

Bachelor Thesis

28 January 2019

The effect of verbal anchoring in logos of non-profit organisations on donations

To what extent does the degree of verbal anchoring in logos of non-profit organisations have an effect on logo appreciation, the perception of core value fit, and donation intention?

Author: Dilara D. Kaya

Course: International Business Communication

Research supervisor: dr. A.P.J.V. van Hooft

Second supervisor: dr. L.G.M.M. Hustinx

Word count: 7833

Abstract

The goal in this study was to understand the added value of adding headlines and organisation names to organisational logos to successfully communicate the corporate identity as intended to the audience. Several researchers have experimentally tested the effect of verbal anchoring within advertisements (ads) – e.g. Bergkvist, Eiderbäck, and Palombo (2012) examined the effects of headlines in ads with pictorial metaphors – but research on the effects within logos is limited. The question posed in the present study was whether the findings related to verbal anchoring in ads could be replicated in logos. A 3 (degree of verbal anchoring: simple, moderate, and complex) x 3 (logo of organisation: CliniClowns, SOS Children's' Villages, and UNICEF) mixed design experiment was used to measure the effect of verbal anchoring on logo appreciation, perception of core value fit, and donation intention in a charity setting. To measure participant response, logos were manipulated by using the visual elements of logos, sometimes in combination with either organisational name or name and slogan. Results were mixed, with no strict evidence overall that the degree of verbal anchoring would affect logo appreciation, perception of core value fit, or the intention to donate. Findings showed an effect of verbal anchoring on logo appreciation to a certain extent, whereas no effects of verbal anchoring were found on core value fit and intention to donate. Interestingly, the type of organisation significantly affected the results. Based on these outcomes, it is recommended that organisations at least incorporate their name within their logo design to communicate effectively with their audience. Decisions should depend on the situation. For organisations, avoiding logos with only a visual element might result in long-term cost reduction. Future studies may benefit from adding independent variables to their research question.

INTRODUCTION

In today's dynamic society, with its strong organisational competition, it is important for an organisation to have a competitive advantage to be profitable and lasting. Corporate identity is an influential determinant to manage success (Schultz & Kitchen, 1997). To communicate brand identity as fast as possible and appeal to stakeholders, it is wise for organisations to invest in logos (Keller, 1993). The proper use of logos is viewed as an essential tool to successfully communicate organisations' identity to stakeholders (Van Riel & Van den Ban, 2001). Together with the company's fonts and slogan, they form the corporate visual identity (CVI) (Van den Bosch, de Jong & Elving, 2005). By integrating communication tools, organisations try to build trust, loyalty, and commitment (Melewar, Foroudi, Gupta, Kitchen & Foroudi, 2017). As a result, many resources are allocated to developing and choosing an appropriate logo to communicate organisational identity to create a positive image (Foroudi, Hafeez & Foroudi, 2017).

Compared to the significant role of corporate spending on logos and the amount of literature dedicated to logo design, research on organisational logos is limited (Foroudi et al., 2017). For example, the use of verbal elements in organisational logos, is an interesting and neglected aspect that should be explored. These elements, called verbal anchors, are added to enhance the audience's understanding of the intended message by increasing its completeness (Barthes, 1977). In terms of the addition of headline and organisation name to the visual element, also known as degree of verbal anchoring, logos can have the following levels of completeness: simple anchoring (logo only), moderate anchoring (logo with name), and complex anchoring (logo with name and headline). Even though these anchors are aimed at supporting the intended message, systematic research on the relationship between logo design and consumer evaluations is not adequate (Henderson & Cote, 1998; Foroudi, Melewar & Gupta, 2017). The extent to which logos actually communicate core values to consumers is unclear; thus, the gap between the intended and perceived message is an area to explore (Das & Van Hooft, 2015). Some studies (e.g. Van Hooft, Wiskerke & Brink, 2007) suggest that logos may not have the ability to communicate core values as intended, which would imply that verbal anchors may not contribute to message delivery.

Unfortunately, most existing empirical studies on verbal anchoring have been experimentally tested within advertisements (ads), whereas research on the effects within logos is limited. Evidence is lacking that findings on ad effects could easily be translated to organisational logos. The difference between these two is that ads are aimed at a one-sellingpoint message, whereas the objective for logos is to communicate the total package of an organisation's core values (Van Hooft, Wiskerke, & Brink, 2007; Kohli, Leuthesser & Suri, 2007). The present study examines whether the findings on verbal anchoring in ads can also be applied to logos to increase generalisability of the results. A second goal is to empirically investigate the effects in charity settings; this is one of the first studies to do this, as previous systematic studies have mostly been based on profit-oriented corporates. By understanding money donation intentions, charities may invest their resources more strategically and communicate more effectively. This is beneficial for their existence, since they have a difficult time raising funds (Kashif, Sarifuddin & Hassan, 2015). Finally, a third goal of this study is to fill the gap in the literature and to increase the generalisability of knowledge on verbal anchors in logos by investigating the effects of different degrees of verbal anchoring in logos of non-profit organisations on consumer responses by manipulating their logos.

Literature review

Most organisations have the same end goal: achieving an advantage over their competitors by generating greater value to be profitable (Forbes, 2017). To accomplish this, organisations can incorporate effective corporate identity management (CIM). CIM covers the three main dimensions that form identity: 1) visual identity; 2) communications; and 3) philosophy, mission and values (Simoes, Dibb & Fisk, 2005). It is important for organisations to create a strong corporate identity and corporate image to strengthen positive attitudes towards the organisation (Dowling, 1993; Van Riel, 1995; Van Riel & Balmer, 1997, as cited in Simoes et al., 2005). While there is an existential difference between profit and non-profit organisations (NPOs), both types need distinctive elements to capture the attention of potential stakeholders. Like other organisations, NPOs have to operate effectively and efficiently, and invest their resources wisely to keep their right to exist (Forbes, 2018), and thus need a positive reputation and image.

