

# Mobina: what do your stakeholders think?

Research into brand personality dimensions among different stakeholder groups.



Lisa van der Haak  
s1854569  
Supervisor: Mark Tempelman  
28-06-2019  
Bachelor Thesis

## **Abstract**

### *Objectives*

To become a successful brand, an understanding of the brand personality is of great importance. The brand personality is often examined in business to consumer, yet few studies look into brand personality in business to business environments as Mobina. This paper examines the brand perception of the software and knowledge company Mobina in three different elements of brand perception: identity, image and reputation.

### *Method*

The brand perception of 12 stakeholders is examined through a Q-sort method, including two managers and two employees of Mobina (identity), two clients (reputation), two potential clients and two non-experts (image). These internal and external stakeholders performed a sorting task after they have been showed a video to reduce the differences in familiarity with the brand. The views were obtained in face-to-face settings, which gave the opportunity to discuss the sorting task afterwards.

### *Results*

The results show that the brand is less agreeable to image than identity and reputation. There are no major gaps found in competence, excitement, emphatic and enterprise in the three elements of brand perception. Furthermore, within the five different stakeholder groups, potential clients rate excitement lower and enterprise higher in relation to managers, employees, clients and non-experts.

### *Conclusion*

A main focus of the paper is to find out how Mobina can improve the positioning based on a cleared indication of the brand perception among stakeholders. Content marketing and a clear marketing message are recommended as marketing communication strategies to enhance the brand perception in excitement and agreeableness and to improve the brand positioning.

**Keywords:** brand personality, brand perception, stakeholders

## Table of content

Abstract	2
1. Introduction	4
2. Theoretical framework	6
2.1 Brand perceptions	6
2.2 Viewpoints of brand perceptions	7
2.2.1 Brand identity	8
2.2.2 Brand image	8
2.2.3 Brand reputation	9
2.2.4 Communicating brand perceptions	10
2.3 Brand personality dimensions as antecedents of brand perception	11
2.3.1. Brand personality models	11
2.4 Research model	13
3. Method	14
3.1 Research design	14
3.2 Participants	14
3.3 Instruments	16
3.3.1 Personality dimensions and statements	16
3.3.2 Validation of personality dimensions and statements	17
3.3.3 Reliability of instrument	19
3.4 Procedure	19
3.4.1 Video	19
3.4.2 Sorting task	20
3.4.3 Follow-up Interview	21
4. Results	22
5. Discussion	28
5.1 Main findings	28
5.2 Limitations and future research	29
6. Conclusion and recommendations	30
References	32
Appendix	35

## 1. Introduction

The perception of the brand image among stakeholders is of great importance. This becomes clear in an example of the most hated and loved airline Ryanair. In 2014, Ryanair was named the second worst brand in the world (French, 2016). Customers and employees were unsatisfied due to the brutality of the company. Employees complain about the working conditions, lack of guidance and the high work pressure that creates dissatisfaction and fear (Krekels, 2018). A study by the Daily Mail showed that 38 percent of consumers would rather pay more to have a better experience (French, 2016). Ryanair started to feel the effects of brand perception. Therefore, they implemented the Always Getting Better programme that improved the customer experience and enhanced the brand image.

The importance of a strong image has also been examined in literature. For example, Fombrun and Shanley (1990), found that image is related to the magnitude of company social welfare activities. Miles (1987) found that image influences the social performance of the company. Additionally, according to Riordan, Gatewood and Bill (1997), image does not only reflect the social performance, but also the work activities of the company employees. However, literature often examined the brand perception in business to consumer and yet few studies look into the brand perception in business to business environments. This paper looks into the brand perception of Mobina in a business to business environment to improve the positioning.

The company Mobina develops a savvy software application for manufacturing companies with a project on the edge of business and IT in the Netherlands. For example, companies who have difficulties with shorten long delivery times, the competition of oversea production or end-of-life information systems. The company gives a guiding role in this through a unique software tool. The web application is a collaboration platform in which companies can make substantial choices and decide the impact of a project by themselves. The team of Mobina consists of scientist and consultants who have knowledge of Business and Information Technology (IT) and make this knowledge available in their software tool. Making knowledge available through a software application, instead of hiring a consultant is completely new. This gives Mobina great potential, but also makes it difficult to position and market the brand.

Therefore, this research will be looking into brand perception among stakeholders of Mobina. This helps to improve the decisions that are necessary to represent a strong image. The goal of this research is to find any differences or similarities regarding the brand perception of Mobina among stakeholders. The stakeholders consist of internal and external stakeholders. The internal stakeholders are managers and employees of Mobina. They have a lot of experience with the company and services, these perceptions are related to their job and the organization. The external stakeholders are clients, potential clients and non-experts. Clients are more familiar with the brand in relation to potential clients and non-experts since they already have a relationship with Mobina. Roper and Davies (2007) examined the importance of taking these diverse stakeholder perceptions into consideration, even those of stakeholders who are less familiar with the brand. All stakeholders can affect the organization by their attitudes and behaviours regarding the organization. Taken all perceptions into consideration, the following research question is defined: what are the similarities and differences regarding the brand perception of Mobina among the management, employees, clients, potential clients and non-experts?

The first section of this report will describe the concept of brand perception and antecedents related to brand perception that form a framework. The second section explains the method, including the research design, sample, instruments and procedure. Subsequently, the third section shows the results of quantitative and qualitative data in tables and figures. Furthermore, in the discussion, the main differences and similarities in brand perception will be discussed. Besides the main findings in the discussion, potential limitations of the study and suggestions for future research will be described. Finally, the conclusion will give an answer to the research question and will recommend several marketing communication strategies based on the perceptions of stakeholders to improve the brand positioning.

## **2. Theoretical framework**

Stakeholders have different perceptions of a brand. The question is, why there are differences in perception and how perceptions are developed in order to position the brand. Therefore, the following section reviews literature regarding brand perception. Furthermore, possible antecedents related to brand perception will be defined and discussed. Based on this, a framework will be developed that defines potential factors that can effect the brand perception in case of the company Mobina.

### **2.1 Brand perceptions**

A company is seen as a brand. According to Argenti and Druckemiller (2004), there are several reasons for this. First of all, because of the changing dynamics of product marketing a company should just not focus on one product category. The focus should be on more promising product categories for technological innovation that encourages a long-term consistency of the brand. Secondly, because of more diversity in communication channels, like face-to-face communication, written communication and mobile communication channels, communication professionals focus on marketing more than ever before (Argenti et al., 2004). The focus on marketing and more promising product categories helps to represent a strong corporate brand, which creates a positive perception by stakeholders.

However, customers often have different perceptions of a brand. The perception customers have of a brand, influences the reaction when confronted with the brand (Koll & von Wallpach, 2009). There is no unified definition in literature for the term of brand perception. According to Herman (2001), brand perception is the belief the customer has of a brand, the customer's affection towards a specific experience that is assured by the brand. However, according to Roper et al. (2007), the key in corporate branding is to deal with multiple stakeholders and not only the customers. In the study of Roper et al. (2007), employees and customers are taken into account as stakeholders. This article states: "employees can make or break the corporate brand through their attitudes and behaviours" (Roper et al., 2007, p. 77). Additionally, according to Harris and de Chernatony (2001), employees are standing in the middle of the process of brand building and their behaviour can either damage the credibility of the organization or reinforce the brand values. Therefore, the following definition for brand perception is more applicable: "the

accumulated impression that stakeholders have of the firm, resulting from their interactions with and communications received of the firm” (Chun, 2005, p. 92). This definition covers not only the perception of customers, but refers to all stakeholders.

Stakeholders should first become familiar with the brand to get an impression, called brand familiarity. Alba and Hutchinson (1987) define brand familiarity as the amount of interactions with the brand by stakeholders, for example through advertising or use of the product. Additionally, brand familiarity is important to build brand equity. According to Argenti et al. (2004), “brand equity occurs when constituencies hold strong, favourable, and unique associations about the corporate brand in memory” (p. 368). Marketing communication plays an important role here to become familiar with the brand and to build brand equity. However, effective marketing communication has become a struggle. According to Kitchen and Burgmann (2010) this is due to the multiplication of media channels used by a single person in the last years. Nowadays, internal and external stakeholders are senders and can communicate information on many different platforms. Everyone can write and share publications about your company on the internet and it is important as an organization that you listen to these messages. However, stakeholders may differ in advertising activities they find acceptable and this can damage an organization (Polonksy & Hyman, 2007). Since stakeholders are all senders of information, it makes it difficult to represent a single and strong image for a company.

