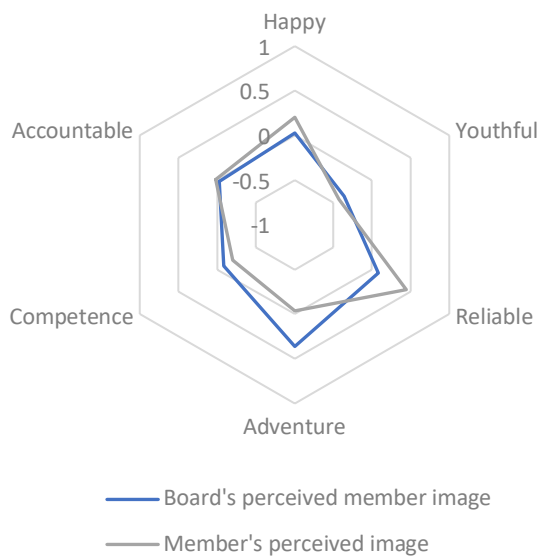


Figure 7 Comparison of means 'board's perceived member image' and 'member's perceived image'.

The perceived member image of the board and the member's perceived image, respectively how the board thinks the members see H.G.V. and how the members see H.G.V., differ most for the dimensions reliable and adventure. A one-way ANOVA analysis showed that differences in mean for the dimension adventure, $F(7, 60) = 2.30$, $p = .04$, and happy, $F(7, 60) = 2.44$, $p = .03$, are significant. However, a Bonferroni test showed that the difference in mean between the perceived member image of the board and the image of the members was not significant, $p = 1.00$. For the dimension adventure, the board's perceived member image has a higher mean ($M = .36$, $SD = .58$) than the members' image ($M = -.04$, $SD = .74$). This indicates that the board thinks the members see the association more adventurous than they actually do. Figure 7 shows the comparison between the two groups.

4.7 Board's desired identity vs. non-member's perceived image

Table 8

Means per construct for 'board's desired identity' and 'non-member's perceived image' ($N = 16$).

	Board's desired identity		Non-member's perceived image		Sig.
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Happy	.11	.66	.20	.41	.03*
Youthful	-.47	.69	-.43	.48	.97
Reliable	.22	.68	.44	.53	.30
Adventure	.50	.62	-.04	.74	.04*
Competence	-.42	.31	-.20	.45	.09
Accountable	.06	.46	.02	.54	.50

* Significant differences in mean, $p < .05$.

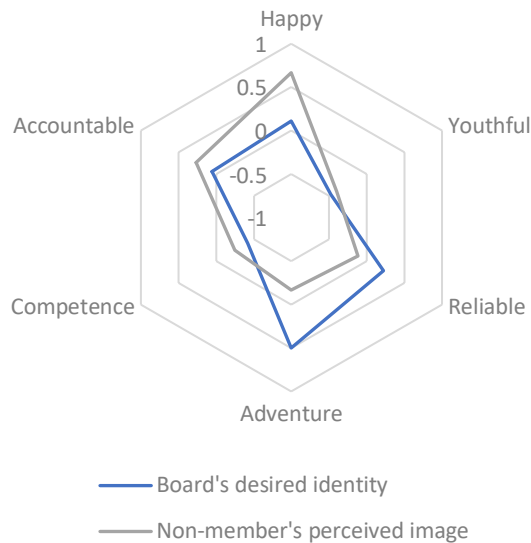


Figure 8 Comparison of means 'board's desired identity' and 'non-member's perceived image'.

Large differences in mean for the dimensions happy and adventure are visible in figure 10. A one-way ANOVA reports significance for the dimension adventure, $F(7, 60) = 2.30$, $p = .04$, and the dimension happy, $F(7, 60) = 2.44$, $p = .03$. A Bonferroni correction did not reveal significant differences for adventure, $p = 1.00$, and happy, $p = 1.00$. The board ($M = .50$, $SD = .62$) wants to see more adventure in H.G.V. than the non-members see now ($M = -.17$, $SD = .50$). And the board sees less happiness ($M = .11$, $SD = .67$) than the non-members ($M = .67$, $SD = .50$). Figure 8 shows the comparison between the two groups.

4.8 Breakdown to age groups

Table 9

Means per construct for age groups' perceived image (N = 36).

	7 - 16		17 - 21		22 - 32		33 - 71		Sig.
	M	SD	M	SD	M	SD	M	SD	
Happy	.19	.47	.10	.77	.25	.61	.21	.42	.95
Youthful	-.63	.41	-.53	.52	.12	.79	-.43	.37	.03*
Reliable	.59	.55	.15	.33	-.40	.48	.10	.64	<.01*
Adventure	-.31	.49	.15	.74	.57	.89	.64	.63	.03*
Competence	-.22	.39	-.47	.57	-.47	.58	-.45	.38	.67
Accountable	.39	.55	.60	.39	-.07	.46	-.07	.32	.01*

* Significant differences in mean, $p < .05$.