Therefore, the foundation of their image building process is valuable to achieve long-term success. This study focuses on organisations' visual identity, and more specifically organisational logos.

Simply put, logos are symbols aimed at reflecting the culture and values of an organisation to increase recognition. Logos are widely considered to be an important tool for organisations to make a first impression as quickly and easy as possible. The Oxford Dictionary (2018) defines a logo as 'a symbol or other small design adopted by an organisation to identify its products, uniform, vehicles etc.' However, this definition mostly focuses on the tangible aspects of logos, while not including their actual function or end objective. Moreover, there is no single definition of a logo in the current scientific literature. According to Balmer (2008) and Urde (2003), logos are instruments to communicate brand identity with the public, which receivers should associate with memories, experiences, or interactions with a brand. In other words, brand identity is the way organisations identify themselves (like character) and how they wish to be positioned on the market. Logos are then used to create a favourable image and reputation (Foroudi et al., 2014). Others have defined logos as a set of graphic elements making promises to customers (Kay, 2006, as cited in Foroudi, Melewar & Gupta, 2014) with the purpose of distinguishing themselves from competitors and identifying a brand, often – but not always – including the brand name (Balmer, 2008). According to Kohli, Leuthesser, and Suri (2007), a logo is designed to represent the brand name, and to facilitate the fast and easy recognition of a brand across borders and cultures. In doing so, organisations try to influence stakeholders' attitude and increase financial performance. Furthermore, Van Hooft and Das (2015) summarise the three functions of brand logos as follows: 'They serve as identification tools for products and organisations, they can influence brand appreciation and they are believed to represent organisational core values, which means they would carry a symbolic function' (p. 2).

In this study, a brand logo is defined as an autograph that stakeholders use to create awareness and recognition (based on Foroudi, Melewar & Gupta, 2017; van Riel et al., 2001; Dowling, 2001). It is also aimed at stakeholders' positive past experiences, thus trying to establish a positive brand image. An underlying factor is that organisations try to distinguish themselves from their market competitors (based on Foroudi et al., 2017; van Riel et al., 2001; Dowling,

2001). To communicate with the many stakeholders, these logos are displayed in multiple ways such as on products, advertisements, packaging, paperwork, business cards, and building signs (Henderson & Cote, 1998). Logos are thus versatile tools with many influential elements that need to be analysed in greater depth to improve their practical application.

Logos and degree of verbal anchoring

As stated earlier, organisations tend to allocate many resources to logo design. As a result, various forms of logos exist, such as simple brand names like *Samsung*, *Netflix*, and *L'Oréal*; a combination of brand names with a symbolic element, such as *Adidas*, *Levi's*, and *Lay's*; and even organisational logos that mostly use their symbolic element without any explanatory component, such as the famous *Nike swoosh*, *McDonald's* golden '*M'*, the bitten apple of *Apple*, and the iconic *Volkswagen 'VW'* (Table 1). Different designs may be used for different objectives and thus evoke different reactions. Initially, all should be able to serve as an identity card that communicates a clear and easily understandable message.

Table 1. Examples of logo designs based on their form

Logo design

Examples of logo designs

Brand name only

SAMSUNG





Brand name with symbolic element







Symbolic element only







As Barthes (1977) noted first, the visual and verbal elements usually go hand in hand. This means that visuals obtain meaning by the addition of a linguistic element, either to provide a description or to support interpretation. This is called anchorage, better known as verbal anchoring. In short, verbal elements add meaning to visual messages because they improve comprehension. This is even the case if the message is less straightforward. According to McQuarrie and Mick (1992), the combination of a picture with wordplay that creates ambiguity and incongruity leads to successful decoding by the receivers, on the single condition that they actually have the capacity to interpret and process the ads and enjoy solving complex puzzles.

Phillips (2000) studied the effects of verbal anchors on consumer comprehension and liking by investigating pictorial metaphors in advertisements, which are meant to be more complex to comprehend than regular visuals. Her results show that an increase in the degree of verbal anchoring can have a positive effect on the comprehension of an ad. Phillips reasons that higher comprehension likely leads to higher recognition of organisational core values. Furthermore, her results show that ad comprehension leads to an increase in ad liking. According

to Phillips, explanatory headlines have a positive impact on ad liking if they help to understand the meaning of a pictorial metaphor, without completely explaining the message. However, too much information that is not intended to give a hint but to completely explain the message does not only increase comprehension, but actually decreases ad liking because the pleasure of determining the message is negatively affected. However, the focus of Phillips' research is advertisements, which limits its generalisability. Hence, more research is needed to investigate whether the results are the same in other settings.

All in all, the above literature suggests that verbal anchors are effective tools to increase ad comprehension, which in turn has a positive influence on stakeholder attitude (McQuarrie & Mick, 1992; Phillips, 2000).

Logos and appreciation

McQuarrie and Mick's (1992) study shows that sufficient verbal anchoring leads to an increased liking of an advertisement, a positive increase in brand attitude, and better recall of ad headlines. Similarly, their 1999 study shows an increase in positive attitude towards advertisements, while not negatively influencing ad comprehension. As part of brand equity, brand attitude should be on the radar of organisational managers (Aaker, 1991; Keller 1993), because it defines an organisation's market position and people's actions (Keller, 1993). Eagly and Chaiken (1993) define attitude as 'a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour'.