## **2.2 Viewpoints of brand perceptions**

In literature several viewpoints of brand perception are discussed. For example, Chun (2005), differentiates between three key elements in brand perception: image, identity and reputation. In this research, image are impressions by the external stakeholders and identity are impressions by internal stakeholders. Reputation is closely related to image, but more focused on the impressions by external stakeholders based on the relation they have with the brand. Image could also be the impressions by external stakeholders without having any relationship with the firm. In the research of Hatch and Schultz (2001), there is a distinction made in vision, culture and image. Vision focusses on the top management impression, culture on the way employees feel about the company and image the outside world’s impression. There is no agreement found in literature regarding the different elements of brand perception, however literature claims that the elements of brand perception must be

aligned for a strong corporate brand. For this research, the three different elements of identity, image and reputation are used since they align with the different stakeholders included in the current study.

### 2.2.1 Brand identity

In brand identity there is a difference between the organizational and corporate identity. The organizational identity refers to what the internal stakeholders, in this case the employees and managers of Mobina, feel and think about Mobina and the characteristics they associate with the company, what makes the company (Chun, 2005). The corporate identity, also called the desired identity, is how Mobina wants to be seen by others.

The brand identity, including the corporate and organizational identity, is connected to the brand culture. According to Balmer (1998), brand culture contains the collective values, beliefs, and assumptions of employees in a company when they relate to their jobs, the organization and each other. This includes also the behaviours, attitudes and what employees feel about the brand (Hatch et al., 2001). It defines what is important and unimportant for employees and managers. Ideally, the way employees perceive the brand should reflect the way the management perceives the brand (Balmer, 1998). This is often the case in companies with strong leaders. Furthermore, a favourable identity can cause a higher productivity and attracts high-qualified job applicants (Balmer, 1998). Therefore, a strong identity is important for representing the company to external stakeholders.

### 2.2.2 Brand image

The brand identity consists of the perception of internal stakeholders, while brand image is the perception of external stakeholders. According to Balmer (1998), “the brand image is the immediate mental picture that audiences have of an organization” (p. 697). In this research, this is the picture of potential clients or non-experts. The brand image by this audience can be formed in several ways. For example, through advertising, product category associations, brand name, symbol, message, style or distribution channel (Batra & Homer, 2004). Additionally, the brand image can be changed in several ways. According to the corporate identity mix of Birkigt and Stadler (1987), four elements should be taken into consideration to change the image of a brand that interact with the brand identity: personality, communication, behaviour and symbolism. These four elements project the picture



audiences of an organization. Personality is the main element and therefore placed in the centre in Figure 1. Furthermore, behaviour consist of the daily activities of a company. Behaviour must be aligned with the element of communication, which means the message of the company to the target group. Finally, symbolism plays an important role. This is the corporate design, like the brand name, logo and website of the company. For example, the visual appearance of the website or logo can influence the way stakeholders perceive the organization.

Furthermore, a well-communicated image is of great value. It can help establish a brand position and distinguish the brand from the competition (Park, Jaworski, & MacInnis, 1986). However, it is difficult to maintain a strong image over a long time period. Managing the image needs effective coordination of communication activities and is a long term investment (Park et al., 1986).

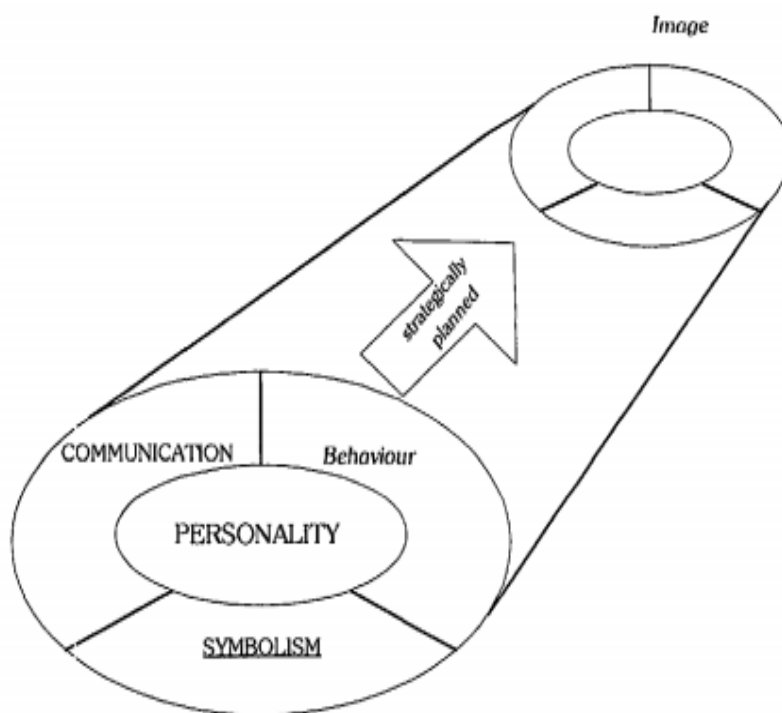


Figure 1. The corporate identity mix (Birkigt & Stadler, 1987).

### 2.2.3 Brand reputation

The brand reputation consists of external stakeholders, just like the brand image. However, these stakeholders already have a relationship with the brand. Harris et al. (2001) define brand reputation as “a collective representation of a brand’s past actions and results that describes the brand’s ability to deliver valuable outcomes to multiple stakeholders” (p. 445).

It is basically everything the company does and the signals and communications they gave as an entity. Therefore, it is seen as an evaluation since it is a judgement or assessment of the company based on how stakeholders perceived the communication and signals they got from the company. Additionally, reputation can be shaped, for example by the culture, design, advertising, public relations and social responsibilities (Davies & Miles, 1998).

For measuring the reputation in this research, active clients will be taken into account to understand what they think about Mobina. In contradiction to the brand image, the brand reputation is more stable which does not reflect current and changing perceptions but more stable and multiple perceptions over time (Harris et al., 2001). This because clients have a relation or reputation with the company. Therefore, it is a much more representative brand perception than the one from potential clients and non-experts.

#### 2.2.4 Communicating brand perceptions

As explained before, there are several elements in brand perception: identity, image and reputation. From a marketing perspective, there should be a uniform image of the company among all stakeholders (Hatch et al., 2001). Therefore, the three elements in brand perception must be aligned. However, managers and employees (identity) and clients (reputation) are more familiar with Mobina than potential clients and non-experts (image) which can affect the brand perception. To stimulate a uniform perception and reduce the differences in familiarity with Mobina between the different stakeholders a video is made.

The video serves as a form of priming. According to Scheufele and Tewksbury (2007), priming refers to “changes in the standards that people use to evaluations” (p. 11). The theory assumes that people form attitudes based on the considerations that are most accessible when they make decisions. Priming can be done through different media channels. Nowadays, visual generated content, like a video, is one of the media forms which are playing an important role in shaping a perception of a product, service or company (Reino & Hay, 2016). Especially, when videos are published on YouTube, where users can upload, share and watch videos, many people can be reached (Reino et al., 2016). Therefore, a video is the optimal tool for shaping the brand perception among stakeholders. In this research, all stakeholders associate the brand with elements shown in the video.

## **2.3 Brand personality dimensions as antecedents of brand perception**

The associations stakeholders make based on the video to indicate the brand perception are related to various brand personality dimensions from different researchers. Aaker (1997) defines brand personality as “the set of human characteristics associated with a brand” (p. 347). This method determines the personality of a brand in the same way as the human personality is assessed. The personification of brands gives the brand a sense of meaning in the eyes of consumers (Azoulay & Kapferer, 2003). This way customers will be attracted to the brand if they identify themselves with the brand personality. Research has shown that people have no difficulties with assigning personality traits to a brand, therefore brand personality plays an important role in brand management (Azoulay et al., 2003). However, there is a difference in how these personalities can be formed. Perceptions of brand personality can be formed and influenced by any contact the stakeholder has with the brand in a direct and indirect way (Plummer, 1985). In a direct way, the way you are connected to the brand, like users, management or employees. Additionally, in an indirect way through advertising, like the brand name, logo, price or distribution channel (Batra, Lehmann, & Singh, 1997).