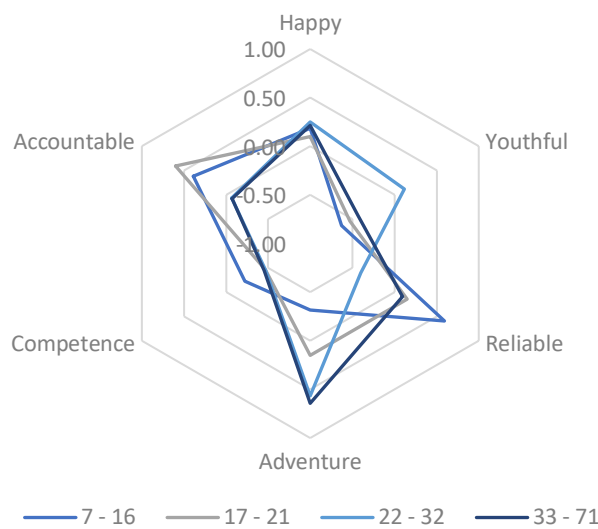


Figure 9 Perceived image according to age groups.

A one-way ANOVA analysis showed significant differences for the perceived image of different age groups for the dimensions, youthful, $F(3, 32) = 3.43$, $p = .03$., reliable, $F(3, 32) = 6.39$, $p < .01$., accountable, $F(3, 32) = 5.23$, $p = .01$. and adventure, $F(3, 32) = 3.30$, $p = .03$. A Bonferroni test showed significant differences, $p = .04$, for the dimension youthful, in the age groups 7-16 ($M = -.63$, $SD = .47$) and 22-32 ($M = .25$, $SD = .61$). The younger age group found H.G.V. less youthful than the older age group. The dimension reliable was significant, $p < .01$, for the difference between the age groups 7-16 ($M = .60$, $SD = .55$) and 22-32 ($M = -.40$, $SD = .48$). The younger age group recognized more reliability in H.G.V. than the older group. The dimension accountable was significant, $p = .01$, for the difference between the age groups 7-21 ($M = .60$, $SD = .40$) and 22-32 ($M = -.07$, $SD = .46$). There was also a significant difference, $p = .03$, for this construct between the age groups 7-21 ($M = .60$, $SD = .40$) and 33-71 ($M = -.07$, $SD = .32$). Accountability was more recognized by the younger age group than by the older age groups. Figure 9 shows the differences in mean across several age groups for the different dimensions.

5 Discussion

The purpose of this study was to find out how stakeholders perceive or evaluate brand characteristics of H.G.V. and to what extent these perceptions and evaluations would differ between stakeholder groups. There was no past research done for this particular organization, so all results are new and can help H.G.V. in aligning the image perception for different stakeholders. In this section, the main findings of this research will be discussed. This will be done starting from a broad view, working to more specific findings. Furthermore, limitations of the study will be stated.

5.1 Perceived image of H.G.V.

The overall perceived image of H.G.V. is that the association is very accessible and friendly. Furthermore, they have a diverse range of sports, which members find positive. Also, it is an active association as they organize a lot of activities for their members, but also as a staff member, there are many possibilities to be involved. The sorting in the Q-sort matrix (appendix J) shows which statements were recognized most in H.G.V. With the average Q-sort and the participants' comments (pp. 21), it can be concluded that H.G.V. is not seen as a competitive and stylish association. However, it was clear that most participants found that H.G.V. offers a diverse range of sports and that they are very accessible. These results correspond with the goals H.G.V. formulated (appendix K), which means H.G.V. is on the right track with communicating their vision.

When looking at the means for the brand personality dimensions, for all stakeholder groups, it can be concluded that there are dimensions which are less decisive for the imaging than other dimensions. The dimensions happy and reliable were evaluated most neutral, which makes them less crucial to take into account for the imaging of the association. Both the dimensions happy and reliable included somewhat general statements, like 'I think H.G.V. is a friendly association', 'I think H.G.V. is a reliable association' and 'I think H.G.V. is an honest association'. Since these statements are less distinct than for instance, 'I think H.G.V. offers a diverse range of sports', it is compelling that the happiness and reliability of the association were evaluated most neutral. On the other hand, the dimensions competence and adventure had the greatest deviation from zero, which indicates they have a higher value for the imaging of H.G.V. This can either mean that stakeholders recognize it to a great extent, or not. Dimensions that are recognized in H.G.V., should be considered to maintain consistency. The dimensions that are less recognized have to be evaluated by H.G.V. in order to decide if these dimensions should become visible. The valuable dimensions will be taken into account when discussing the differences between stakeholders.

5.2 Consensus between image and identity

The perceived image and the desired identity corresponded to a great extent per stakeholder group (figure 6). This means these stakeholder groups would not want to change much within the association. According to Chun's (2005) definition, the image is about how others see an organization and the identity is how an organization sees itself. In this study, the image was more the perception of H.G.V. and the identity how internal stakeholders desired the association to be. Taking Birkigt and Stadler's model of corporate identity (Birkigt et al., 1998) into account, the identity projects an image. If the perceived image corresponds with the identity of an organization, the identity is projected in a correct way. This projection is carried out through communication, design and behavior of the organization. In the case of H.G.V., what the board, staff and members want to see in H.G.V., eventually projects an external image, which will be perceived by non-members.