Attitude is the judgement and the emotional and affectual response that one associates with processes (Neviarouskaya, Prendinger & Ishizuka, 2010). It consists of affect (i.e. emotional response), judgement (i.e. evaluation of behaviour based on social norms), and appreciation (i.e. evaluation of products and objects based on social value). Multiple factors determine whether attitude is expressed in true behaviour, and these are often integrated in models to predict attitude and behaviour. Among these is the integrative model of behavioural prediction (figure 1) (Fishbein & Yzer, 2003), which summarises the various factors that determine behaviour. One of these determinants is attitude, consisting of the intention to perform a certain behaviour, the skills that are required to perform a certain behaviour, and environmental constraints that may

be an obstacle to perform this behaviour. Attitude is how one evaluates the outcomes of one's own certain behaviour ('How positive or negative am I about X?'). Furthermore, the model gives the determinants of intention, which are attitude, perceived norm, and self-efficacy, of which attitude is the most important in the process of persuasion (Fishbein & Yzer, 2003).

Based on Fishbein and Ajzen's theory (1975) that attitude is formed by beliefs and evaluations, Van Hooft and Das (2015) indicate that these beliefs can be influenced by adapting the degree of anchoring in logos to the needs of human capacity. People tend to like solving puzzles, provided that the puzzle is not too easy or too difficult. This should mean that people prefer logos with moderate anchoring, providing enough information to support the message without eliminating the joy of puzzling. Bergkvist, Eiderbäck, and Palombo (2012) also researched the effects of anchoring, but in the form of headlines in ads with pictorial metaphors. They argue that an increase in verbal anchoring leads to an increase in brand communication beliefs, resulting in enhanced brand attitude. However, they did not find a positive effect on attitude towards the ad; this may be because their participants did not enjoy the puzzle-solving. Lastly, it should be noted that they examined profit-based organisations. It is not self-evident that people will have the same preferences in charity settings. Therefore, the present work analyses the response to logos of non-profit organisations to complement the studies discussed above.

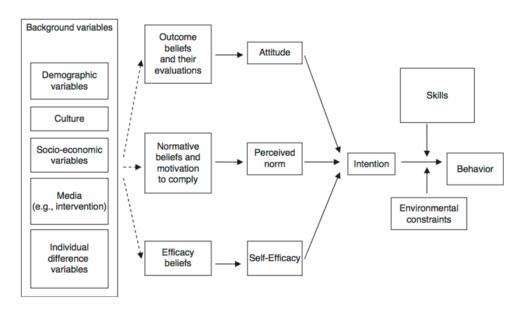


Figure 1. Integrative Model of Behavioural Prediction by Fishbein and Yzer (2003).

Logo and core value fit

Core values play a significant role in the development of a brand's overall values (Urde, 1997) and continuous, consistent, and credible existence (Urde, 2001). The main idea is that organisational values are translated into core values, which are then used to add value to the needs of target groups (Urde, 2003). Core values are thus essentially a summary of values that 1) are related to an organisation (translated into a vision and mission statement, e.g. Organisation X strives to be market leader by taking a progressive, hands-on, leading position on the market); 2) are part of their brand (brand essence/brand position, e.g. Brand X delivers innovative and modern products for the whole family); and 3) are experienced by their customers (added value to the customer, e.g. By using the innovative products from brand X, customers of brand X will feel as if their family lives 20 years ahead of the rest of the population). They are the foundations of the internal culture within an organisation. These values encompass organisations' expectations regarding their people in terms of behaviour. They serve as guidance to establish the desired organisational culture and climate (Urde, 2003). The aim of guiding the way employees take daily decisions, interact, and behave at work (Van Aken, Smith-Jackson & Taylor, 2007) is to influence stakeholders' perception. To communicate their values, organisations try to create an overall consistent image towards all organisational stakeholders, including symbolic elements, like logos.

The strategic implementation of core values is favourable for success and has an impact on all organisational levels. However, Van Hooft, Wiskerke, and Brink (2007) express their doubts in this regard: their experiment on organisational logos as carriers of core values yielded no evidence of this. Their participants did not recognise the core values that three organisations intended to communicate. Interestingly, the participants did not link values to the organisations, but to a specific product of the organisations. In other words, regardless of the amount of money organisations spend on logo design, a logo will not necessarily fulfil its purpose.

A well-chosen logo is one that fits a brand. This is essential, because a successful logo can speed up the recognition of a brand, product, or organisation (e.g. Peter, 1989; Henderson & Cote, 1998). According to Edell and Staelin (1983), this is because visuals are processed faster than words. Since we are exposed to many logos daily and we only have very limited time and

capacity to process them all, organisations must select their logos wisely to impress. Customers need to be able to recognise that one specific logo out of the many options. A successful customer-based corporate logo design is defined as one that is liked by customers, distinguishable, memorable, and clear in terms of communicating organisational identity (Foroudi, Melewar & Gupta, 2014).

Logo and donation intention

Besides manipulating appreciation, another important element of influencing stakeholders' behaviour is controlling their intention to behave in a certain way. Individual decision-making is mainly based on such intentions. In their theory of reasoned actioning, Fishbein and Ajzen (1975) propose that almost 50% of variance in intentions is influenced by elements like attitude, norms, and behaviour control. Since charity organisations are strongly dependent on generosity and donations, public funding is essential. In 2007, Smith and McSweeney investigated Ajzen's (1985) theory of planned behaviour, currently one of the most reliable human behaviour predicting theories in social sciences, in a charity setting. Their results showed that intention is the strongest predictor of actual behaviour; intention in turn is based on factors such as attitude and past behaviour. The base line of this model is that the more one has the plan to do something, the higher the chance is that one will truly do it.