### **2.3.1 Brand personality models**

There are several models for researching the brand personalities of a brand. A widely accepted model, often used in research, are the Big Five personality dimensions. The five dimensions are: openness, conscientiousness, extraversion, agreeableness and neuroticism, labelled as OCEAN (Saucier, 1994). Openness refers to new experiences and imagination, conscientiousness to the trustworthiness, extraversion to the positive emotions, agreeableness to kindness and altruism and lastly neuroticism to the emotional stability of a company (Azoulay et al., 2003). Furthermore, in the study of Aaker (1997), the brand personality is measured through five other dimensions: sincerity, excitement, competence, sophistication and ruggedness. A more extended research model that includes 7 personality dimensions is the one from Roper et al. (2007). Here the emotional responses of different stakeholders towards corporate brands is measured through 7 dimensions: agreeableness, enterprise, competence, chic, ruthlessness, informality and machismo. Some dimensions’ overlap with the previous mentioned dimensions, like competence also used in the study of Aaker (1997) and agreeableness in the Big Five personality dimensions of Saucier (1994).

However, there has been some critique on the method of dimensions of brand personality, but more on the definition of it. The definition of Aaker (1997) defines it as a set of human characteristics which is too broad. Therefore, Azoulay et al. (2003), defines brand personality as “the unique set of human personality traits both applicable and relevant to brands” (p. 13).

In the current study, a mix of Aaker (1997) and Roper and Davies (2007) personality dimensions have been used, as shown in Figure 2 and Table 1. The five dimensions are: excitement, competence, enterprise, ruthlessness and agreeableness. All these dimensions are seen in a positive way, except for the dimension of ruthlessness. This dimension is seen in a negative way, for example how authoritarian, arrogant or selfish a brand is. To translate this into a positive term, the antonym of emphatic instead of ruthlessness will be used. The choice for the personality dimensions will be further explained in the method section.

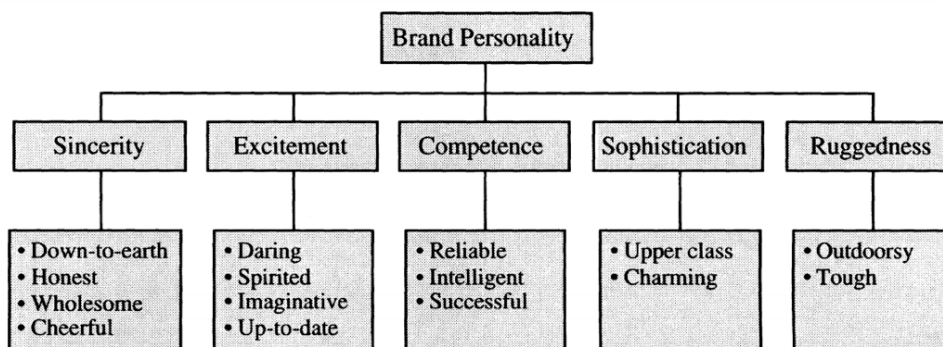


Figure 2. A brand personality framework (Aaker, 1997).

Table 1. The 7 dimensions of corporate personality (Roper & Davies, 2007).

<b>Agreeable</b>	<b>Enterprise</b>	<b>Competence</b>	<b>Chic</b>	<b>Ruthlessness</b>	<b>Informality</b>
Cheerful	Cool	Reliable	Charming	Arrogant	Casual
Pleasant	Trendy	Secure	Stylish	Aggressive	Simple
Open	Young	Hardworking	Elegant	Selfish	Easy Going
Straightforward	Imaginative	Ambitious	Prestigious	Inward Looking	
Concerned	Up to date	Achievement	Exclusive	Authoritarian	
		Oriented			<b>Machismo</b>
Reassuring	Exciting	Leading	Refined	Controlling	Masculine
Supportive	Innovative	Technical	Snobby		Tough
Agreeable	Extravert	Corporate	Elitist		Rugged
Honest	Daring				
Sincere					
Trustworthy					
Socially					
Responsible					

## 2.4 Research model

A model is developed which shows the relation between the three different elements in brand perception: identity, image and reputation. These elements are used to measure the brand perception of Mobina among stakeholders regarding the five brand personality dimensions: excitement, competence, enterprise, emphatic and agreeableness. The best scenario is that the perceptions match with each other to represent one single and strong message to all stakeholders. However, the internal stakeholders (identity) and clients (reputation), already have knowledge of the brand in contradiction to potential clients or non-experts (image) who have less or no knowledge of Mobina.

This is illustrated in the following research model:

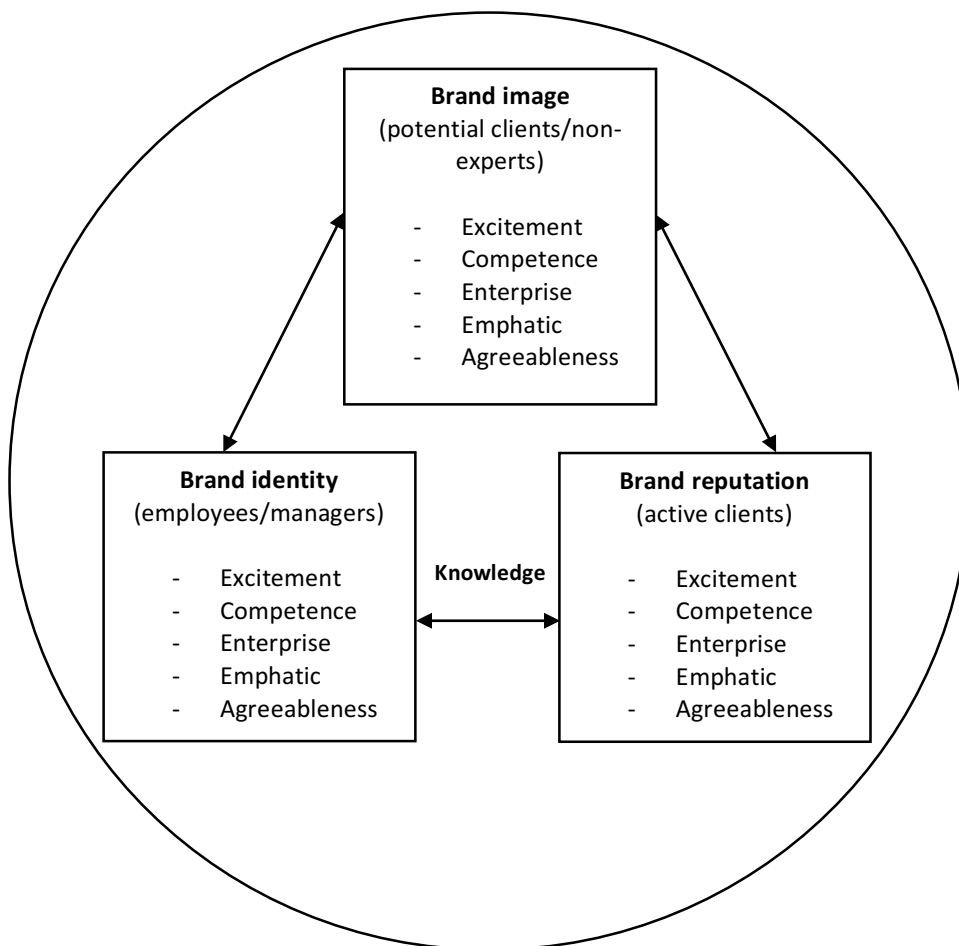


Figure 3. Research model.

To measure the brand perception of Mobina the following research question is defined: what are the similarities and differences regarding the brand perception of Mobina among the management, employees, clients, potential clients and non-experts?

### **3. Method**

#### **3.1 Research design**

Literature shows that the Q-methodology is applicable for statically testing the differences in brand perception. For example, Roper et al. (2007) examines statistically the brand perception of a business school among 500 stakeholders. This is done through a rank-ordering of a set of personality traits from disagree to agree. The advantage of the method is that people with similar opinions can be categorized into groups (Sachs & Josman, 2003). However, categorizing similar opinions together is impossible for the current study due to the small sample size. Therefore, a more qualitative approach is needed instead of a quantitative approach.

In the current study, the respondents were asked to rank cards with 30 statements about the brand personality of Mobina as a starting point for an interview. Based on the Q-sort, the researcher asked questions to understand the motivations behind the decisions of the participants. According to Boeije (2010) an interview provides the opportunity to share the story or perspective on different topics by participants. Furthermore, the small sample size makes it easy to proceed the Q-methodology and ask questions in a face-to-face setting. Finally, Q-sort studies are designed to sample from a wide range of different perspectives rather than having a large sample (ten Klooster, Visser, & de Jong, 2008). This means that the diversity is more important than the number of respondents.

#### **3.2 Participants**

This research consisted of several groups of participants. To get a wide range of different perspectives, five different groups of stakeholders participated: managers, employees, clients, potential clients and non-experts. All participants were from the Netherlands and in total 12 sorting tasks and interviews were performed: four internal stakeholders, two clients, two potential clients and four non-experts. The network of Mobina is used to find participants. Some of the participants are part of the network and other participants are found through connections in Mobina's network. Furthermore, the participants were selected in different ways and consisted of different demographics, as shown in Table 2.