5.3 Differences between groups

5.3.1 Board's perceived image vs. non-member's perceived image

The perceived image of the board is different from the non-member's perceived image (figure 4). Adventure was evaluated as more visible in H.G.V. by the board members and was perceived as less visible by the non-members. Since the board is aware of the adventurous activities H.G.V. organizes, the result of the board recognizing this is a logical outcome. Because the perception of the non-members was formed by the website, this is important to acknowledge. Non-members not recognizing adventure indicates that this dimension is not portrayed enough on the website. If the board's ideas about the association are not visible through the website, non-members, but also members, can perceive a wrong image about H.G.V. A good website can account for organizational advantages such as increased reliability (Flanagin, 2000). Furthermore, the website is one of the first impressions for new members, so alignment between this first impression and the idea the board has about the association is important.

5.3.2 Board's perceived member image vs. member's perceived image

Differences between the board's perceived member image and the member's perceived image are visible (figure 7). The board thought members would recognize more adventure in H.G.V. than they actually do. Because board members are involved in the whole association, they are aware of the adventurous nature of the association. Members, however, are mainly involved in one sport. Because one sport may be more adventurous than another, not all members necessarily recognize this dimension. The view of members is important to take into account as a board, since "customers are key stakeholders that help establish the firm's reputation and identification" (Ferrell, 2004). However, members have a special position in the association, because they are customers, but also

internally engaged in the association. The latter makes them even more important to consider, because they help shape the identity of H.G.V.

5.3.3 Board's desired identity vs. non-member's perceived image

The difference between the board's desired identity and the non-member's perceived image (figure 9) is also crucial to acknowledge. Happiness and the adventurous nature showed the largest differences. Adventure shows that the board wants to see more adventure in the association, but the non-members do not see a lot of adventure. This comparison leads to differences on how the board wants its outwards appearance to be and how this appearance is actually perceived. This results in discrepancy between the identity and the image, respectively, how H.G.V. sees itself and how others see H.G.V. Because the identity is used to create a differentiated position for important stakeholders (Cornelissen, 2014), it should be clearly defined and presented across the whole association in order to be aligned with the image.

5.4 Limitations of this study

The discussed results might be subject to some limitations. Firstly, not all stakeholder groups consisted of the same number of participants. Because of this, there might be an unrealistic image of the means between several stakeholder groups. Also, the participants for the internal stakeholder groups were recruited by someone from within the association. Even though this representative tried to select people that were unfamiliar, participants could have been biased.

Furthermore, the reliability of statements to measure the constructs could not be tested. So, it is unclear if the statements really measured the seven constructs. However, as stated in ten Klooster et al. (2008), reliability can only be determined, if the same instrument is used several times, which was not realistic for this study. In order to tackle this for future studies, the developed instrument can be tested with several studies or dummy studies.

Another limitation, regarding validity, is that participants might interpret the statements differently. Age and level of education could influence the understanding of the statements. With the survey, the daily occupation was addressed, but not the level of education. Younger children might interpret statements differently as well. Before the age of 10, children's beliefs cannot be expressed in adult language (Carey, 1988), which makes it hard to understand how children interpreted the statements. Even though there was always a parent to help the kids, the age could have influenced choices of statement placement. Several steps to validate the statements were taken in this research, however, they can still be subject to interpretation.

Lastly, while creating the Q-sample, a translation of constructs and items from English to Dutch occurred. During this translation, the real meaning of words might have changed, and it could be possible that there was a discrepancy between the original word and the translation. Even

though the list of items was checked by two people to validate it, the actual meaning still could have gotten lost in translation.

For future research, a better distributed sample of participants could lead to more realistic results. In order to create a more valid instrument, age and education should be taken into account. Furthermore, a test by more than two people for the translation can result in a more reliable instrument.

6 Conclusion and recommendations

This study investigated how stakeholders perceive or evaluate brand characteristics of H.G.V. Furthermore, the extent to which these perceptions or evaluations differ between stakeholders was assessed. The concepts perceived image and desired identity were used to investigate several stakeholder groups.

The findings show that H.G.V. elicits a consistent perceived image across all stakeholder groups. The accessibility and friendliness of the association are dimensions that are highly consistent for the stakeholder groups. H.G.V.'s self-formulated goals correspond with the most recognizable statements and there are not that many significant differences between stakeholder groups. However, discrepancies exist between the board's perceived image and the non-members' perceived image. Another trending difference is that how members see the association and how the board thinks members see it, is inconsistent. The same applies for how the board wants the association to be and how non-members perceive it. These discrepancies all account for the same dimension, adventure. The statement 'I think H.G.V. is adventurous' is one of the least recognized for this dimension. The recommendation will firstly focus on how to maintain the consistent perceived image. Thereafter, a recommendation on how to show the adventurousness of H.G.V. will be given.

6.1 Recommendation

6.1.1 Maintain

It is advised that the consistent image that is portrayed by H.G.V. needs to be maintained. Via the website the image already comes across clear. Accessibility and friendliness are the first dimensions that come to mind when scanning the homepage. Slogans like 'our staff has an eye for every child' and 'you're welcome at H.G.V.' create the impression of being friendly and accessible. Furthermore, they state that they are an accessible association. The website is important to recruit new members, but also allows members to search for new information.

Other means to maintain a consistent perceived image include showing the same slogans and pictures on banners and posters. These can be placed in the different sports accommodations that H.G.V. uses across Hengelo. In this way, all sports receive the same desired identity H.G.V. wants to promote.

