

The reflection of core values in a company's logo and slogan – An experimental study

Auteur: Damian Wesseloo

Email: D.wesseloo@student.ru.nl

Studentnummer: 4501209

Onderzoeksinstituut: Taal en Maatschappij

Thema: Dragen logo's organisatiewaarden

Begeleider: Dr. Andreu van Hooft

Onderzoeksschool: CLS

Woorden: 4819

Abstract:

Logos and slogans are an important part of how a company presents itself to its stakeholders as it provides visibility and recognisability which translates into a company's corporate visual identity. This study focused on researching if a company's core values were reflected by their logo and how the addition of the slogan affected the recognisability, the reflection of the core values by the logo and the attitude of the participants towards the logo and brand. Recent studies on core value representation by logos have found contradicting results without sufficient empirical evidence. This study delivered more empirical evidence by conducting an experiment consisting of a 2 x 1 between-subjects post-test only design with one manipulation, namely, logos with slogans and logos without slogans, featuring 125 Dutch-speaking participants. This experiment used stimuli consisting of well-known international independent sports brands which featured Nike, Adidas and Puma. Results strongly indicate that the addition of the slogan to the logo had no positive effect on both logo and brand recognition. The participants' associations with the logo resulted in anything except appointing core values to the logos of the brands even with the addition of the slogan. Adding the slogan to the logo to research the fit between the core value and the logo had no effect unless the core value was directly relatable to the slogan. The attitude from the participants towards the logo and brand were not affected in any way by the addition of the slogan.

Introduction

“Mass advertising can help build brands, but authenticity is what makes them last. If people believe they share values with a company, they will stay loyal to the brand.’ (Schultz & Yang, 1999, p. 214)”. In this quote, Howard Schultz, CEO of Starbucks, pictures the essence of Corporate Identity Management. Corporate Identity Management (CIM) is the method to create a positive image, impression and personality of one’s company to get an advantage on other similar firms (Simões, Dibb, & Fisk, 2005). But why is it important for a company to maintain CIM? Research has shown that a positive brand image has a direct influence on customer commitment (Park, Eisingerich, Pol, & Park, 2013). Customer commitment, as implicated by Park et al. (2013), is the willingness of customers to stick with a brand and to continue their future relationship which guarantees sales over a long period of time. Customer commitment therefore has a direct influence on the firm’s financial results (Park et al., 2013).

A complementing theory to CIM is the creation of the Corporate Visual Identity(CVI). According to Van den Bosch, Elving, & de Jong (2006) CVI is the manner in which a company presents itself to a multitude of stakeholders, both internally and externally. It includes among others the corporate name, the logo, the possible slogan and the colour choices of all visual aspects. One important external aspect of CVI, that has been determined by Van den Bosch et al. (2006), is that it provides visibility and recognisability for customers. The rationale behind this thought process is that visuals are observed faster than words (Edell & Staelin, 1983). Henderson and Cote (1998) define logo recognisability, as determined in CVI by Van den Bosch et al. (2006), at two levels. At first, customers must correctly remember seeing the logo and secondly they must correctly recall the brand or company behind the logo. Correct logo recognition is important as in this fast paced world customers often see logos only for a brief moment of time. And in this moment the customer only gets reminded of certain aspects of the company if he can correctly match the visuals with the attached brand.

As Danesi (2005) posits, logos have become more important throughout the course of history, where logos were hidden at first until the 1970’s, nowadays consumers can hardly buy a product without noticing the brand logo immediately. People have become ‘brand aware’ which means that logos act as an important factor in the decision-making to buy a certain product. A company which understood this trend perfectly is Nike, which spent almost 14% of

its revenue on advertising its “swoosh-logo” in 2012 (Stock, 2014). But why have logos become so important in this decision-making? The quote of Schultz & Yang (1999) implies that the success of a brand depends on people sharing values with a company. Recent theory on marketing have suggested that branding exceeds the advertising of the product and focuses more and more on the promotion of the entire brand. With this being implicated the concepts of product branding and corporate identity becomes more intertwined (Simões, Dibb, & Fisk, 2005).

According to Simões et al., (2005) advertising the company logo does not only represents the product or service at hand but also represents the company behind it and its core values. In a recent exploratory research conducted by Hooft, Wiskerke, & Brink (2007) no significant empirical evidence was found that logos actively transmit the corporate values that organisations want to express. In another empirical study carried out by Riel, Van den Ban, & Heijmans (2001) the conclusions were contradicting to the other study and show that a logo is able to transmit some organisational values with only the graphics design and that this could increase if the logo is connected with the company’s values in an advertisement campaign. As the empiric evidence does not give a clear answer as to which logos transmit organisational values to external stakeholders it is important that this should be studied in a newly conducted empirical research.