Table 2. Demographics participants.

	Age	Gender	Residence	Work experience	Awareness of Mobina	Branch sector
1 Non-expert	30 - 50	Male	East	> 5 years	Medium	Education
2 Potential client	> 50	Female	East	> 5 years	Low	Industry
3 Potential client	> 50	Male	East	> 5 years	Low	Industry
4 Employee	< 30	Male	East	< 5 years	High	ICT
5 Client	> 50	Male	Middle	> 5 years	High	Industry
6 Manager	> 50	Male	East	> 5 years	High	ICT/Industry
7 Non-expert	30 - 50	Male	East	> 5 years	Medium	Consultancy
8 Client	> 50	Male	East	> 5 years	High	Industry
9 Non-expert	30 - 50	Male	East	> 5 years	Medium	Industry
10 Manager	< 30	Female	East	< 5 years	High	ICT
11 Employee	< 30	Male	East	< 5 years	High	ICT
12 Non-expert	> 50	Male	East	> 5 years	Medium	Consultancy

### *Managers and employees*

The managers and employees are the internal stakeholders who work for the company Mobina. Two managers and two employees volunteered to participate in the current study. The two volunteers are the CEO and COO/CTO and two software developers of Mobina. Since Mobina find themselves in the start-up phase, it is a company with a small group of part-time employees.

### *Clients*

Clients are the participants that have a relationship with Mobina and have a clear vision of the reputation of Mobina. Therefore, they already have knowledge of the company. Since Mobina is a start-up company, there are not many clients that could take part in the current study. Clients are first approached by the company Mobina itself, since they know their clients well. After permission, contact was made by the researcher to further explain the study they took part in. Both clients are working in the manufacturing industry.

### *Potential clients*

Potential clients are participants who have less or no knowledge of the company since they have no connection with Mobina, but can become a client of the company in the future. Therefore, potential clients match with the target group of Mobina, which consists of medium-sized manufacturing companies between the 50 and 500 employees. For example, this could be manufacturing companies that produce their own product or suppliers.

To find potential clients, an innovation matchmaker from Novel-T is approached. An innovation matchmaker brings companies who can help each other in contact. In a meeting with this innovation agent, a list is made with potential clients. This list is discussed with the managers of Mobina and a selection was made which match with the target group. Each company is called by the researcher. Finally, two potential clients were willing to participate in the current study.

### *Non-experts*

The last group of participants were the non-experts. The non-experts had some experience in the manufacturing industry, but do not operate in the industry as managers, employees, clients and potential clients do. However, this group is taken into consideration to understand the immediate mental picture of the organization. The non-experts are approached by mail and consisted of people working in different branches, for example education or consultancy.

## **3.3 Instruments**

As mentioned before, brand personality dimensions are used to determine the brand perception among stakeholders. All stakeholders were asked to rank several statements from disagree to agree to measure the brand perception. The following section introduces the dimensions and statements. Furthermore, the validation and reliability of the instruments will be explained. Table 3 defines all the dimensions with the matching statements.

### 3.3.1 Personality dimensions and statements

The five personality dimensions used in the current study are: excitement, competence, enterprise, emphatic and agreeableness. Excitement is chosen since Mobina has no direct competition due to the new and unique software application to replace consultancy. Therefore, it is interesting to know to which extent stakeholders agree with this claim. Furthermore, competence measures the capabilities of Mobina. The company claims to have the expertise to help manufacturing companies in transition, but the question is how stakeholders perceive this in reality. The dimension of enterprise focusses on the appearance as a cool and innovative company. As a start-up company with young scientists



working on a new content-intensive application, it is interesting to see if stakeholders perceive Mobina as a cool and innovative company. Additionally, it is interesting to measure the emphatic dimension, since Mobina claims to help the manufacturing industry and can imagine the situation where companies in transition find themselves in. Finally, the last dimension called agreeableness, focusses on the complexity and trustworthiness of the company. Mobina has difficulties with creating credibility for the software tool. Therefore, it is an important dimension to take into consideration to understand how to gain credibility by stakeholders.

### 3.3.2 Validation of personality dimensions and statements

The dimensions and statements are not randomly chosen, but based on several sources of information. A literature analysis about brand perception has proven the effectiveness of using these dimensions. Therefore, dimensions and statements are based on the article of Roper et al. (2007) and Aaker (1997). Statements like *“Mobina is an ambitious company”* is connected to the competence or *“Mobina is cool and trendy”* is connected to the appearance of Mobina as an enterprise.

Apart from the literature analysis, statements are created by the managers of Mobina. Managers were given the opportunity to come up with statements that connect to the personality dimensions used in literature. These statements are created based on the desired identity, how Mobina wants to be seen by other. For example, *“I believe the passion of Mobina for the manufacturing industry”* or *“Mobina brings business and IT together.”*

Furthermore, the statements are connected to what Mobina shows in the video. For example, the statement *“Mobina combines old and modern views”* is shown in the video by alternating shots of a younger and older manager introducing the company. To show the combination of business and IT, the software application is also shown in the video.

Table 3. Dimensions and statements (English translation).

5 dimension	30 statements
Excitement	1. <i>Mobina offers a unique product</i>
	2. <i>Mobina distinguishes themselves from traditional consultancy</i>
	3. <i>Mobina offers a modern way of consultancy</i>
	4. <i>I dare to work on a difficult task together with Mobina</i>
	5. <i>Mobina can influence visions by looking into problems in another way</i>
	6. <i>I dare to let go of my traditional way-of-doing due to working with Mobina</i>
Competence	7. <i>Mobina is a professional company</i>
	8. <i>Mobina is an ambitious company</i>
	9. <i>References from other companies are important</i>
	10. <i>Mobina can not promise to solve your problems</i>
	11. <i>Mobina brings business and IT together</i>
	12. <i>Mobina can help in times of uncertainty</i>
Enterprise	13. <i>Mobina is an innovative company</i>
	14. <i>Mobina combines old and modern views</i>
	15. <i>The roots of Mobina in the East of the Netherlands are important</i>
	16. <i>Mobina is cool and trendy</i>
	17. <i>Mobina is a confident company</i>
	18. <i>I get inspired by Mobina</i>
Emphatic	19. <i>Mobina can imagine the situation of companies in transition</i>
	20. <i>Mobina shows sympathy to clients</i>
	21. <i>Mobina provides a broad insight into problems</i>
	22. <i>Looking for solutions together with Mobina is better than alone</i>
	23. <i>The promise of self-control is appealing</i>
	24. <i>Interactivity between Mobina and clients is of great importance</i>
Agreeableness	25. <i>Mobina has an open character</i>
	26. <i>I believe the passion of Mobina in the manufacturing industry</i>
	27. <i>Mobina can support companies in many areas</i>
	28. <i>Mobina can help getting a better understanding of problems</i>
	29. <i>I am afraid to work with Mobina</i>
	30. <i>Mobina can give you confidence to stay competitive in the industry</i>

### 3.3.3 Reliability of instrument

The reliability of the Q-sort is criticized. According to Nicholas (2011), “reliability is defined as the consistency of your measurement” (p. 8). That means that a person’s score on the same test given twice must give similar results. For this research, the respondents do not perform the test twice, so it is difficult to say anything about the reliability of this experiment. However, other researchers did investigate the reliability of the Q-sort method by performing a test-retest reliability. Which means administering the same test twice over a period of time to a group of individuals. These researchers found a high correlation in the ordering of statements at different occasions (ten Klooster et al., 2008).

## 3.4 Procedure

This research consisted of two types of studies: a sorting task and an interview. Before the study took place among the participants, they signed an informed consent which means there is permission gathered in full knowledge of the participants. Furthermore, the participants had to fill in a small checklist with demographics beforehand. The sessions took between 30 and 45 minutes on average.

### 3.4.1 Video

Before the sorting task took place, a video is shown to all participants. The purpose of the video is introducing Mobina to get an impression from the brand and to reduce the differences in brand familiarity. This was especially relevant for non-experts and potential clients who are less familiar with Mobina. The video is designed based on the Golden Circle of the author Sinek (Knight-Wallace, 2014). The Golden Circle consists of three circles: why, how and what (Figure 4). The order of the Golden Circle is important. This separates the inspiring companies from everyone else (Knight-Wallace, 2014). Companies who inspire start with why, the inside circle. Once companies state the why, they can communicate the what and how (Knight-Wallace, 2014). This is the inspiring way and called the inside-out method. The outside-in method, called the traditional way, starts with what. The inside-out method is used in the video, which starts with explaining why Mobina helps companies in transition followed by how they are doing this and what they are doing. The script is shown in the Appendix.