6.1.2 Change

H.G.V. takes part in, and organizes, a lot of activities for their members. Since this is recognized within the association, the focus of this recommendation will be on showing people outside H.G.V.

the activities and adventures that they experience. Furthermore, because the priming used for the non-members consisted of the website, a specific recommendation for the website will be provided.

The homepage is the first impression of H.G.V. when visiting the website. A big banner with pictures and slogans about H.G.V. appears. None of these pictures show real adventure. Recommended is to create slogans and use pictures or videos that represent the adventurous nature of the association. As H.G.V. offers sports like free-running, AirTrack-jumping and breakdance, they have excellent opportunities to display what an adventurous association they are. Slogans that are appropriate to create an adventurous impression, but are not limited to, can be:

- Free-running: are you up for the challenge?
Freerunning: durf jij de uitdaging aan?
- Never a dull moment with H.G.V.'s diverse offer!
Met het gevarieerde aanbod van H.G.V. verveel je je nooit!
- Experience the wildest adventures at H.G.V.!
Beleef de leukste avonturen bij H.G.V.!

The visual material should be appealing and must create an adventurous impression. In order to meet these criteria, more dynamic pictures or even videos should be used. Videos of, for instance, dynamic courses or activities outside the courses will give the website a more adventurous character. Furthermore, if the pictures include more diverse age groups, somewhat older children, who are up to adventure, will feel more attracted. The end-goal is to give people who visit the website, a good impression of the adventurous nature of H.G.V.

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Appendices

Appendix A: Long list of 121 items

Honest	Upper class	Clean
Enthusiastic	Charming	Fun
Precise	Outdoorsy	Handy
Outgoing	Though	Different
Stylish	Down-to-earth	New
Sexy	Family-oriented	Informative
Youthful	Small-town	Versatile
Trendy	Sincere	Fast
Reliable	Real	Funny
Trust worthy	Wholesome,	warm
Respectable	Original	Easy
Believable	Cheerful	Bubbly
Aggressive	Sentimental	Playful
Bold	Friendly	Friendly
Adventurous	Exciting	Free
Daring	Cool	Delicate
Competent	Young	Professional
Competitive	Loving	Healthy
Compatible	Unique	Neat
Comfortable	Independent	Elegant
Accessible	Contemporary	Formal
Accountable	Hard working	Caring
Accepting	Secure	Old
Charming	Intelligent	Traditional
Charismatic	Technical	Typical
Appealing	Corporate	Strict
Down to earth	Successful	Busy
Stable	Leader	Heavy
Responsible	Confident	Big
Active	Glamorous	Good-looking
Dynamic	Good looking	Expensive
Innovative	Feminine	Positive
Ordinary	Smooth	influence
Simple	Masculine	Committed to the public good
Romantic	Western	Reputable
Sentimental	Tough	Outdoor
Down-to-earth	Rugged	Compassionate
Wholesome	Popular	
Cheerful	Well-made	
Spirited	Leading	
Imaginative	Efficient	
Up-to-date	Satisfying	

Appendix B: Short list of 37 items

Honest

Enthusiastic

Precise

Reliable

Trust worthy

Respectable

Adventurous

Competent

Competitive

Accessible

Accepting

Appealing

Responsible

Active

Innovative

Up-to-date

Upper class

Family-oriented

Sincere

Real

Cheerful

Friendly

Exciting

Cool

Unique

Hard working

Secure

Different

New

Versatile

Professional

Traditional

Typical

Expensive

Positive

Reputable

Appendix C: First item list

Brand characteristics EN

Happy

- Honest
- Enthusiastic
- Precise
- Outgoing
- Friendly
- Real

Youthful

- Stylish
- Sexy
- Youthful
- Trendy
- Cool
- Innovative

Reliable

- Reliable
- Trust worthy
- Respectable
- Believable
- Responsible
- Safe

Adventurous

- Versatile
- Bold
- Adventurous
- Daring
- Active
- Dynamic

Competent

- Competent
- Competitive
- Compatible
- Comfortable
- Confident
- Professional

Accountable

- Accessible
- Accountable
- Accepting
- Liable
- Committed
- Welcoming

Merk karakteristieken NE

Blij

- Eerlijk
- Enthousiast
- Precies
- Extravert
- Vriendelijk
- Oprecht

Jeugdig

- Elegant
- Sexy
- Jeugdig
- Trendy
- Cool
- Innovatief

Betrouwbaar

- Betrouwbaar
- Te vertrouwen
- Achterswaardig
- Geloofwaardig
- Verantwoordelijk
- Veilig

Avontuurlijk

- Divers
- Gedurfd
- Avontuurlijk
- Gewaagd
- Actief
- Dynamisch

Competent

- Competent
- Competitief
- Verenigbaar
- Comfortabel
- Zelfverzekerd
- Professioneel

Toerekenbaar

- Toegankelijk
- Toerekenbaar
- Aanvaarden
- Aansprakelijk
- Toegewijd
- Gastvrij