In this case, companies rely heavily on their logos' strength to modify customer behaviour. Logically, a corporate logo should influence customers' purchase intentions (Wallace, 2001). Modifying others' perception should have a positive influence on an organisation's financial performance (Henderson, Giese & Cote, 2004). Extending this idea, Kohli, Suri & Thakor (2002) indicate that logo designs should be based on organisational marketing objectives. To put it another way, logo design should rely on how an organisation wants to influence customer purchase intentions. In the same way, the equivalent of influencing purchase intentions would be to increase donations in charity settings. Provided that charities aim to influence donation intentions, their organisational logo design should in that case be based on this objective.

Research aim

As stated, the current scientific literature does not yet fully cover the effects of brand logos for non-profit organisations. While results and increasing interest are promising, a gap remains. Firstly, most studies focus on advertisements of profit-oriented organisations rather than logos as stand-alone elements. No definite study addresses the effects of the degree of verbal anchoring on logo appreciation for non-profit organisations. Furthermore, research is lacking regarding intended versus perceived values. Organisations tend to invest highly in logo design based on the assumption that it communicates their core values, but studies show that stakeholders do not always interpret this the same way (van Hooft, Wiskerke & Brink, 2015). Furthermore, to date no research has examined whether the degree of verbal anchoring has an impact on how logos are perceived.

This research aims to address the above knowledge gaps by answering the following main question: 'To what extent does the degree of verbal anchoring in logos of non-profit organisations influence consumer response?' This study distinguishes between the three functions of logos and analyses them independently while simultaneously trying to understand their relation. The interaction between the three functions (as identification tools, influencers of brand appreciation, and carriers of a symbolic function) and their effect on consumer behaviour will provide researchers, organisational (corporate, finance, and communications) managers, and designers with new information that will ease the process of logo design and communication among different stakeholders, since each will be able to communicate their demands more specifically. Furthermore, this work may aid in expanding existing logo design studies, by specifying the role of verbal cues and their impact in charity settings. Logos could also perhaps be defined more specifically. Lastly, organisations may benefit from financial cost reduction due to the more precise allocation of resources, i.e. human knowledge, money, and time. This study strives to contribute to a larger body of work that can serve as a guide for organisations to consult.

All in all, this study addresses the following question:

To what extent does the (a) degree of verbal anchoring have an effect on (1) the attitude towards logos, (2) the perception of core value fit in logos of non-profit organisations, and (3) the intention to donate?

The research is constructed around the following model (Figure 2), representing the dependent and independent variables:

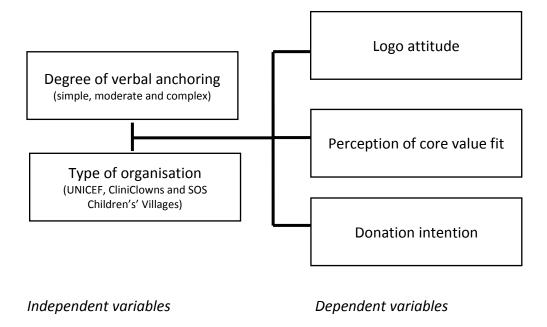


Figure 2. Research model containing the independent and dependent variables of this presented study.

First the method will discuss details of the research design to conduct the experiment. Then the paper turns to the most important results that are derived from data, which are analysed with statistical analysis software. In the final section, findings will be discussed. This section will also include suggestions for future research as well as limitations and implications.

METHOD

Materials

A questionnaire was used to investigate the extent to which verbal anchoring affects the attitude towards brand logos, the perception of core value fit in logos, and the intention to donate (see Appendix A for questionnaire). The collected data was then analysed to examine whether potential donators' decisions to donate were influenced by logos, and to investigate the role of various degrees of verbal cues.

The experiment was based on the logos of three globally operating child health development organisations: *CliniClowns, UNICEF,* and *SOS Children's Villages* (see Table 2). The independent variable that was manipulated for this investigation was the degree of verbal anchoring in organisational logos. The anchoring consisted of three levels: simple, moderate, and complex anchoring, representing logo only, logo with name, and logo with name and slogan, respectively. The stimuli of organisational logos were based on existing internationally operating organisations. However, there were also filler questions to distract participants and reduce carry-over effect that could arise from the logo exposure order (Lane, 2002). The experiment consisted of three different conditions to collect the intended data. The three versions differed in terms of logo completeness. Each of them included every single organisational logo, but they varied in terms of their degree of verbal anchoring. The presented logos were visually manipulated, based on the layout of the existing logos combined with the original organisation names and headlines. Under all circumstances, all presented logo designs included the visual element (symbol) of the logo. The three questionnaire versions only varied in terms of pictured logos; the rest (i.e. the questions and order of questions) was the same for all conditions.

The logo selection procedure was based on a predesigned criteria list to increase internal validity (Teddie & Yu, 2007; Maxwell, 1997). To ensure the external validity of the research, three logos were selected (Table 2). This reduced the possibility that the experimental results could be attributed to idiosyncratic elements (Phillips, 2000). The three selected logos were chosen from organisations' websites that had clear descriptions of their organisational core values, thus limiting any possible ambiguity and increasing content validity. The fact that existing logos were chosen (Thorson, 1990) also increased the generalisability of the results.