An aspect out of the Corporate Visual Identity theory, and which is often shown next to a logo in advertising, is the slogan. A slogan often is a short phrase used to help form the company’s identity. As the following quote from ‘Ke and Wang (2013, p. 276) mentions: “A slogan can prove to be more powerful than a logo. People can remember and recite the advertisement slogan while they are unlikely to doodle over the logo”.’ “Just do it” as used by Nike (2015)’ is a good example of a slogan which people remember. It promotes movement, action and confidence, it encourages people to become active and stops people from finding excuses to not do it, but the slogan also implied the way the company felt at that time, namely eccentric, courageous and exceptional (Nike, 2015). It functioned both ways, an inspiration for customers and it captured the essence of the Nike company at the same time.

There is little to no empirical evidence as to how slogans represents company values but research has proven the influence a slogan has on creating an image. Supphellen and

Nygaardsvik (2002) have given evidence that a slogan can indeed reflect the core values a brand wants to express. In this case nature, fresh air and wildlife for the slogan: “‘Any decent doctor would describe Norway’ (Supphellen & Nygaardsvik, 2002, p. 392)”. The limitation is that the study only tested country slogans and this means that it does not automatically imply the same results for organisations. As there is limited research on how logos and slogans represent company values, and as the combination slogans and logos together have not been researched yet, the research question for the experiment can be interpreted as the following:

To what extent does a logo represents a company’s core values and how are recognition of the logo and brand, associations with the logo, fit of the core value with the logo and attitude towards the logo and brand affected by adding a slogan to the logo?

As the results of recent studies on whether logos reflect core values are contradicting it is important to find more empirical evidence on this subject that will complement the result of either one of these studies (Hooft et al., 2007) (Riel et al., 2001). As the slogan is also a significant part of CVI-theory by Van den Bosch et al. (2006) and as the results of Supphellen and Nygaardsvik (2002) on slogans transmitting core values of countries can not be simply adopted to organisations it is important to research the combination logo and slogan on reflecting core values to enhance the knowledge for both literature and managerial perspectives.

Method

Materials

To select the stimuli for this experiment certain criteria had to be met. At first the companies chosen had to be international well-known brands that operated in the same branch with similar products. The second criteria was to select a branch in which almost no bias was included. The sport clothing branch has almost not received any negative news in these recent years which made it a perfect candidate for this study as the bias would not affect the answers of the participants. The three largest independent companies out of this branch had been chosen, namely Nike, Adidas and Puma (Statista, 2015). The last criteria was that each company had a logo and a slogan and that the core values of these companies could be found in reliable sources from the companies themselves. The information of the selected stimuli, consisting of the slogans and core values, can be found in appendix 1 on page 19. The independent variable in this research was the addition of slogans to the logos to research if the addition of the slogan had any effect on the recognition of the core values. The slogans used in this experiment were *"Forever faster"* for Puma (Puma, 2015), *"Just do it"* for Nike (Nike, 2015) and *"Impossible is nothing"* for Adidas (Adidas, 2015). The materials for the experiment were images created of the logos and slogans from the stimuli above which can be found in appendix 1 on page 19. These images were altered in a way that they would only show the logo of the brand without brand name in version 1 or the logo and slogan without brand name in version 2. The typeface, the text in which the slogans in version 2 were written, stayed original as used by the brands themselves. The images were kept in black and white to avoid the influence colour might have had on the results.

Participants

The participants were not selected on specific characteristics as anyone was eligible to participate and no one was excluded from the experiment. Participants were 125 Dutch-speaking consumers from which 119 participants completed the questionnaires (age: $M = 24.7$, $SD = 8.36$; range 18 – 54; 65.5% female) with the highest level of education being attended being academic ($M = 53.8\%$; range secondary education – academic). Statistical tests showed no relation between the different versions and sex ($\chi^2 (1) = 3.75$, $p = .053$), version

and age ($t(104) = 0.94, p = .347$), no relation between hours committing to sports and version ($\chi^2(2) = 0.053, p = .974$) and no relation between levels of education and version ($\chi^2(3) = 2.17, p = .538$). Furthermore three chi-square tests show no relation between buying products of the different brands and version, for Puma the results were ($\chi^2(3) = 2.57, p = .463$), for Nike ($\chi^2(3) = 6.70, p = .082$) and Adidas ($\chi^2(4) = 4.90, p = .298$).

Research design

This experiment consisted of a 2 x 1 between-subjects post-test only design with one manipulation, namely logos with slogans and logos without slogans. The experiment featured one experimental group with the manipulation logo and slogan in version 2 and one control group with only the logo in version 1.