Appendix D: Final item list

Brand characteristics EN

Happy

- Honest
- Enthusiastic
- Precise
- Outgoing
- Friendly
- Real

Youthful

- Stylish
- Sexy
- Youthful
- Trendy
- Cool
- Innovative

Reliable

- Reliable
- Trust worthy
- Respectable
- Believable
- Responsible
- Safe

Adventurous

- Versatile
- Bold
- Adventurous
- Daring
- Active
- Dynamic

Competent

- Competent
- Competitive
- Compatible
- Comfortable
- Confident
- Professional

Accountable

- Accessible
- Accountable
- Accepting
- Liable
- Committed
- Welcoming

Merk karakteristieken NE

Blij

- Eerlijk
- Enthousiast
- Precies
- Extravert
- Vriendelijk
- Oprecht

Jeugdig

- Stijlvol
- Aantrekkelijk
- Jeugdig
- Trendy
- Cool
- Innovatief

Betrouwbaar

- Betrouwbaar
- Te vertrouwen
- Achterswaardig
- Geloofwaardig
- Verantwoordelijk
- Veilig

Avontuurlijk

- Divers
- Gedurfd
- Avontuurlijk
- Gewaagd
- Actief
- Dynamisch

Competent

- Competent
- Competitief
- Verenigbaar
- Comfortabel
- Zelfverzekerd
- Professioneel

Toerekenbaar

- Toegankelijk
- Toerekenbaar (eindverantwoordelijk)
- Aanvaarden (open staan voor kritiek)
- Aansprakelijk
- Toegewijd
- Gastvrij

Appendix E: Final Q-sample

Happy	1	Ik vind HGV een eerlijke vereniging.
	2	Ik vind dat HGV enthousiasme uitstraalt
	3	Ik vind dat HGV precies te werk gaat.
	4	Ik vind HGV een openhartige vereniging.
	5	Ik vind dat HGV een vriendelijke vereniging is.
	6	Ik vind HGV een oprechte vereniging.
Youthful	7	Ik vind HGV een stijlvolle vereniging.
	8	Ik vind HGV een aantrekkelijke vereniging.
	9	Ik vind HGV een jeugdige vereniging.
	10	Ik vind dat HGV een trendy vereniging is.
	11	Ik vind HGV een coole vereniging.
	12	Ik vind dat HGV een innovatieve vereniging is.
Reliable	13	Ik vind HGV een betrouwbare vereniging.
	14	Ik vind HGV een vereniging waar je op kunt bouwen.
	15	Ik vind dat HGV een fatsoenlijke vereniging is.
	16	Ik vind HGV een geloofwaardige vereniging.
	17	Ik vind dat HGV verantwoordelijk met haar leden omgaat.
	18	Ik vind dat HGV zich goed bezighoudt met veiligheid.
Adventurous	19	Ik vind dat HGV een divers aanbod heeft.
	20	Ik vind dat HGV gedurfde beslissingen neemt.
	21	Ik vind dat HGV zich avontuurlijk opstelt.
	22	Ik vind HGV een ondernemende vereniging.
	23	Ik vind dat HGV een actieve vereniging is.
	24	Ik vind HGV een dynamische vereniging.
Competent	25	Ik vind dat HGV een capabele vereniging is.
	26	Ik vind dat er bij HGV een competitieve sfeer is.
	27	Ik vind dat HGV mij helpt bij het bereiken van mijn sportieve doelen.
	28	Ik vind HGV een prettige vereniging om lid te zijn.
	29	Ik vind dat HGV zelfverzekerdheid uitstraalt.
	30	Ik vind HGV een professionele vereniging.
Accountable	31	Ik vind HGV een toegankelijke vereniging.
	32	Ik vind dat HGV goed met haar verantwoordelijkheid omgaat.
	33	Ik vind dat HGV open staat voor kritiek.
	34	Ik vind dat HGV plichten serieus neemt.
	35	Ik vind HGV een toegewijde vereniging.
	36	Ik vind HGV een gastvrije vereniging.

Appendix F: Informed consent

Informed consent formulier

Stakeholder perceptie HGV Hengelo

Doel van het onderzoek

Dit onderzoek wordt geleid door Evi Nijhof. Fijn dat u deel kan nemen aan dit onderzoek. Het doel van dit onderzoek is om inzicht te krijgen in de perceptie van HGV Hengelo, door verschillende groepen te analyseren.

Gang van zaken tijdens het onderzoek

U neemt deel aan een onderzoek waarin aan u gevraagd zal worden uitspraken over HGV Hengelo te sorteren op relevantie. Een voorbeeld van een typische uitspraak zal zijn: "Ik vind HGV een gastvrije vereniging".

U dient tenminste 16 jaar, of onder toezicht van een ouder, te zijn om deel te nemen aan dit onderzoek.

Voorafgaand aan het onderzoek vullen alle deelnemers een korte vragenlijst in. Hierin staan vragen enkele korte vragen over achtergrondgegevens, zoals leeftijd. Tijdens het onderzoek zal dieper worden ingegaan op de keuzes die u maakt en naderhand zullen nog enkele vragen gesteld worden. Van het onderzoek zal een audio-opname worden gemaakt, zodat het gesprek later kan worden uitgewerkt. Dit transcript wordt vervolgens gebruikt in het verdere onderzoek.

Potentiële risico's en ongemakken

Er zijn geen fysieke, juridische of economische risico's verbonden aan uw deelname aan deze studie. U hoeft geen vragen te beantwoorden die u niet wilt beantwoorden. Uw deelname is vrijwillig en u kunt uw deelname op elk gewenst moment stoppen.