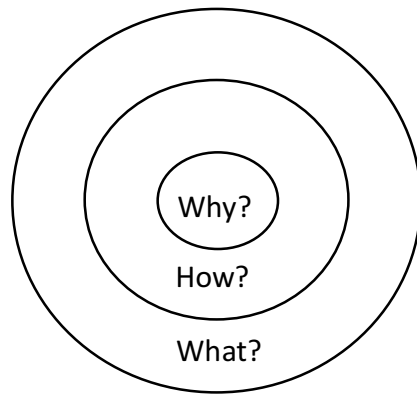


Figure 4. The Golden Circle.

### 3.4.2 Sorting task

Based on the impression of the video, participants ranked 30 statements randomly numbered from disagree to agree. The respondents started with dividing the cards into three piles: one pile for the statements they disagreed with, one pile for the statements they were uncertain or neutral about and one pile for the statements they agreed with. After dividing the cards into three piles, the participants were free to move the cards until all cards were ranked, important to mention was that each position can only be used once. Furthermore, the participants were asked to think aloud during the sorting task. According to Charters (2003), “think aloud is a research method in which participants speak aloud any words in their mind as they complete a task” (p. 68). The method is used during the sorting task to learn more about the motivations behind ranking the statements. Furthermore, this made it easier to ask questions afterwards based on the motivations participants gave during the sorting task. The Q-sort structure is represented in Figure 5.

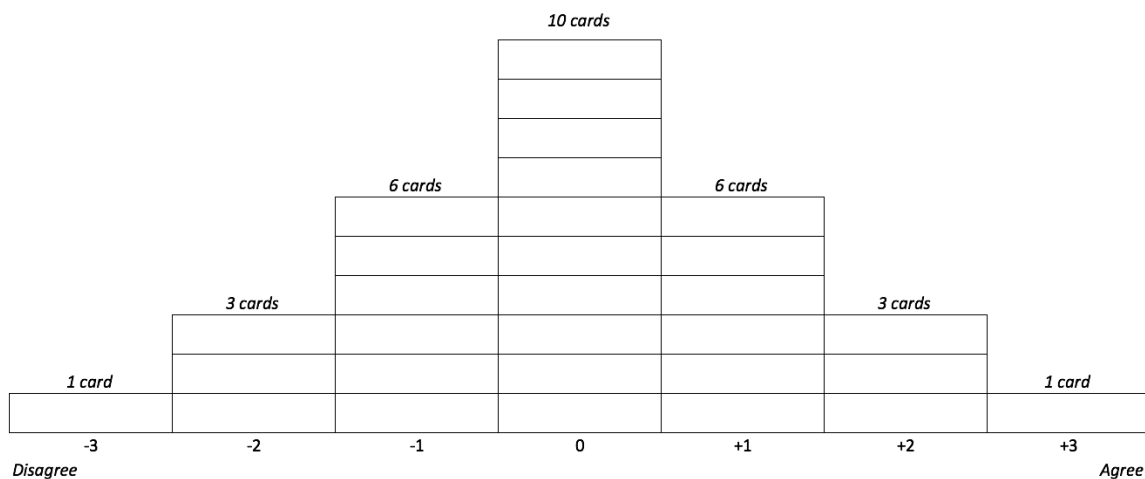


Figure 5. Q-sort structure.

### 3.4.3 Follow-up interview

When the participants placed all the statements in the rank ordering, a follow-up interview took place. Participants were already performing the sorting task in a face-to-face setting, which gave the opportunity to ask questions afterwards as well. Asking questions can provoke discussions that add meaning to the quantitative results. The questions were related to the statements. For example, why people agree or disagree with certain statements and what kind of personality characteristics they connect to Mobina. The focus was on the left and right side of the Q-sort structure during the interviews. The cards in the centre were not relevant, because people did not have a clear opinion on these statements or found it difficult to judge due to not enough knowledge of Mobina. The interviews were recorded and notes were made, participants gave permission for this after asking them. The notes and recordings made it possible to implement any quotes in the results section.

## 4. Results

### *Q-sort results*

Several scores were measured based on the Q-sorting to discover similarities and differences in brand perception among stakeholders of Mobina. There is a distinction made in brand perception in the three different elements of brand perception and per stakeholder group. First of all, average scores for the brand personality dimensions based on identity, image and reputation were taken and shown in Table 4. Identity and reputation rate agreeableness higher than image. There are no major gaps found in competence, excitement, emphatic and enterprise in the three elements of brand perception. Secondly, to narrow the results, average scores per stakeholder group on the different personality dimensions were taken and shown in Table 5. Notable differences are found regarding the potential clients. Potential clients rate excitement prominently lower than other stakeholders. However, potential clients found the brand highly more enterprising in relation to other stakeholders.

*Table 4. Average scores of the dimensions in the three elements of brand perception.*

<b>Dimension</b>	<b><u>Identity</u></b> <i>N = 4</i>	<b><u>Reputation</u></b> <i>N = 2</i>	<b><u>Image</u></b> <i>N = 6</i>
<b>Excitement</b>	0.21	-0.08	0.19
<b>Competence</b>	0.00	-0.08	0.25
<b>Enterprise</b>	-0.46	-0.33	-0.31
<b>Emphatic</b>	0.63	0.42	0.67
<b>Agreeableness</b>	-0.29	0.08	<b>-0.50</b>

*Note.* Scores are rated on a scale from -3 till 3.

*Table 5. Average scores for dimensions per stakeholder.*

<b>Dimension</b>	<b><u>Identity</u></b>		<b><u>Reputation</u></b>	<b><u>Image</u></b>	
	Managers <i>N = 2</i>	Employees <i>N = 2</i>	Clients <i>N = 2</i>	Potential clients <i>N = 2</i>	Non-experts <i>N = 4</i>
<b>Excitement</b>	0.17	0.25	-0.08	<b>-0.58</b>	0.58
<b>Competence</b>	-0.08	0.08	-0.08	0.17	0.29
<b>Enterprise</b>	-0.67	-0.25	-0.33	<b>0.25</b>	-0.58
<b>Emphatic</b>	0.75	0.50	0.42	0.58	0.71
<b>Agreeableness</b>	-0.03	-0.25	0.08	-0.42	-0.54

*Note.* Scores are rated on a scale from -3 till 3.

The Shapiro-Wilk test is performed to assume if the data is normally distributed or not, since a small sample of 12 participants is used in the current study. The results show that excitement,  $p = .062$ , competence,  $p = .745$ , enterprise,  $p = .673$ , emphatic,  $p = .4$ , and agreeableness,  $p = .223$ , are all greater than .05, which assumes the data is not normally distributed. Therefore, non-parametric tests are used for the analysis through a Kruskal Wallis test. There is a statistically significant difference between the rank ordering of excitement by different groups of knowledge or awareness of Mobina ( $H(2) = 7.36$ ,  $p = .025$ ), with a mean rank of 0.17 for managers, 0.25 for employees, -0.08 for clients, -0.58 for potential clients and 0.58 for managers. However, between the other gaps on the personality dimensions in the three elements of brand perception and per stakeholder group were no statistically significant differences found.

Furthermore, the average scores in the three elements of brand perception (Figure 6) and per stakeholder group (Figure 7) are represented in a Bernstein spider web. This makes it easier to see where any gaps consist regarding the brand perception.

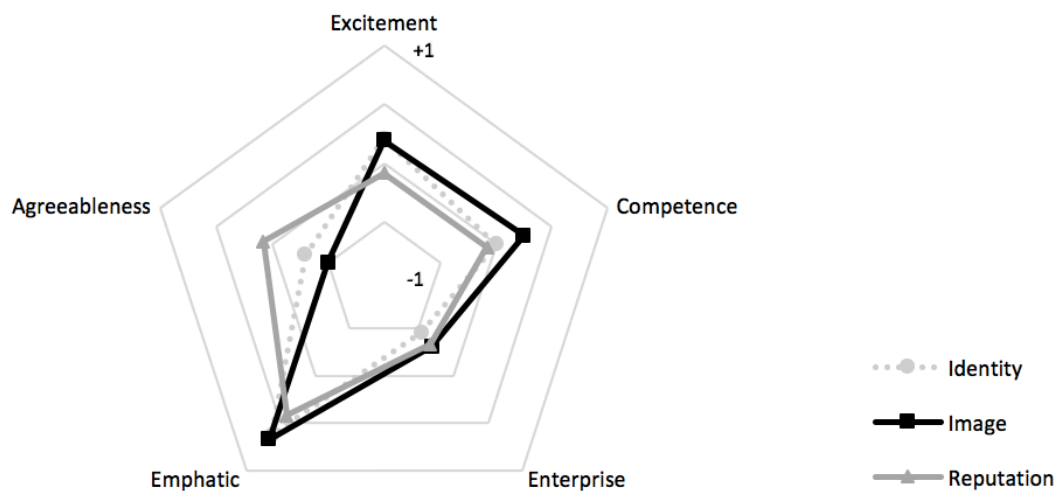


Figure 6. Bernstein spider web of the three elements in brand perception.