Instrumentation

To measure the dependant variables the experiment contained questions regarding logo recognition, recognition of the organisations, brand associations, company values through logos, logo attitude and brand attitude. All dependent variables, and how they relate to the independent variable, can be found in appendix 2 on page 20. At first logo recognition and recognition of the organisation behind the logo were measured according to Henderson and Cote (1998) by two yes/no questions for each stimuli (Puma, Nike and Adidas). Brand associations with the logos (e.g. products, good experiences, core values) were measured by an open question used by van Hooft et al. (2007) where participants could give a maximum of five associations per logo per brand. The variable suitability of company's core values was measured by presenting the core values of each stimuli separately and giving statements regarding representation which the participants could totally agree with or totally disagree with on a 7-point Likert scale. Attitude towards the logo was measured by five statements regarding logo design developed by van der Lans et al. (2009) on a 7-point Likert semantic differential which contained likeability, good, interesting, quality and distinctiveness. The reliability of the fit of the compound variable for attitude towards logos for Puma: $\alpha = .84$, Nike: $\alpha = .85$ and Adidas $\alpha = .87$ were good. Brand attitude was measured by four 7-point Likert semantic differentials developed by Bergkvist and Rossiter (2009) which contained likeability, good, pleasantness and usefulness. The reliability for the developed compound brand attitude for Puma: $\alpha = .89$ was good and excellent for both Nike: $\alpha = .91$ and Adidas: α

= .92. Furthermore some control variables were included such as sex, age, highest completed education from primary school to academic, the amount of hours the participants committed to sports activities from zero to three hours and the amount of products bought for each brand from zero to four products with an option included for not knowing the brand.

Procedure

The two questionnaire were developed in Qualtrics (2015) and the finished versions were placed in a randomizing program to ensure that both version would be sent to get an equal amount of participants for both version 1 and version 2. The URL from the randomizer was distributed by all researchers through email and Facebook. When opening the URL the participants received a short introduction to the subject, were shown gratitude for participating in the experiment and were forwarded to their randomly assigned version of the experiment by the randomizer. This procedure was the same for all participants. The questionnaires were slightly altered during the distribution since certain questions were set to enforce an answer which was not necessary and resulted in unsubstantiated answers. This alteration did not have any effect on the results as the enforcement could be turned off without losing any of the already received results. The average completion time was 7 minutes and 38 seconds (range: 2 minutes 41 seconds - 1 hour, 12 minutes and 48 seconds).

Statistical tests

To find answers to the research questions if logos represents the company's core values and if the use of a slogan has any influence in this matter certain statistical tests were conducted. Recognition of the logo and brands was tested by several chi-squares to determine if the addition of the slogan would influence the recognition of the logo and brand. The association of the logo was tested manually by dividing the given association in different sections. To see if the core values were represented by logos or by logos and slogans several independent-samples T-tests were held. The independent-samples T-test was also used to research if the addition of a slogan with the logo had influence on the participants their attitude towards the logo and the brand.

Results

Recognition of logos and brands

Table 1 shows the recognition of the logos and slogans by the participants per version per stimuli. The logo for Puma was recognized by 98.33% of the participants of version 1. The recognition of the logo for Puma by the participants of version 2 was lower with 86.89%. There was hardly any difference in the recognition of the logo for Nike with versions 1 having 98.33% recognition and version 2 having 98.36%. The recognition of the logo for Adidas was lower with version one being 91.67% and version 2 being 88.52%. The recognition of the brands show similar results to the logos with Puma being recognized 94.92% for version 1 and 86.89% for version 2. The results for Nike remain positive with 96.67% for version 1 and 98.36% for version 2. The brand adidas was recognized 88.14% of the time for version 1 and 83.61% for version 2.

Table 1. The recognition of the logo and brands by the participants per brand per version

Brands and version	Recognition of the logo		Recognition of the brand	
		<i>n</i>		<i>n</i>
Puma				
version 1 with logo	59	60	56	59
version 2 with logo and slogan	53	61	53	61
Nike				
version 1 with logo	59	60	58	60
version 2 with logo and slogan	60	61	60	61
Adidas				
version 1 with logo	55	60	52	59
version 2 with logo and slogan	54	61	51	61

To see if the relation between recognition of the logos and version was significant three chi-square test were conducted with the following results: Puma ($\chi^2(1) = 5.76, p = .016$) showed a significant relation with the addition of the slogan "*Forever faster*" in version 2. The other two logos showed no significant relation with the version of the experiment and recognition of the logo, Nike ($\chi^2(1) = 0.00, p = .991$) and Adidas ($\chi^2(1) = 0.33, p = .563$). For brand recognition and version three separate chi-squares were conducted which all have shown no

significant relation between version and brand recognition: Adidas ($\chi^2 (1) = 0.36, p = .549$), Nike ($\chi^2 (1) = 0.51, p = .477$) and Puma ($\chi^2 (1) = 2.32, p = .128$).