Vergoeding

U ontvangt voor deelname aan dit onderzoek geen vergoeding. Het doel van dit onderzoek is: HGV helpen verschillende groepen een duidelijk beeld te geven van de vereniging.

Vertrouwelijkheid van gegevens

Uw privacy is en blijft maximaal beschermd. Er wordt op geen enkele wijze vertrouwelijke informatie of persoonsgegevens van of over u naar buiten gebracht, waardoor iemand u zal kunnen herkennen.

Voordat de onderzoeksgegevens naar buiten worden gebracht, worden uw gegevens **anoniem** gemaakt. Zoals:

- uw naam wordt vervangen door een anonieme, op zichzelf betekenisloze combinatie van getallen.
- uw leeftijd zelf wordt niet verwerkt, maar in een categorie geplaatst. Bijv.: leeftijd: tussen 18-25 jaar etc.

Bij de start van ons onderzoek krijgt uw naam direct een **pseudoniem**; uw naam wordt gepseudonimiseerd of wel 'versleuteld'. Op deze manier kan wel worden onderzocht wat u in het gesprek aangeeft, maar weet de onderzoeker niet dat u het bent. De onderzoeksleider is zelf verantwoordelijk voor dit pseudoniem en de sleutel en zal uw gegevens niet delen met anderen. In een publicatie of presentatie zullen of anonieme gegevens of pseudoniemen worden gebruikt. De audio-opnamen, formulieren en andere documenten die in het kader van deze studie worden gemaakt of verzameld, worden opgeslagen op een beveiligde locatie bij de Universiteit Twente en op de beveiligde (versleutelde) computers van de onderzoekers.

Vrijwilligheid

Deelname aan dit onderzoek is geheel vrijwillig. U kunt als deelnemer uw medewerking aan het onderzoek te allen tijde stoppen, of weigeren dat uw gegevens voor het onderzoek gebruikt mogen worden, zonder opgaaf van redenen. Dit betekent dat als u voorafgaand aan het onderzoek besluit om af te zien van deelname, dat dit op geen enkele wijze gevolgen voor u zal hebben. Tevens kunt u tot 2 werkdagen (bedenktijd) na het onderzoek alsnog de toestemming intrekken die u hebt gegeven om gebruik te maken van uw gegevens.

In deze gevallen zullen uw gegevens uit onze bestanden worden verwijderd en vernietigd. Als u tijdens het onderzoek, na de bedenktijd van 2 werkdagen, besluit om uw medewerking te staken, zullen de gegevens die u hebt verstrekt tot aan het moment waarop uw deelname stopt, in het onderzoek gebruikt worden, inclusief de bescherming van uw privacy zoals hierboven beschreven. Er worden uiteraard geen nieuwe gegevens verzameld of gebruikt.

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Als u besluit om te stoppen met deelname aan het onderzoek, als u vragen of klachten heeft, uw bezorgdheid kenbaar wilt maken, of een vorm van schade of ongemak ervaart vanwege het onderzoek, neemt u dan a.u.b. contact op met de onderzoeksleider: e.nijhof@student.utwente.nl

Toestemmings-verklaring

Met uw ondertekening van dit document geeft u aan dat u minstens 16 jaar oud bent; dat u goed bent geïnformeerd over het onderzoek, de manier waarop de onderzoeksgegevens worden verzameld, gebruikt en behandeld en welke eventuele risico's u zou kunnen lopen door te participeren in dit onderzoek

Indien u vragen had, geeft u bij ondertekening aan dat u deze vragen heeft kunnen stellen en dat deze vragen helder en duidelijk zijn beantwoord. U geeft aan dat u vrijwillig akkoord gaat met uw deelname aan dit onderzoek. U ontvangt een kopie van dit ondertekende toestemmingsformulier.

Ik ga akkoord met deelname aan een onderzoeksproject geleid door Evi Nijhof. Het doel van dit document is om de voorwaarden van mijn deelname aan het project vast te leggen.

1. Ik kreeg voldoende informatie over dit onderzoeksproject. Het doel van mijn deelname als een participant in dit project is voor mij helder uitgelegd en ik weet wat dit voor mij betekent.
2. Mijn deelname als participant in dit project is vrijwillig. Er is geen expliciete of impliciete dwang voor mij om aan dit onderzoek deel te nemen.
3. Mijn deelname houdt in dat ik meewerk aan een onderzoek voor de Universiteit Twente. Het onderzoek zal ongeveer 30 minuten duren. Ik geef de onderzoeker toestemming om tijdens het onderzoek opnames (geluid) te maken en schriftelijke notities te nemen. Het is mij duidelijk dat, als ik toch bezwaar heb met een of meer punten zoals hierboven benoemd, ik op elk moment mijn deelname, zonder opgaaf van reden, kan stoppen.
4. Ik heb het recht om vragen niet te beantwoorden. Als ik me tijdens het onderzoek ongemakkelijk voel, heb ik het recht om mijn deelname aan het onderzoek te stoppen.
5. Ik heb van de onderzoeksleider de uitdrukkelijke garantie gekregen dat de onderzoeksleider er zorg voor draagt dat ik niet ben te identificeren in door het onderzoek naar buiten gebrachte gegevens, rapporten of artikelen. Mijn privacy is gewaarborgd als deelnemer aan dit onderzoek.
6. Ik heb de garantie gekregen dat dit onderzoeksproject is beoordeeld en goedgekeurd door de ethische commissie van de BMS Ethics Committee. Voor bezwaren met betrekking tot de opzet en of uitvoering van het onderzoek kan ik me wenden tot de Secretaris van de Ethische Commissie van de faculteit Behavioural, Management and Social Sciences op de Universiteit Twente via ethicscommittee-bms@utwente.nl.
7. Ik heb dit formulier gelezen en begrepen. Al mijn vragen zijn naar mijn tevredenheid beantwoord en ik ben vrijwillig akkoord met deelname aan dit onderzoek.
8. Ik heb een kopie ontvangen van dit toestemmingsformulier dat ook ondertekend is door de interviewer.