Furthermore, the selected organisations had no recent negative history; indeed, they had a rather positive image to increase content validity. If they had had a negative image, subjects could have been biased in their evaluations and could have based their answers on their experiences rather than on the manipulation. Another way to increase content validity was to select organisations in similar fields. The selected organisations all operate internationally and within the Netherlands to limit the effects of mere exposure. To verify the degree of familiarity of the organisations to the Dutch participants, a control question was added to the experiment. According to Zajonc (1968), an increase in exposure leads to recognition and increased liking, which could in turn affect donation intention.

Regarding the shape of the logos, a relatively abstract design was favourable to ensure openness to interpretation (Henderson & Cote, 1998). However, to enhance the generalisability of the results, the logos were not too distinct from those to which people are exposed in daily life. Their designs did not differ much from each other in terms of colour and typeface to minimise the effect on attitude towards the logo. According to a cross-cultural study on colour meanings and preferences (Madden, Hewett & Roth, 2000), colour carries emotional and psychological attributes, which may have consequences for brand images and evaluations. In addition, Schnurr, Schroll, and Grewall (2018) showed that typefaces are effective brand communication tools that may influence perception, as handwritten typefaces create the perception of human presence, which leads to more favourable evaluations. Therefore, one of the initially selected organisations (War Child) was replaced by the less known SOS Children's Villages. Table 2 presents the selected logos and the experimental manipulation regarding their degrees of verbal anchoring.

Table 2. Degrees of verbal anchoring per organisation

,		Degree of verbal anchorin	ng .
		Moderate verbal	Complex verbal
	No verbal anchoring	anchoring	anchoring
CliniClowns		Clini	Clini Clowns
SOS Children's Villages	A PA	SOS KINDERDORPEN	SOS KINDERDORPEN Zonder liefde kan een kind niet groeien
UNICEF		unicef	unicef woor ieder kind
Filler		RABBIT	Caese Bunnies are the Best

The core values of the selected organisations were collected from their websites. For SOS Children's Villages (2018), these were courage, commitment, trust, and accountability; for CliniClowns (2018), sincerity, creativity, professionalism, and connectedness; and for UNICEF (2018), commitment, diversity and inclusion, and integrity.

Subjects

A total of 115 volunteers took part in this experiment, and 89 were included in this study, as they completed the questionnaire fully, were Dutch citizens, and showed a positive attitude towards donating (based on past behaviour). At the end of the analysis, this yielded insight into their motivation to donate. Their educational and/or work background was not relevant for the outcomes. The participants were approached online, by phone and in person. Once successfully screened, they were assigned to one of the three versions of the questionnaire, which each person had to fill in individually. The aim was to have no significant differences between the conditions regarding participant characteristics, e.g. educational background, age, and gender. Therefore, there was no distinction in the assignment of participants to the different versions of the questionnaire.

The participants' average age was 30.04 years (N = 90, SD = 14.04; range 18 - 64). A one-way analysis of variance (ANOVA) showed no significant effect of questionnaire version on age (F (2, 86) < 1, p = .554). There was no difference in terms of age between the three versions (Table 3).

A majority of participants were female (57.8%, N = 90). A Chi-square test showed no significant relationship between gender and questionnaire version ($\chi^2(2) = 1.56$, p = .459). The three groups of participants did not differ significantly from each other (Table 3).

Furthermore, 42.2% (N = 90) of participants had a university degree. A Chi-square test showed a significant relationship between level of education and questionnaire version (χ^2 (6) = 14.24, p = .027). The coefficient for phi was of medium strength ($\phi = .40$). However, the effect size for this analysis ($\phi_c = .28$) was small. Therefore, this significant relationship is not relevant for this study as both effect sizes are on the lower side. The distribution of level of education among the degrees of verbal anchoring is shown in Table 4.

Table 3. The observed count and column percentages of gender and age distribution among the degrees of verbal anchoring

			No verbal	Moderate	High verbal
			anchoring	verbal	anchoring
				anchoring	
Age		М	30	32	28
		SD	14.73	15.18	12.20
Gender	Male	n	12	16	10
		%	32%	42%	26%
	Female	n	15	17	20
		%	29%	33%	39%

Table 4. The observed count and column percentages of the level of education distribution among the degrees of verbal anchoring

Level of education		No verbal	Moderate	High verbal
		anchoring	verbal	anchoring
			anchoring	
Secondary education	n	0	1	4
	%	0%	3%	13%
Secondary vocational	n	6	5	4
education	%	22%	15%	13%
Higher vocational	n	14	13	5
education	%	51%	39%	16%
University	n	7	14	17
	%	25%	42%	56%

Research design

The research question was tested in a 3 (degree of verbal anchoring: *simple, moderate,* and *complex*) x 3 (logo of organisation: *CliniClowns, SOS Children's Villages* and *UNICEF*) mixed design with degree of verbal anchoring (simple, moderate, and complex) as the between-subjects variable and logo as the within-subjects design.

Instrumentation

This study was designed to measure the extent to which verbal elements support visual messages. The dependent variables to examine the degree of verbal anchoring in the organisational logos were logo attitude, perception of core value fit, and donation intention. Furthermore, the type of organisation was added as an independent variable to function as a control question (see Appendix A for questionnaire). Before starting the initial questionnaire, the participants had to indicate whether they recognised the logos or not ('Are you familiar with the pictured logo') on a nominal scale (e.g., 'yes' – 'no'). To obtain the required data, the following steps were included in the questionnaire.

Attitude. The first contextual question focused on the liking of the organisational logo by investigating the attitude towards it: 'what do you think of this logo:...'. This dependent (interval) variable was measured on a seven-point semantic differentials Likert scale (e.g., 'good'-'bad'), taken from Henderson and Cote (1998). The reliability of 'attitude towards logo' comprising five items was good: $\alpha = .81$.