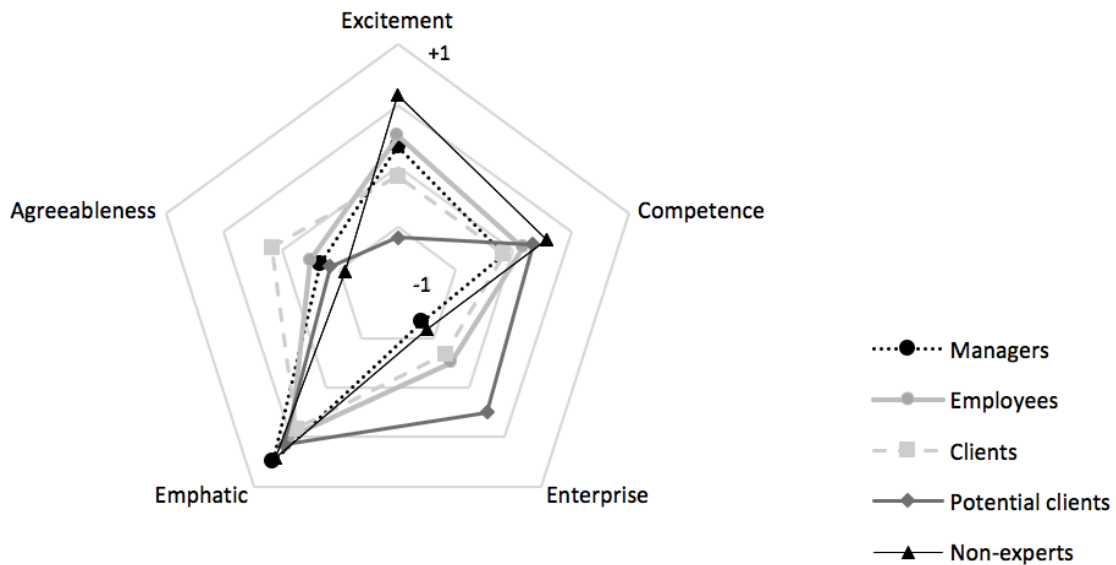


Figure 7. Bernstein spider web of the brand personality dimensions per stakeholder.

#### Q-sort ranking and qualitative results

The dimensions were measured through a ranking of 30 statements, consisted of six statements per dimension. To understand to which statements participants agree and disagree with the average scores are ranked. The following tables show the ranking of statements.

Table 6 shows the statements from the element of identity, where stakeholders completely agree or disagree with. These scores are based on the average scores from managers and employees. The internal stakeholders disagree the most with the statement that the roots of Mobina in the East of the Netherlands are important. Furthermore, they do not believe that Mobina appears as a cool and trendy company. One of the managers mentioned: *“To be cool and trendy we have to go one step further, because by cool and trendy I think about apps.”* Managers and employees believe that references of other companies that recommend Mobina will help to position the company better, especially in the starting-up phase. Additionally, they believe that Mobina offers a unique product. *“The claim that we bring Business and IT together is our whole business case, this is what makes us unique through the web application and this is what we want to show to others.”* Finally, managers and employees agree the web application requires interactivity between the client and Mobina. One of the employees mentioned: *“Since Mobina is a complex application to work with, interactivity is of great importance to provide a guideline.”*



Table 6. Most important rankings of identity.

<b>Ranking</b>	<b>Number</b>	<b>Statement</b>
-3	15	<i>The roots of Mobina in the East of the Netherlands are important</i>
-2	4	<i>I dare to work on a difficult task together with Mobina</i>
	10	<i>Mobina can not promise to solve your problems</i>
	16	<i>Mobina is cool and trendy</i>
+2	1	<i>Mobina offers a unique product</i>
	24	<i>Interactivity between Mobina and clients is of great importance</i>
	27	<i>Mobina can support companies in many areas</i>
+3	9	<i>References from other companies are important</i>

Table 7 shows the sorting task from the element of brand image based on average scores from potential clients and non-experts. This group agree with the internal stakeholders that the roots of Mobina in the East of the Netherlands are not important. One of the stakeholders mentioned: *“The roots of Mobina in the East of the Netherlands are not important, the Netherlands are such a small country, I can go wherever I want.”* Furthermore, potential clients and non-experts are not inspired by Mobina. One of the stakeholders mentioned: *“Mobina should be more arrogant, they are capable of many things, but neither the employees, website or video show it, it is a bit boring.”* However, potential clients and non-experts believe just as the internal stakeholders that interactivity is important. A non-expert mentioned: *“A tool is very practical if you know how to use it, to understand the tool we need interaction.”* Additionally, potential clients and non-experts perceive Mobina as an innovative company that offers a modern way of consultancy: *“Mobina contributes to new developments.”* This also explains why enterprise is rated high by potential clients. An advantage of the application is that clients are in control which is rated high on the ranking scale. Furthermore, they are not scared to work with Mobina.

Table 7. Most important rankings of image.

<b>Ranking</b>	<b>Number</b>	<b>Statement</b>
-3	29	<i>I am afraid to work with Mobina</i>
-2	10	<i>Mobina can not promise to solve your problems</i>
	15	<i>The roots of Mobina in the East of the Netherlands are important</i>
	18	<i>I get inspired by Mobina</i>

<b>+2</b>	3	<i>Mobina offers a modern way of consultancy</i>
	13	<i>Mobina is an innovative company</i>
	23	<i>The promise of self-control is appealing</i>
<b>+3</b>	24	<i>Interactivity between Mobina and clients is of great importance</i>

Table 8 shows the statements clients completely agree and disagree with. Clients disagree the most with the statement that self-controlling is appealing in contradiction to potential clients and non-experts who rated this statement high. One of the reasons for this is: *“I noticed during the project we did with Mobina that people in the organization prefer that Mobina controls the project. Difficult decisions were made together with Mobina, while the organization itself did not dare to make these decisions beforehand. Therefore, this is more important for me than self-control.”* Furthermore, clients do not want to stop with their traditional way-of-doing when starting to work with Mobina, therefore they need more proof of the tool Mobina offers. Clients agree with potential clients and non-experts that it is not scary to work with Mobina: *“It am not afraid to work with Mobina, they can only help me and it does not cause any damage, therefore I do not see any risks.”* Additionally, clients agree the most with the sympathy and passion Mobina shows for the manufacturing industry. One of the clients mentioned: *“Mobina has no bad intentions, they have the experience and guide you well during the process.”* The sympathy and passion Mobina shows to clients, results in the fact that agreeableness is rated high by clients.

*Table 8. Most important rankings of reputation.*

<b>Ranking</b>	<b>Number</b>	<b>Statement</b>
<b>-3</b>	23	<i>The promise of self-control is appealing</i>
<b>-2</b>	6	<i>I dare to let go of my traditional way-of-doing together with Mobina</i>
	12	<i>Mobina can help in times of uncertainty</i>
	29	<i>I am afraid to work with Mobina</i>
<b>+2</b>	25	<i>Mobina has an open character</i>
	26	<i>I believe the passion of Mobina in the manufacturing industry</i>
	28	<i>Mobina can help getting a better understanding of problems</i>
<b>+3</b>	20	<i>Mobina shows sympathy to clients</i>

Finally, stakeholders were asked to come up with brand personality traits by themselves if they think about Mobina. They were asked to think about three words that define Mobina. The personality traits they came up with are summarized in Table 9 per stakeholder. As highlighted in the table, some words overlap. Employees, potential clients and non-experts mentioned the young and old generation. potential clients and non-experts argued this was obvious in the video that is shown since an older and younger manager is introducing the company here. Additionally, employees notice the experience from the older generation and the innovative ideas from the younger generation in the work environment. Furthermore, managers and potential clients both mentioned the word vague. Managers think they are not pragmatic enough, in fact that potential clients do not know sufficiently what Mobina is and what their capabilities are. This is confirmed by potential clients, since they did not completely understand that Mobina offers a software tool instead of a traditional consultant. This also explains why excitement is rated lower by potential clients in relation to other stakeholders.