Naam deelnemer

Handtekening

Datum

Naam Onderzoeker

Handtekening

Datum

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Appendix G: Internal survey

Vragenlijst HGV Hengelo

Participantnummer:

1. Leeftijd

.....

2. Geslacht

M / V

3. Woonplaats

.....

4. Dagelijkse bezigheid

- ☐ Schoolgaand
- ☐ Studerend
- ☐ Werkend
- ☐ Niet-werkend

5. Wat is je functie binnen HGV?

- ☐ Bestuur
- ☐ Leiding
- ☐ Assistent
- ☐ Lid

6. Sinds welk jaar ben je actief/lid bij HGV?

.....

7. Hoe ben je bij HGV terecht gekomen?

.....

8. Wanneer van toepassing; welke sport(en) beoefen je bij HGV?

.....

9. Zou je nog een andere sport binnen HGV willen beoefenen? Zo ja, welke?

.....

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Appendix H: External survey

Vragenlijst HGV Hengelo

Participantnummer:

1. Leeftijd

.....

2. Geslacht

M / V

3. Woonplaats

.....

4. Dagelijkse bezigheid

- ☐ Schoolgaand
- ☐ Studerend
- ☐ Werkend
- ☐ Niet-werkend

5. Beoefen je een sport? Zo ja, welke?

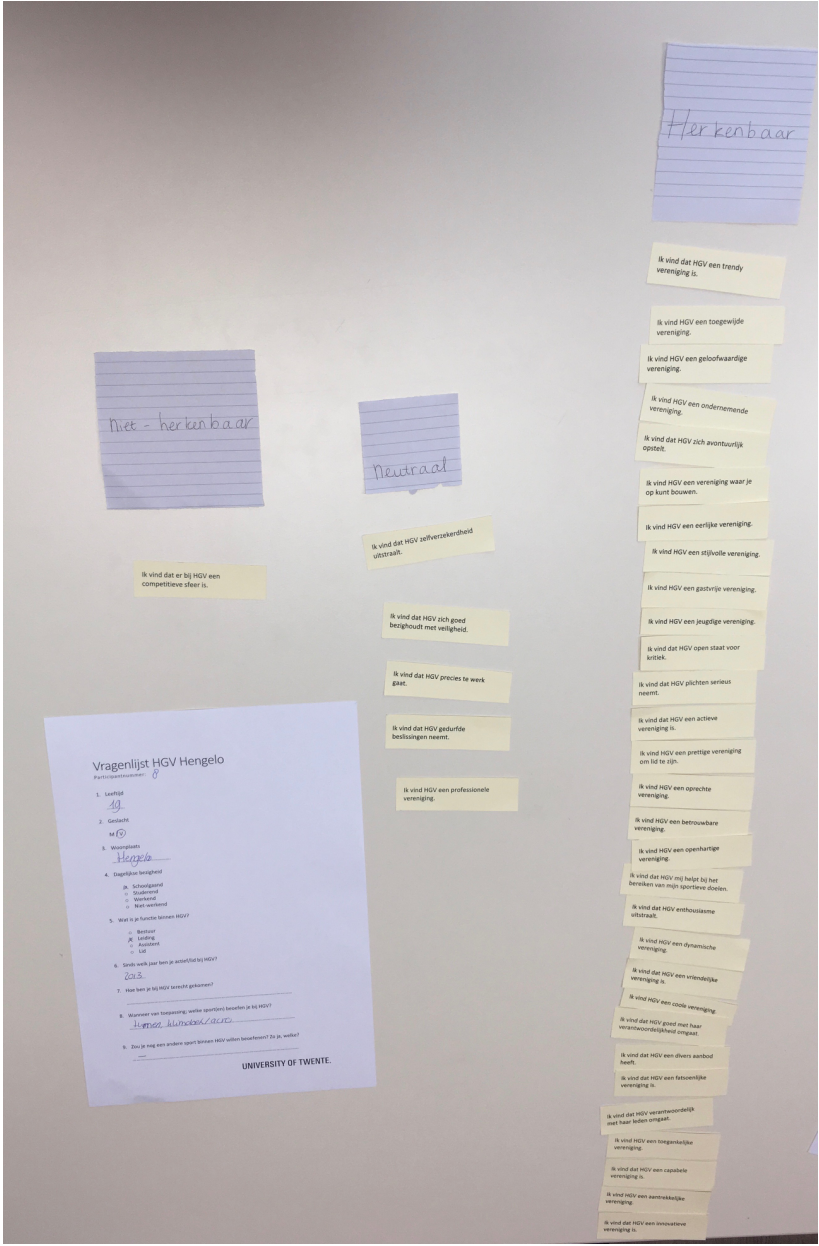
.....