Associations with the logos

To research if the logos evoke any association with the core values of the companies an open-ended question was included in the experiment. The participants were asked to give a maximum of five associations in both versions for each logo of the three included brands. Table 2 shows the five most associations given for each logo included in the experiment.

Table 2. Top 5 of most associations given by participants by brand

Logo of brand	Amount of Associations
Adidas	
Sport	73
Adidas	52
Shoes	41
Clothing	33
Sportive	17
Nike	
Sport	65
Shoes	50
Nike	42
Clothing	28
Running	20
Puma	
Puma	60
Sport	57
Shoes	43
Clothing	29
Fast	14

The association most given for Adidas and Nike is sport, however the association most used with Puma is the name of the brand itself. Furthermore Puma is the only one of the brands which has an association not based on an activity or product which is *fast* and Nike is the only one which has a sport directly associated with the brand, in this case "*running*". All the given associations were manually divided in three sections which include a full match with the core values, a synonym of the core values according to www.synoniemen.net (2015), and no match

or synonym with the core values. The results of the associations with the logo can be found in table 3.

Table 3. Distribution of the open associations given into three different categories (100% match, match with a synonym of the core value and no match with a core value).

	Total amount of associations given by participants per version	<i>n</i>	Amount of matches with core values of company	Amount of synonym matches with core values of company	Amount of associations with no match with core values or synonym
Associations with logos					
Adidas					
version 1 with logo	181	57	0	1	180
version 2 with logo and slogan	197	61	0	0	197
Nike					
version 1 with logo	216	58	0	0	216
version 2 with logo and slogan	225	61	1	0	223
Puma					
version 1 with logo	171	58	0	0	171
version 2 with logo and slogan	170	61	0	0	167

As shown in the table above there was no complete match with the core values of Adidas although one of the 118 valid participants associated the logo with a synonym for “*authentic*”, which is one of the core values for Adidas. From the 378 answers given less than one percent is a synonym or complete match for a core value of Adidas. The results for Nike show a similar trend as Adidas. As shown in this table there is one complete match with a core value of Nike, which is “*inspiration*”. From the 441 given answers less than one percent is a synonym or a complete match with the core values of Nike. Puma had the least associations with the logo with only 341 answers and not a single core value, either with a full match of a core value or a synonym, was found which gives it a percentage of zero.

Representation of core values by logos

To research if the logos represents the company's core values, and if the addition of a slogan has any influence, independent-samples T-tests were held. All core values were tested individually because a compound value would not show realistic results as the reliability of the fit was too low. The results for the core values of Puma are shown in table 4.

Table 4. The representation of the core values from Puma by the logo (version 1) or by the logo and slogan (version 2) on a 7-point Likert scale (1 = Totally disagree, 7 = Totally agree)

Core values of Puma with version	Fit of core values expressed by logo		
	<i>M</i>	<i>SD</i>	<i>n</i>
<i>Brave</i>			
version 1 with logo	4.95	1.49	58
version 2 with logo and slogan	4.69	1.49	61
<i>Confident</i>			
version 1 with logo	4.67	1.46	58
version 2 with logo and slogan	4.89	1.29	61
<i>Determined</i>			
version 1 with logo	4.78	1.70	58
version 2 with logo and slogan	4.87	1.30	61
<i>Joyful</i>			
version 1 with logo	3.48	1.48	58
version 2 with logo and slogan	3.70	1.43	61

An independent-samples t-test showed no significant difference between both versions for the core value *brave* ($t(117) = 0.96, p = .344$). Further independent-samples t-tests also showed no significant differences for the core values *confident* ($t(117) = 0.84, p = .400$), *determined* ($t(107) = 0.34, p = .739$) and *joyful* ($t(117) = 0.83, p = .406$).

All core values of Nike were also tested individually which are shown in table 5. The independent-samples T-tests showed no significant results between the addition of a slogan with the logo and the core values *inspiration* ($t(117) = 1.47, p = .146$), *innovation* ($t(117) = 0.27, p = .786$), *community* ($t(117) = 0.97, p = .333$) and *sustainability* ($t(110) = 0.37, p = .711$).