Perception of core value fit. To measure the second dependent variable (interval level), i.e. the perception of core value fit in organisational logos, participants were asked 'to what extent do you think the following values fit the logo?' They answered on a seven-point Likert scale (e.g., 'absolutely not' – 'very much') taken from Das and Van Hooft (2015) (partially based on MacKenzie & Lutz, 1989; Gerritsen et al., 2010). The participants were provided with the real core values of each organisation and asked to rate them on their fit the logos. The values for the filler questions were taken from a list of 21 values created by Schwartz and Sagie (2000, p. 468). Since this variable comprised multiple items, the reliability was calculated with composite means. The

reliability of the composite means of 'perception of core value fit' comprising three items was acceptable: $\alpha = .74$.

Donation intention. Thirdly, the participants were asked to indicate their intention of donating to the organisations whose logos were presented on a seven-point semantic Likert scale. The idea behind this dependent (interval) variable was to detect behavioural influences of the logos. The behavioural intention scale used multiple items to measure whether respondents would donate money (e.g., 'I plan to donate money to one of these charity organisations in the next 4 weeks') on a scale ranging from '1=not at all' to '7=very much' (Hoeken et al., 2012 based on Fishbein & Ajzen 2010, pp. 449-463). The reliability of 'donation intention' comprising two items was good: $\alpha = .83$.

Demographic questions. Lastly, the questionnaire was completed by adding demographic questions regarding gender, age, highest attained level of education, and past donation behaviour.

Procedure

The experiment took place in November 2018. The questionnaires were distributed online via Qualtrics and the respondents were able to answer in their own time and comfort. A short introduction emphasised that the purpose of the research was to support Dutch students' bachelor's thesis. However, the goal of the study was not explicitly included to avoid biased answers. The volunteers were asked to participate in the study and to fill out the questionnaire. When finished, the participants were thanked for their contribution. No grants and/or prizes were allocated. Questionnaires had to be completed individually and the procedure was equal for everyone. The time to finish the questionnaire was estimated to be 5 minutes. Lastly, the research was not designed to be repeated.

Statistical analysis

In this study, all data was analysed using SPSS 25 (IBM Corp., 2017). To perform a mixed design analysis, the two-way ANOVA was used to analyse the data statistically. Furthermore, a one-way multivariate ANOVA was added to examine the difference in logo appreciation between the three

degrees of verbal anchoring for each organisation. The objective was to form homogenous groups in terms of age and gender. The study compared the mean difference between the three questionnaire versions. All effects are reported as significant at p < .05 unless otherwise stated.

RESULTS

In this chapter, all the experimental results from the experiments that are described in the previous sections are presented and examined. The analysis of the effects on and interactions between the variables are described. Only significant data will be mentioned in-text. Nonsignificant results can be found in the corresponding tables.

Logo appreciation

A repeated measures analysis for logo appreciation with degree of verbal anchoring as between-subject factor and type of organisation as within subject factor showed a significant main effect of degree of verbal anchoring (F (2, 98) = 3.13, p = .048) and a significant main effect of type of organisation (F (2, 196) = 33.55, p < .001). These main effects were qualified by a significant interaction effect between degree of verbal anchoring and type of organisation (F (4, 196) = 5.54, p < .001). Table 5 shows the means and standard deviations for level of verbal anchoring and logo appreciation per type of organisation.

Logo appreciation: degree of verbal anchoring

A one-way multivariate analysis for logo appreciation, with degree of verbal anchoring as between-subject factor, found a significant multivariate effect of type of organisation (F (6, 129) = 3.80, p < .001).

The univariate analyses only showed a significant effect of degree of verbal anchoring on logo appreciation for CliniClowns F(2, 98) = 9.87, p < .001).

Logos containing the visual element as well as organisational name and slogan (Bonferroni correction: M = 4.55, SD = 1.053) were significantly higher appreciated than logos with no verbal anchoring (Bonferroni correction: M = 3.27, SD = 1.513) as well as logos including organisational name only (Bonferroni correction: M = 4.40, SD = 1.248).

Logo appreciation: type of organisation

A two-way analysis of variance with degrees of verbal anchoring as between-subject factor and type of organisations as within-subject factor showed a significant main effect of type of organisation (F(2, 196) = 33.55, p < .001). The logos of UNICEF (Bonferroni correction: M = 5.15, SD = 1.02) were shown to have been more appreciated than logos of CliniClowns (Bonferroni correction: M = 4.08, SD = 1.39) or SOS Children's Villages (M = 4.14, SD = 1.19). However, there were no significant differences between CliniClowns and SOS Children's Villages.

Table 5. Means and standard deviations for level of verbal anchoring and logo appreciation per type of organisation (1 = very negative attitude, 7 = very positive attitude)

Organisation		Level of verbal anchoring							
	Log	go only	Logo v	vith name	Logo v	vith name	T	Total	
	n	= 33	n	= 35	and	slogan	N = 101		
					n	= 33			
	М	SD	М	SD	М	SD	М	SD	
UNICEF	5.10	.97	5.36	1.03	5.00	1.04	5.16	1.02	
CliniClowns	3.27	1.51	4.40	1.25	4.55	1.05	4.08	1.39	
SOS Children's	4.21	1.01	4.23	1.33	3.98	1.21	4.14	1.19	
Villages									

Perception of core value fit

A repeated measures analysis for perception of fit core value with degree of verbal anchoring as between subject factor and type of organisation as within subject factor showed a significant main effect of type of organisation (F (2, 182) = 39.34, p < .001). There was no significant main

effect of degree of verbal anchoring for perception of core value fit (F (2, 91) = 2.44, p = .093). These main effects were qualified by a significant interaction effect between degree of verbal anchoring and type of organisation (F (4, 182) = 8.36, p < .001). Table 6 shows the means and standard deviations for level of verbal anchoring and perception of core value fit per type of organisation.