6. Ben je lid bij een sportvereniging? Zo ja, welke?

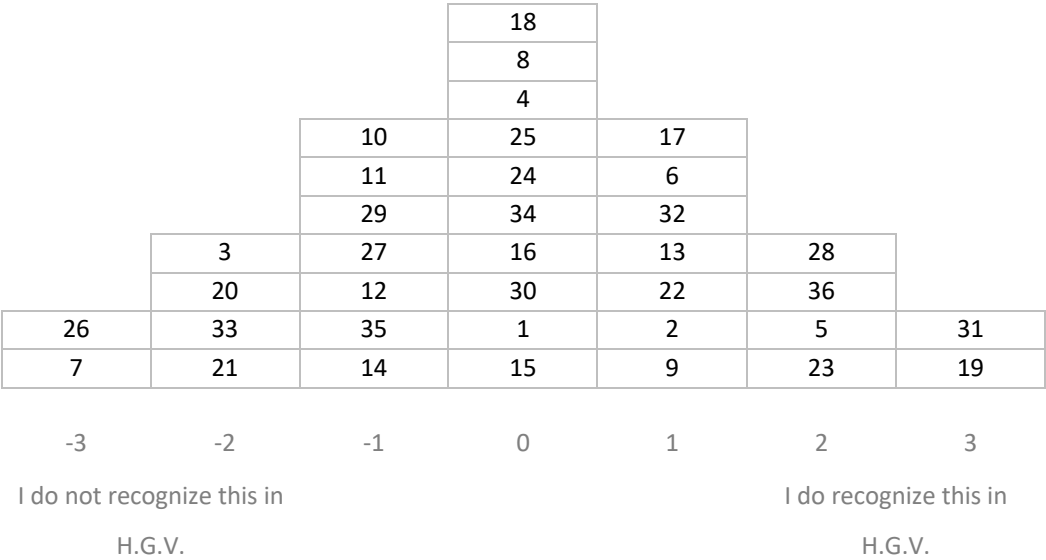
.....

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Appendix I: First sorting



Appendix J: Average Q-sort for perceived image



Appendix K: Goals H.G.V.

Doelen H.G.V.

- ▶ Voor ieder een leuke sport, dus veel verschillende lessen en activiteiten om dat te laten zien
- ▶ Gezellige sfeer met veel samenwerking tussen alle delen van H.G.V. en andere instellingen
- ▶ Leerzaam: goede kwalitatieve lessen en activiteiten
- ▶ Voor iedereen mogelijk om talenten te ontplooien, maar geen talentselectie door H.G.V.
- ▶ Voor iedereen toegankelijk: goedkoop, dichtbij, voor elke leeftijd
- ▶ Voor langere tijd, dus stabiel
- ▶ Zorgen dat zoveel mogelijk Hengeloërs weten dat we bovenstaande doen

(H.G.V. Hengelo, personal communication, April 12, 2019)

Appendix L: Literature study log

Research questions literature search

Research questions for my research are: how do stakeholders perceive or evaluate brand characteristics of H.G.V. Hengelo? And: to what extent do perceptions or evaluations differ between stakeholders? In order to find relevant literature, some complementary questions have been formulated:

- How do image, identity and reputation relate?
- How is brand personality used for image and identity?

Criteria preferred materials

The preferred materials should be academic articles or books.

Selected Databases

Google scholar, Scopus, Web of Science, University of Twente Library

Relevant terms

Concepts	Related terms	Smaller terms	Broader terms
Image	Identity, reputation		
Brand personality	Brand characteristics		
Sports			
Stakeholder	Organization		

Search Actions

Date	Database	Search terms	Total hits	Findings
15/2	Google Scholar	Image perception	4.708.000	<ul style="list-style-type: none"> - Relations between organizational culture, identity and image (M. J. Hatch & M. Schultz, 1997) - Organizational identity, image, and adaptive instability (D. A. Gioia, M. Schultz, K. G. Corley, 2000)
19/2	Google Scholar	Image sports organizations	643.000	Understanding Corporate Social Irresponsibility on Sports Organizations (Jersan Hu, Chien Hsien Lee, Haw Ran Wong & Tzuyi Kao, 2012)

19/2	Google Scholar	brand creation sports	260.000	Image management in sport organisations: the creation of value (A. Ferrand & M. Pages, 1999)
25/02	Google Scholar	Corporate image alignment	614.000	Strategic corporate brand alignment Perspectives from identity-based views of corporate brands (J.M.T. Balmer, 2010)
25/02	Google Scholar	Sports organization marketing	801.000	Relationship Marketing in Sports: A Functional Approach (C.C Bee & L.R. Kahle, 2006)
28/02	Web of Science	Image AND sport organization	9	
28/02	Google Scholar	Image perception (2010-2019)	236.000	
28/02	University of Twente Library	Sport marketing	17.722	

Reflection

To orientate on the subject, I started looking for very broad articles. Later I specified by search, according to the information I found. While searching for literature, I often scanned the reference list of interesting articles, in order to find new useful articles. I figured that this was a good way to get to new articles.