Table 9. Personality traits of Mobina by the stakeholders.

<b>Managers</b>	<b>Employees</b>	<b>Clients</b>	<b>Potential clients</b>	<b>Non-experts</b>
<b>Vague</b>	Complex	Respect	Professional	Flexible
Making impact	Persuasiveness	Easy accessible	<b>Young and old generation</b>	Small organization
Delivery-oriented	<b>Young and old generation</b>	Uncertainty regarding the outcome	<b>Vague</b>	<b>Young and old generation</b>

*Summary of the results*

To summarize the results, the brand is less agreeable to image than identity and reputation. This means that people who are familiar with the brand, experience Mobina as a more pleasant, open, responsible and trustworthy company than people who are unfamiliar with the brand. Furthermore, within the element of image, potential clients rate excitement lower and enterprise higher than non-experts. This means potential clients are not convinced that Mobina is unique, but do find it an innovative company.

## 5. Discussion

### 5.1 Main findings

This paper looked into the brand personality of Mobina. The company is judged by groups of five different stakeholders: employees and managers (identity), clients (reputation) and potential clients and non-experts (image). This is done to find any differences and similarities in the brand perception. Qualitative work and literature helped to explain the similarities and differences in the three elements of brand perception and between the different stakeholders.

First of all, employees reflect to a great extent the perception of managers. According to Balmer (1998), this is the ideal situation to enhance the communication of a strong corporate brand to external stakeholders. However, external stakeholders differ in their brand perception. For example, the managers, employees and clients believe they are agreeable, but image (potential clients and non-experts) perceive agreeableness lower. Aaker (1997) suggested that brand sincerity affects the consumer's assessment of agreeableness. Active clients and the organization itself are convinced of the great sincerity and honesty Mobina shows, especially through the open character which makes Mobina easy accessible. However, the company does not show this in their communication to potential clients and non-experts who are less familiar with the brand.

Furthermore, within the different stakeholder groups, potential clients rate excitement lower. According to Maehle and Shneor (2009), people get excited through different things. People may be highly concerned with what others may say about the company to get excited, while other people get excited through sparks of creativity or enthusiasm. In this research, potential clients were not impressed by what has been shown in the video. They mentioned the excitement could be enhanced by more impressive content since the video and website are not inspiring.

Finally, the goal of the video was priming, to make changes in the standards that people use to evaluations. According to Waever (2007) priming helps not only to tell people 'what to think about' but also 'what to think'. Since there are no major gaps between the brand personality dimensions, the video helped stakeholders to form an opinion about Mobina. The overall brand perception of Mobina among stakeholders is not inadequate. Besides, the existing gaps are accountable. For example, it is not a surprise that the brand is

less agreeable to image than identity and reputation. When people start working with Mobina, it is easier to get trust in the company as a customer. This makes it easier to judge agreeableness based on experience instead of one video. However, excitement can be enhanced which is important in the start-up phase of Mobina. Through excitement Mobina can communicate their unique selling point and attract more customers.

## 5.2 Limitations and future research

The study has several limitations. According to Sullivan and Fein (2012), one of the conditions for a reliable research is a large sample size. In the study, a small sample size of 12 participants is used which influences the reliability. However, according to Hackshaw (2008), a small number of subjects is often better in a new research, like this new research for Mobina. This avoids spending too many resources on finding an association between a factor and a disorder when there may be no effect at all. Furthermore, the study consists of explanatory research which does not require a large sample size and is more focussed on exploring the problem for a better understanding.

The small sample size is due to the fact that Mobina is a small company since they find themselves in the start-up phase. Therefore, only a few managers and employees were able to participate. Furthermore, Mobina does not have many active clients yet to assess the brand personality. Additionally, it was difficult to find potential clients who were able to help since the research had to take place in a short amount of time. Therefore, four non-experts are included to increase the sample size. The non-experts match with the element of image in brand perception as well, since they do not have any relationship with the company and assess the brand on the immediate mental picture of Mobina.

Furthermore, there is a risk of bias at the interpretation stage. According to Downing (2003) interpretation can influence the validity. In this study, statements are not always well understood by participants. Therefore, the suggestion in further research is to involve various stakeholders in the process of defining statements. Involving stakeholders in the process will create a better understanding of the statements to improve the validation of the research. Another suggestion is to replicate the study in future research when the company has grown and the population is bigger due to more employees and clients. It is interesting to see if any changes occurred in the brand perception in the future and if any of the recommendations in the conclusion will have an effect on the brand perception.

## 6. Conclusion and recommendations

Literature suggests that in a strong corporate brand the three different elements of identity, image and reputation must be aligned. Furthermore, to represent such a strong corporate brand, in which the different elements align, effective marketing communication is of importance.

To come back at the research question, similarities and differences in the brand perception among managers, employees, clients, potential clients and non-experts of Mobina are found. Therefore, the three different elements of identity, image and reputation do not align as they should be in a strong corporate brand according to literature.

To close the gaps in brand perception among stakeholders and to represent a strong company, Mobina can undertake several marketing communication strategies. First of all, improvements regarding content marketing can be made. Potential clients rate excitement low and mentioned that Mobina is not impressive. The communication channels do not inspire them. For example, the video and website is called by participants as tedious instead of inspiring. Therefore, the website and video ask for more impressive content that shows Mobina's unique selling point to inspire stakeholders. For example, animations or infographics can be included. Furthermore, to increase the credibility in an agreeable company by potential clients' testimonials of active clients can help. A testimonial testifies the achievements, qualifications or personality of the company. This helps to create trust by your clients. According to Sung and Kim (2010) trust is the key factor in the success of relationship marketing efforts to encourage a long-term relationship with the company and partners. Testimonials can be published on the website or social media channels to reach your potential clients and to gain trust.

Furthermore, a clear marketing message that helps solving the target customers' problem is of importance. Potential clients and non-experts had difficulties with understanding what Mobina can offer. Therefore, a strong marketing message can be very helpful to get a better understanding of the company. This marketing message can be communicated in different ways and through different media channels. For example, in an infographic or animation as mentioned previously. Animations and infographics are a collection of visual content and consist of minimal text that gives an easy-to-understand overview of what the company is. These types of marketing communication entertain

stakeholders, which is refreshing for the target group and can inspire them to remember the brand easier. The media channels that can be used for communicating these types of content are the website, LinkedIn or Facebook. The advantage of LinkedIn and Facebook is that users have the opportunity to share content. This makes it possible to extend Mobina's online network once people start sharing marketing messages. From the communication channels, LinkedIn is most appropriate because of the business to business character.

The question is how new marketing content should be designed. According to Dobele, Toleman and Beverland (2005) fun is the vital part of any viral marketing message. To increase the excitement by potential customers regarding the suggested content, there are several key ingredients for the success of an infographic. According to Scott, Fawker, Oliver and Murray (2016) it is important to create a balance between images and text. The text should be used to provide clarity to the concepts that are presented visually. For example, an infographic of Mobina should include brief explanations of what Mobina offers, like checklists, striking titles and current statistics next to inspiring images. Furthermore, regarding the animation fun is important as well. The animation should be designed in such a way that it is exciting to watch. For example, the animation should include a good story of the recognizable dilemmas of customers in the manufacturing industry and how Mobina can help the companies with these dilemmas associated with funny characteristics, images and background music. Next to the vital part of fun in marketing messages, it is important that the uniqueness or interestingness of Mobina becomes clear in these different types of marketing content. For example, the problem that Mobina solves, their biggest distinctive benefits and last but not least their promises. This is important to distinguish yourself as a company from competitors and to enhance the brand perception.

Finally, the challenge is to implement these strategies without losing the open and sympathetic appearance and passion for manufacturing industry of Mobina noticed by stakeholders. For further research, the effectiveness of implemented marketing communication strategies should be measured in order to see if any of these recommendations had an effect on the brand perception among stakeholders and resulted in a better positioning of the company Mobina.