Perception of core value fit and type of organisation

A two-way analysis of variance with degrees of verbal anchoring as between-subject factor and type of organisation as within-subject factor showed a significant main effect of type of organisation (F(2, 182) = 39.34, p < .001). The test indicated that perception of core value fit was higher for UNICEF (Bonferroni correction: M = 5.15, SD = 1.06) than CliniClowns (Bonferroni correction: M = 4.09, SD = 1.50) and SOS Children's Villages (Bonferroni correction: M = 4.12, SD = .95).

After splitting the files, a pairwise comparison revealed that within the first level of verbal anchoring (logo only) (F (1.64. 44.25) = 22.17, p < .001), UNICEF (M = 5.36, SD = 1.00) was higher than CliniClowns (M = 3.20, SD = 1.70) as well as SOS Children's Villages (M = 4.11, SD = 1.00). Within the second level of verbal anchoring (logo with name) (F (2, 66) = 22.45, p < .001), UNICEF (M = 5.36, SD = .93) was also found to be higher than CliniClowns (M = 4.54, SD = 1.25) as well as SOS Children's Villages (M = 4.12, SD = 1.00). Within the third level of verbal anchoring (logo with name and slogan) (F (2, 62) = 4.00, p = .023), UNICEF (M = 4.74, SD = .99) was only found to be higher than SOS Children's Villages (M = 4.13, SD = .87).

Perception of core value fit and degrees of verbal anchoring

There was no significant main effect of degrees of verbal anchoring (F(2, 91) = 2.44, p = .093).

Table 6. Means and standard deviations for level of verbal anchoring and perception of core value fit per type of organisation (1 = very negative perception, 7 = very positive perception)

Organisation				Level of verb	al ancho	ring			
	Log	o only	Logo	with name	_		Т	Total	
	n	= 28	r	า = 34			N = 94		
					n				
	М	SD	М	SD	М	SD	М	SD	
UNICEF	5.36	1.00	5.36	.93	4.74	.99	5.15	1.01	
CliniClowns	3.20	1.70	4.54	1.25	4.38	1.25	4.09	1.50	
SOS	4.11	1.00	4.12	1.00	4.13	.87	4.12	.95	
Children's									
Villages									

Donation intention

A repeated measures analysis for donation intention with degree of verbal anchoring as between-subject factor and type of organisation as within subject factor showed a significant main effect of type of organisation (F (2, 174) = 15.03, p < .001). There was no significant main effect of degree of verbal anchoring for donation intention (F (2, 87) = 1.27, p = .285). There was no significant interaction effect between degree of verbal anchoring and type of organisation (F (4, 174) = 2.29, p = .062). Table 7 shows the means and standard deviations for donation intention per type of organisation.

The logos of UNICEF (Bonferroni correction: M = 3.96, SD = 1.62) were shown to have a higher intention to donate than logos of CliniClowns (Bonferroni correction: M = 3.51, SD = 1.68) or SOS Children's Villages (Bonferroni correction: M = 3.04, SD = 1.54).

Table 7. Means and standard deviations for donation intention per organisation (1 = very low intention, 7 = very high intention)

Organisation (N = 90)	М	SD
UNICEF	3.96	1.62
CliniClowns	3.51	1.68
SOS Children's Villages	3.04	1.54

CONCLUSION AND DISCUSSION

The purpose of this study was to examine whether the degree of verbal anchoring was related to the perception of organisational logos among the Dutch with a focus on logo appreciation, the perception of core value fit, and donation intention. To this end, the study considered the degree of verbal anchoring and the type of organisation (as a control factor), along with the interaction between the two. All in all, no strict evidence was found that the degree of verbal anchoring affects logo appreciation, perception of core value fit, or the intention to donate. In summary, one could argue that the evidence suggests that organisations should at least incorporate their organisational name within their logo design to positively influence logo perception, based on logo appreciation and core values. The significant results for level 2 verbal anchoring on logo appreciation and perception of core value fit support this idea. However, Barthes' (1977) statement on the relationship between visuals and verbal anchors were not confirmed. The findings suggest that there might be some relationship, but this may have been caused by an external variable.

Degree of verbal anchoring and logo appreciation

No strict evidence was found that the degree of verbal anchoring affects logo appreciation. In other words, logo appreciation did not systematically correspond to the different degrees of verbal anchoring, except in the case of CliniClowns. However, results of the control variable showed that subject had a significantly greater appreciation for the logos of UNICEF.

These mixed results contradict earlier findings on verbal anchoring in ads, which suggest that an increase in the degree of verbal anchoring positively affects ad comprehension, ultimately leading to increased ad liking (Phillips, 2000). However, Phillips also found that too much verbal anchoring has a flipside: in her study, it was linked to a decrease in liking because it reduced the joy of solving the puzzle, i.e. the underlying meaning of a message. This effect was not found for logos in the present work. This could be because Phillips' study examined advertisements, so the outcomes do not necessarily apply to brand logos too. As stated earlier, the use of ads relies on

a one-selling-point message, whereas logos are used to communicate the core values of an organisation as part of CVI.

Furthermore, some of the present findings could be loosely interpreted. Namely, the results did not show that the higher the verbal anchoring, the more the organisational logos were appreciated. Unfortunately, no significant evidence was found to support a general statement or to support findings from similar studies based on ads by Bergkvist et al. (2012) or McQuarrie and Phillips (2005). The degree of anchoring was not relevant; the addition name of an organisation was more important than the addition of a slogan. Nevertheless, there was still a difference, indicating that further studies should examine the role of verbal anchoring within this context.