Table 5. The representation of the core values from Nike by the logo (version 1) or by the logo and slogan (version 2) on a 7-point Likert scale (1 = Totally disagree, 7 = Totally agree)

Core values of Nike with version	Fit of core values expressed by logo		
	<i>M</i>	<i>SD</i>	<i>n</i>
<i>Inspiration</i>			
version 1 with logo	4.91	1.68	58
version 2 with logo and slogan	5.34	1.53	61
<i>Innovation</i>			
version 1 with logo	5.19	1.56	58
version 2 with logo and slogan	5.26	1.35	61
<i>Community</i>			
version 1 with logo	4.14	1.56	58
version 2 with logo and slogan	4.41	1.49	61
<i>Sustainability</i>			
version 1 with logo	3.79	1.75	58
version 2 with logo and slogan	3.90	1.42	61

The results of the variables for Adidas are shown in table 6. The independent-samples t-test showed no significant difference between logo and version and logo with slogan and version for the core value *authentic* ($t(117) = 0.87, p = .385$). The independent-samples t-tests for the core values *passionate* ($t(117) = 0.14, p = .89$), *innovative* ($t(117) = 0.79, p = .431$) and *honest* ($t(117) = 0.48, p = .635$) also showed no significant results. *Inspirational* however was rated significantly higher on version 2 with logo and slogan ($M = 4.66, SD = 1.54$) than on version 1 with only the logo ($M = 3.81, SD = 1.37; t(117) = 3.16, p = .002$). The same goes for *committed* which was also rated significantly higher with version 2 with logo and slogan ($M = 4.80, SD = 1.36$) than version 1 with only the logo ($M = 4.31, SD = 1.29; t(117) = 2.03, p = .045$).

Table 6. The representation of the core values from Adidas by the *logo (version 1)* or by the logo and slogan (*version 2*) on a 7-point Likert scale (1 = Totally disagree, 7 = Totally agree)

Core values of Adidas with version	Fit of core values expressed by logo		
	<i>M</i>	<i>SD</i>	<i>n</i>
<i>Authentic</i>			
version 1 with logo	4.84	1.53	58
version 2 with logo and slogan	4.61	1.45	61
<i>Passionate</i>			
version 1 with logo	4.24	1.41	58
version 2 with logo and slogan	4.28	1.53	61
<i>Innovative</i>			
version 1 with logo	4.16	1.30	58
version 2 with logo and slogan	4.36	1.53	61
<i>Inspirational</i>			
version 1 with logo	3.81	1.37	58
version 2 with logo and slogan	4.66	1.54	61
<i>Committed</i>			
version 1 with logo	4.31	1.29	58
version 2 with logo and slogan	4.80	1.36	61
<i>Honest</i>			
version 1 with logo	4.47	1.39	58
version 2 with logo and slogan	4.34	1.39	61

Attitude towards logos and brands

Table 7 shows the results for the attitude towards logos and brands between the two versions. The compound variable for logo attitude consisted of *likeability, good, interesting, quality* and *distinctiveness* whereas the compound variable for brand attitude consisted of *likeability, good, pleasantness* and *usefulness*.

Table 7. The attitude towards the logo and brand for both version 1 with logo and version 2 with logo and slogan on 7-point Likert semantic differentials (1 = Negative attitude, 7 = Positive attitude)

Brands and version	Attitude towards logo			Attitude towards brand		
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>
Puma						
version 1 with logo	4.83	0.98	58	4.81	1.05	58
version 2 with logo and slogan	4.69	1.05	61	4.50	1.04	61
Nike						
version 1 with logo	5.30	1.07	58	5.79	0.94	58
version 2 with logo and slogan	5.43	0.86	61	5.72	1.00	61
Adidas						
version 1 with logo	4.47	1.16	58	5.21	1.20	58
version 2 with logo and slogan	4.81	1.21	61	5.17	1.12	61

To measure the difference in attitude towards the logos and brands between the two versions six independent-samples t-tests for the compound variables were held. The independent-samples t-test for the attitude towards the logo for Puma revealed no significance in difference between the two versions ($t(117) = 0.76, p = .447$). The independent samples t-test showed the same, with no significant results between the two versions, for either the logo of Nike ($t(117) = 0.77, p = .444$) or the logo of Adidas ($t(117) = 1.58, p = .116$). The independent-samples t-test for the attitude towards the brand for Puma showed no significance in difference between the use of a logo or logo and slogan ($t(117) = 1.58, p = .117$). The T-test results for Nike and Adidas also showed no significant difference results with Nike ($t(117) = 0.43, p = .670$) and Adidas being ($t(117) = 0.16, p = .870$).

Conclusion and Discussion

All logos used in this experiment were recognized by more than 88.52% of the participants were as the brand recognition was slightly lower with 83.61% of the participants recognizing the brands behind the logos. The addition of the slogan "*Forever faster*" to the logo of Puma showed a negative significant result on the recognition of the logo which meant that the logo was recognized less when the slogan was added to the logo. The slogan had no significant effect on the recognisability of the logo for Nike and Adidas. Adding the slogan to the logo also had no significant effect on the participants on recognizing the brand behind the logo. From these results can be concluded that adding a slogan to a logo does not have a positive effect on both logo and brand recognition for the stimuli included in this experiment.