## References

- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing research*, 34(3), 347-356. doi: 10.2307/3151897
- Alba, J. W., & Hutchinson, J. W. (1987). Dimensions of consumer expertise. *Journal of Consumer Research*, 13(4), 411-453. doi: 10.1086/209080
- Argenti, P. A., & Druckenmiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review*, 6(4), 368-374. doi: 10.1057/palgrave.crr.1540005
- Azoulay, A., & Kapferer, J. N. (2003). Do brand personality scales really measure brand personality? *Journal of Brand Management*, 11(2), 143-155. doi: 10.1057/palgrave.bm.2540162
- Balmer, J. M. T. (1998). Managing corporate image and corporate reputation. *Elsevier Science*, 31(5), 695-702. doi: 10.1016/S0024-6301(98)00074-0
- Batra, R., & Homer, P. M. (2004). The situational impact of brand image beliefs. *Journal of Consumer Psychology*, 14(3), 318-330. doi: 10.1207/s15327663jcp1403\_12
- Batra, R., Lehmann, D. R., & Singh, D. (1993). *The brand personality component of brand goodwill: some antecedents and consequences*. Hillsdale: L. Erlbaum Associates.
- Birgigt, K., & Stadler, M. (1986). *Corporate identity, Grundlagen, Funktionen und Beispielen*. Verlag: Moderne Industrie, Landsberg an Lech.
- Boeije, H. (2010). *Analysis in qualitative research*. London: Sage.
- Charters, E. (2003). The use of think-aloud methods in qualitative research. An introduction to think aloud methods. *Brock Educational Journal*, 12(2), 68-82. doi: 10.26622/BROCKED.V12I2.38
- Chun, R. (2005). Corporate reputation: meaning and measurement. *International Journal of Management Reviews*, 7(2), 91-109. doi: 10.1111/j.1468-2370.2005.00109.x
- Davies, G., & Miles, L. (1998). Reputation management: theory versus practice. *Corporate Reputation Review*, 2(1), 16-27. doi: 10.1057/palgrave.crr.1540064
- Dobele, A., Toleman, D., & Beverland, M. (2005). Controlled infection! Spreading the brand message through viral marketing. *Business Horizons*, 48(2), 143-149. doi: 10.1016/j.bushor.2004.10.011
- Downing, S. M. (2003). Validity: on the meaningful interpretation of assesment data. *Medical Education*, 37(9). doi: 10.1046/j.1365-2923.2003.01594.x



- Fombrun, C., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33(2). doi: 10.5465/256324
- French, L. (2016, October 19). The six biggest brand disasters of the last decade. *World Finance*. Retrieved from <https://www.worldfinance.com>
- Hackshaw, A. (2008). Small studies: strengths and limitations. *European Respiratory Journal*, 32(5), 1141-1143. doi: 10.1183/09031936.00136408
- Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3), 441-456. doi: 10.1108/03090560110382101
- Hatch, M. J., & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business review*, 79(2), 128-134.
- Herman, D. (2001). *The guide for brand builders*. Tel Aviv: Cherickover Publishing.
- Kitchen, P. J., & Burgmann, I. (2010). Integrated marketing communication. *International Encyclopedia of Marketing*. doi: 10.1002/9781444316568.wiem04001
- Knight-Wallace, C. (2014). Inspire teams with why. *The Journal for Quality and Participation*, 37(3), 39-40.
- Koll, O., & von Wallpach, S. (2009). One brand perception? Or many? The heterogeneity of intra-brand knowledge. *Journal of Product & Brand Management*, 18(5), 338-345. doi: 10.1108/10610420910981819
- Krekels, J. (2018, May 19). Personeel klaagt over 'bruut' Ryanair. *Algemeen Dagblad*. Retrieved from <https://www.ad.nl>
- Maehle, N., & Schneor, R. (2009). On congruence between brand and human personalities. *Journal of Product and Brand Management*, 19(1), 44-53. doi: 10.1108/10610421011018383
- Miles, R. H. (1987). *Managing the corporate social environment: a grounded theory*. New York: Englewood Cliffs.
- Nicholas, J. B. (2011, February 25<sup>th</sup>). *Reliability in Q methodology: a case study*. Paper presented at the Eastern Education Research Association Annual Conference, Akron, Ohio.
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. *Journal of Marketing*, 50(4), 135-145. doi: 10.1177/002224298605000401
- Plummer, J. T. (1985). *Brand personality: a strategic concept for multinational advertising*. New York: Young & Rubicam.

Polonsky, M. J., & Hyman, M. R. (2007). A multiple stakeholder perspective on responsibility in advertising. *Journal of Advertising*, 36(2), 5-13. doi: 10.2753/JOA0091-3367360200

Reino, S., & Hay, B. (2016). *The use of YouTube as a tourism marketing tool*. Retrieved from University of Massachusetts, Travel and Tourism Research Association website <https://scholarworks.umass.edu/ttra/2011/Visual/69>

Riordan, C. M., Gatewood, R. D., & Bill, J. B. (1997). Corporate image: employee reactions and implications for managing corporate social performance. *Journal of Business Ethics*, 16(4), 401-412. doi: 10.1023/A:1017989205184

Roper, S., & Davies, G. (2007). The corporate brand: dealing with multiple stakeholders. *Journal of marketing management*, 23(1), 75-90. doi: 10.1362/026725707X178567

Sachs, D., & Josman, N. (2003). The activity card sort: a factor analysis. *Journal of Occupation, Participation and Health*, 23(4), 165-174. doi: 10.1177/153944920302300404

Saucier, G. (1994). Mini markers: a brief version of Goldberg's unipolar big five markers. *Journal of Personality Assessment*, 63(3), 506-516. doi: 10.1207/s15327752jpa6303\_8

Scheufele, D. A., & Tewksbury, D. (2007). Framing, agenda setting, and priming: the evolution of three media effects models. *Journal of Communication*, 57(1), 9-20. doi: 10.1111/j.1460-2466.2006.00326\_5.x

Scott, H., Fawkner, S., Oliver, C. W., & Murray, A. (2016). How to make an engaging infographic. *British Journal of Sports Medicine*, 51(6). doi: 10.1136/bjsports-2016-097023

Sullivan, G. M., & Feinn, R. (2012). Using effect size or why the p value is not enough. *Journal of Graduate Medical Education*, 4(3), 279-282. doi: 0.4300/JGME-D-12-00156.1

Sung, Y., & Kim, J. (2010). Effects of brand personality on brand trust and brand affect. *Psychology & Marketing*, 27(7), 639-661. doi: 10.1002/mar.20349

ten Klooster, P. M., Visser, M., & de Jong, M. D. T. (2008). Comparing two image research instruments: The Q-sort method versus the Likert attitude questionnaire. *Food Quality and Preference*, 19(5), 511-518. doi: 10.1016/j.foodqual.2008.02.007

Waever, D. H. (2007). Thoughts on agenda setting, framing and priming. *Journal of Communication*, 57(1), 142-147. doi: 10.1111/j.1460-2466.2006.00333.x

## Appendix

Table 10. Video script introduction of Mobina.

	<b>Video</b>	<b>Audio</b>
<b>1</b>	Why?	<p>'In Nederland hebben we vele mooie productiebedrijven zoals jullie bedrijf. Deze bedrijven zijn de ruggengraat van de economie en samenleving. Maar deze bedrijven hebben een constante druk om competitief te blijven en te innoveren. En door de hoge complexiteit is dit niet altijd makkelijk.</p> <p>Wij, van Mobina, snappen hoe lastig dit kan zijn en hebben de kennis en ervaring om deze bedrijven te versterken. En wij willen hier op een innovatieve manier onze bijdrage aan leveren.</p>
<b>2</b>	How?	<p>'Ons gevarieerde team bevat veel kennis en ervaring, zowel uit de praktijk als de wetenschap. Hierdoor kunnen we bij verschillende thema's, zoals ERP en mass customization, productiebedrijven helpen.</p> <p>Hoe? Niet met traditionele consultancy, maar met slimme software. Wij bieden een help-yourself aanpak waarbij jullie zelf controle houden over de verandering en waar jullie bepalen wat de uitkomst van het project is.</p>
<b>3</b>	What?	<p>Onze oplossing is een Knowledge-as-a-Service. Dit houdt in dat we een webapplicatie boordevol kennis hebben die jouw bedrijf ondersteunt in het proces om de juiste keuzes te maken om innovaties en veranderingen te implementeren. Met onze tool en alle kennis daarin ga jij met jouw organisatie zelf aan de slag op een interactieve en vernieuwende manier.</p> <p>Uiteraard staan jullie er niet alleen voor. Waar nodig bieden wij ondersteunende services als voorgedefinieerde pakketten om te zorgen dat jullie de juiste oplossing krijgen.</p>
<b>4</b>	One-liner	<p>Door onze aanpak en kennis leveren we een trefzekere oplossing tegen lagere kosten dan externe dienstverleners, en borgen we dat jouw mensen het begrijpen en zien zitten.</p>