Core value representation by the logo was measured by both open associations as direct representation by showing the core values of the brands and measuring the fit of the core value with the logo. The open association with the logo showed only associations regarding sports, products and brand names with the only exceptions being Nike which had one match with a core value out of 441 associations and Adidas which had one synonym of a core value out of 378 answers. Puma had 14 open associations with "*fast*" which can be classified as a value but is not regarded as a core value for Puma by the brand itself. It can be concluded, even with the addition of a slogan, that core values of the researched companies are not present in the thought process of the participants when asked for any associations with the logo or the combination logo/slogan of the brands. When asked to evaluate the core values that the logos should represent it became apparent that the addition of the slogan only had a positive significant effect on the core values *Inspirational* and *committed* from Adidas and showed further no significant effect on the core values of Puma, Nike and the remaining core values for Adidas for both versions.

The addition of slogans to the logos did not have any significant effect on the attitude towards the logos for either Puma, Nike or Adidas which meant that the attitude from the participants towards the logos did not change by adding the slogans to the logos. The attitude from the participants towards the brand also did not differ significantly by adding slogans to the logos. These results show evidence that the addition of a slogan to a logo does not have any

significant effect on the attitude from the participants in this experiment towards both logos and brands.

The high amount of recognition of the logos and the brands can be explained by the nature of these brands. These brands that were chosen as the stimuli are the three largest international independent sports brands (Statista, 2015). As logos have become an important part on the decision-making on buying a product (Danesi, 2005), and as 90.76 percent of the participants commits to doing sports at least once a week with 43.70 percent that have bought at least 1 item or more from Puma, Nike and Adidas combined, the chances are very likely that the participants have perceived the logos and the accompanying brands before, which explains the high percentages of logo and brand recognition. That the addition of the slogan to the logo of Puma led to not recognizing the logo can be explained by the short time the slogan was introduced prior to this research, as the slogan was only introduced in the third quarter of 2014 (Bryan & Poltz, 2013) which could have confused the participants.




Similar to the study of van Hooft et al. (2007) the participants associated the logos of the brands more with the products of the brand and in what branch the stimuli operated. Riel et al. (2001) did find that a logo could display a company's values but this was with the introduction of a new logo which was never seen before by the participants. This resulted in associations more with the graphical part of the logo than with the company behind the logo which is not the case in this experimental study as the logos all exist for a long period of time. After a 30 million euro media campaign of the new logo with the accompanied core values of the company the participants in the study of van riel et al. (2001) could connect the core values of the company better to the logo. A possible explanation that the open associations in this study do not show any evidence of core values representation is that participants already make assumptions with the products of a company, which are shown in media campaigns instead of the core values as in the media campaign in the study of Riel et al. (2001). The addition of the slogan in the evaluation of the core values of Adidas, which showed a better fit with the addition of the slogan with the core values *inspiration* and *committed*, can possibly be explained by the nature of the slogan: "*Impossible is nothing*" (Adidas, 2015) which in itself promotes inspiration and commitment for athletes.

The results of this experimental research continues on the implications by van Hooft et al. (2007) to give insight in the representations of core values of a brand by the brand's logo. Contrary to Riel et al. (2001) logos do not represent the core values of a brand except when explicitly asked to evaluate the fit of the given core values with the logo. To answer the research question accordingly, and to provide implications for the theory regarding core value representation, logos with or without slogans do not represent a company's core values, however a slogan can improve the fit of the core value with the logo if the slogan promotes the core value by itself as resulted by the slogan of Adidas. As for the managerial implications it is advisable to choose a slogan which corresponds with the company's core values as it is likely to promote the fit between the core values and the logo of a company. Furthermore this research gives an insight in the suitability of the core values with the logos and slogans of the brands which can be used by the companies to either enhance the fit of the core value by advertising, or focus on other core values which translates in a more positive brand image and eventually a stronger customer commitment (Park et al., 2013).

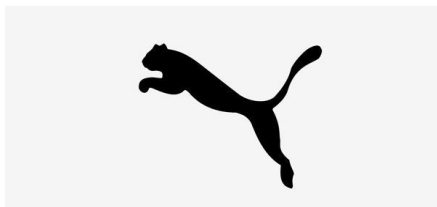
The limitation of this experiment consisted of the use of materials in black and white and thus negated the effect colour might have had on the perceiving of organisation values and the attitude towards the logo and brand through colourful logos and slogans (Hynes, 2008). Future research could include a composition of both black and colourful logos and slogans to research the effect of colour on the perceiving of logo and brand recognition, logo and brand attitude and core values. Another limitation is the use of stimuli of a specific branch and therefore the results cannot be generalized to other consumer-orientated branches and should be interpreted cautiously. Future research could expand to a wider area of stimuli both from different consumer branches as non-profit organisations to achieve more insight in the topic at hand. As this research was restricted to Dutch-speaking participants by design the results cannot be generalized to other languages. Future research could include more languages to perform a cross-lingual experiment to further explore the subject of core value representation by logos and slogans for both literature and managerial aspects. Further research could focus on different slogans on a single logo to establish the effect a slogan could have on the fit between the logo and the core values of a company to achieve a better understanding of this phenomenon.

Appendix 1

Table 1. Stimuli of the experiment

Company	Logo	Slogan	Core values
Nike		Just do it. (Nike, Consumer Affairs - Just do it, 2015)	<i>Inspiration, Innovation, Community, Sustainability</i> (Nike, About Nike, 2014)
Adidas		-Impossible is nothing (Adidas, History, 2015)	<i>Authentic, Passionate, Innovative, Inspirational, Committed, Honest</i> (Adidas, Our mission, vision, and values, 2015)
Puma		Forever faster (Puma, 2015)	<i>Brave, Confident, Determined, Joyful</i> (SE, 2014)

Used material version 1 only logos



Used material version 2 logos and slogans



Appendix 2

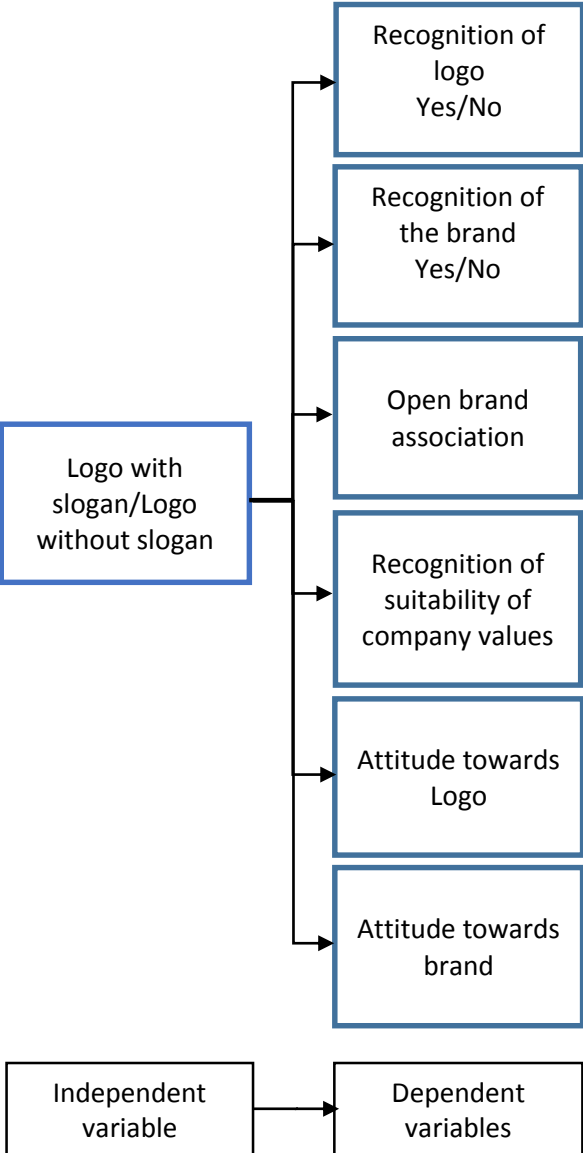


Figure 1: Model of Analysis on the causal relation between the independent variable and the dependent variables

The purpose of this analysis model is to clarify the causal relation and the effect between the independent variable and the dependent variables. The first figure in this model is the independent variable which consist of the manipulation logo with slogan or without slogan. This could influence the dependent variables namely, the recognition of the logo, the recognition of the brand, the associations the participant has with the brand, the recognition of the suitability of company values, the attitude towards the logo and the attitude towards the brand.

References

- Adidas. (2015). *History*. Retrieved from <http://www.adidas-group.com/>: <http://www.adidas-group.com/en/group/history/>
- Adidas. (2015). *Our mission, vision, and values*. Retrieved from <http://www.adidas-group.com/>: <http://careers.adidas-group.com/mission-and-values.aspx>
- Bergkvist, L., & Rossiter, J. R. (2009). Tailor-made single-item measures of doubly concrete constructs. *International Journal of Advertising, 28*(4), 607-621.
- Bryan, V., & Poltz, J. (2013, November 8). *New Puma CEO seeks to return to group's sporting roots*. Retrieved from Reuters.com: <http://uk.reuters.com/article/2013/11/08/uk-puma-strategy-idUKBRE9A709820131108>
- Danesi, M. (2005). Brands and Logos. *Encyclopedia of language and linguistics*, 109-116.
- Edell, J., & Staelin, R. (1983). The Information Processing of Pictures in Print Advertisements. *Journal of Consumer Research, 10*(1), 45-61.
- Henderson, P., & Cote, J. (1998). Guidelines for Selecting or Modifying Logos. *Journal of Marketing, 62*(2), 14-30.
- Hooft, A., Wiskerke, L., & Brink, J. (2007). Het logo: drager van kernwaarden? *Tekstblad 13*(1), 18-21.
- Hynes, N. (2008). Colour and meaning in corporate logos: An empirical study. *Brand Management vol.16*(8), 545-555.
- Ke, Q., & Wang, W. (2013). The Adjective Frequency in Advertising English Slogans. *Theory and Practice in Language Studies, 3*(2), 275-284.
- Lombard, M. (2010, June 1). *Intercoder Reliability*. Retrieved from Website van Matthew Lombard: <http://matthewlombard.com/reliability/>
- Nike. (2014). *About Nike*. Retrieved from www.Nike.com: <http://about.nike.com/>

- Nike. (2015). *Consumer Affairs - Just do it*. Retrieved from [www.nike.com: http://help-us.nikeinc.com/app/answers/detail/a_id/898/~/just-do-it](http://help-us.nikeinc.com/app/answers/detail/a_id/898/~/just-do-it)
- Park, C., Eisingerich, A., Pol, G., & Park, J. (2013). The role of brand logos in firm performance. *Journal of Business Research, 66*, 180-187.
- Puma. (2015). *Strategy*. Retrieved from <http://about.puma.com/en: http://about.puma.com/en/this-is-puma/strategy>
- Qualtrics. (2015, May). Qualtrics. Provo, Utah, USA.
- Riel, C., Van den Ban, A., & Heijmans, E.-J. (2001). The added value of corporate logos: An empirical study. *European Journal of Marketing, 35*(3/4), 428-440.
- Schultz, H., & Yang, D. (1999). *Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time*. New York: Hyperion Books.
- SE, P. (2014). *Financial Report*. Herzogenaurach: PUMA SE.
- Simões, C., Dibb, S., & Fisk, R. (2005). Managing Corporate Identity: An Internal Perspective. *Journal of the Academy of Marketing science, 33*(2), 153-168.
- Statista. (2015). *Sportswear / Sporting goods companies ranked by worldwide revenue in 2013/2014 (in billion U.S. dollars)*. Retrieved from www.statista.com: http://www.statista.com/statistics/241885/sporting-goods--sportswear-companies-revenue-worldwide/
- Stock, K. (2014, March 20). *Is Nike Spending Too much on Superstars?* Retrieved from www.bloomberg.com: www.bloomberg.com/bw/articles/2014-03-20/is-nike-spending-too-much-on-superstars
- Supphellen, M., & Nygaardsvik, I. (2002). Testing country brand slogans: Conceptual development and empirical illustration of a simple normative model. *Brand Management, 9*(4-5), 385-395.

Van den Bosch, A. L., Elving, W. J., & de Jong, M. D. (2006). The impact of organisational characteristics on corporate visual identity. *European Journal of Marketing*, 40(7/8), 870-885.

Van der Lans, R., Cote, J. A., Cole, C. A., Leong, S. M., Smidts, A., Henderson, P. W., . . . Schmitt, B. H. (2009). Cross-National Logo Evaluation Analysis: An Individual-Level Approach. *Marketing Science* 28(5), 968-985.

van Kol, A. (2015). *Synoniemen*. Retrieved from Synoniemen.net: www.synoniemen.net

Verklaring geen fraude en plagiaat

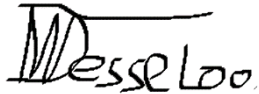
Ondergetekende,

Damian Wesseloo, 4501209

bachelorstudent Communicatie- en Informatiewetenschappen aan de Letterenfaculteit van de Radboud Universiteit Nijmegen,

verklaart dat deze scriptie volledig oorspronkelijk is en uitsluitend door hem/haarzelf geschreven is. Bij alle informatie en ideeën ontleend aan andere bronnen, heeft ondergetekende expliciet en in detail verwezen naar de vindplaatsen. De erin gepresenteerde onderzoeksgegevens zijn door ondergetekende zelf verzameld op de in de scriptie beschreven wijze.

Nijmegen, 01-06-2015

A handwritten signature in black ink that reads "Wesseloo". The first letter 'W' is large and stylized, with a horizontal line above it. The rest of the name is written in a cursive, lowercase style.