To summarise, this study found a significant effect of degree of verbal anchoring and type of organisation on logo appreciation, but not as expected. It could be interesting to further examine this to derive more generalisable and specific conclusions and to compose a reliable framework for more practical and targeted application.

Degree of verbal anchoring and perception of core value fit

The results showed that type of organisation did affect the perception of core value fit. Results indicated that participants were affected differently by the degrees of verbal anchoring for each organisation. The more anchoring there was, the more positive the perception of core value fit was. However, UNICEF again stood out: participants scored higher on perception of core value fit for UNICEF than for CliniClowns or SOS Children's Villages. This suggests that external factors, such as recognition, might also have played a role in the perception of the logos. This will be further explained in the limitations.

These findings are in line with previous research suggesting that the match between logos and intended core values is not self-evident (Van Hooft, Wiskerke & Brink, 2007). It is often assumed that logos have the ability to communicate organisations' core values on their own. However, Van Hooft et al. (2007) emphasise that organisations would benefit from strengthening their core value communication by explicitly communicating them via their multiple channels. Furthermore, Phillips' results (2000) show that ad comprehension leads to an increase in ad liking. Anchoring serves to increase comprehension. In turn, an increase in comprehension would

suggest that core values will be perceived as intended. The present study does show that logos could serve as communication tools. However, the higher values for UNICEF indirectly indicate that identification and recognition may have played a role in the experiment. Hence, this study does not completely address the impact of verbal anchoring as intended.

Degree of verbal anchoring and donation intention

No significant relationship was found between the degree of verbal anchoring and donation intention. Even though previous research argued that attitude and past behaviour were reliable predictors of intention (Smith & McSweeney, 2007), this study did not show a positive relation between high appreciation and donation intention. However, the type of organisation did have an effect on donation intention. The results showed that participants were most likely to donate to UNICEF and the least to SOS Children's Villages. This supports earlier conclusions that recognition of organisations may have had a crucial impact on research results. As will be explained in the next section, UNICEF has more resources to invest in marketing, resulting in a potential higher recognition. Even more, participants may have donated to one of these organisations in the past which may have led to recognition of these organisations. This may explain why the type of organisation was significant.

Limitations

A number of potential limitations must be considered. First and foremost, it is possible that the findings were caused by non-measured external factors, such as logo recognition. For appreciation, core value recognition, and donation intention, stronger findings were obtained for the largest organisation. UNICEF is an internationally operating charity whose parent organisation is the United Nations. It had almost 350,000 donators in the Netherlands in 2017, which is significantly higher than for the other two (CliniClowns with 210,000 and SOS Children's Villages with 125,468 donators). Therefore, it is assumed to be better known (CBF, 2017). That same year, the Dutch establishment of UNICEF had an income of around 70 million euros. This stands out compared to 13 million for SOS Children's Villages and 6 million for CliniClowns, and also implies that UNICEF is not only larger than the other two organisations, but may also have

more budget to spend on marketing and communication with stakeholders, such as potential donators.

Secondly, level of education may have had an impact on the final results. Though Cramer's V was weak (ϕ_c = .28), it was still on the higher side. Further investigation showed a Phi-coefficient of medium strength (ϕ = .40). Therefore, it would be useful to investigate this in future studies, perhaps by adding level of education as an independent variable to the hypothesis. Based on the analyses, the groups may not have been homogenous in terms of level of education. This could have influenced the results of this study.

Lastly, the way donation was defined for the purpose of this study may have been vague for participants: it was unclear whether donations offered in charity boxes (the Dutch tradition is to collect money for charity by using the door-to-door fundraising technique) were also included in 'charity donations'. The control question to identify individuals who had donated in the past 5 years could have been altered to reduce ambiguity.

Theoretical and practical implications

As indicated before, the results of this investigation hint at the need for more research within this context. The findings were not significant. Moreover, results were dependent on the type of organisation, which was initially a control factor. As a result, it might be interesting to elaborate in future studies on the interplay between multiple independent variables. Furthermore, this means that no general recommendations can be provided. Therefore, organisations should decide depending on the situation which degree of anchoring would benefit their message.

Future studies may benefit from adding independent variables to more specifically pinpoint how the degree of verbal anchoring differs across certain situations. It is beyond the scope of this study to examine multiple independent variables, which may have caused a potential problem. For example, a cross-cultural study could be conducted to detect differences between nationalities and to map out patterns. Given the previously mentioned data on level of education, another idea could be to study how this variable is positioned within this context. Finally, based on McQuarrie and Mick (1999), it may be interesting to analyse whether processing capacity and interpretation of the logo are linked and related to degrees of verbal anchoring.

This study will benefit researchers by creating a foundation for more investigations on non-profit organisations. The results are not significant but do hint at the need for more research, which will benefit marketing literature and branding specialists. No specific guidelines can be provided for designers, but this study does indicate that their decisions should depend on the situation, such as the type of organisations for which they design logos. Furthermore, companies can base their logo criteria on this study, as they now know that a sufficient logo could at least include a name to support their intended message. This might result in long-term cost reduction, because their logos would be designed more specifically to support their goals.

BIBLIOGRAPHY

- Aaker, D. A. (1991). *Brand equity: La gestione del valore della marca*, 347 356. Milaan: FrancoAngeli.
- Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In J. Kuhl & J.

 Beckmann (Eds.), *Action control: From cognition to behaviour* (pp. 11-39). Heidelberg: Springer.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human decision* processes, 50(2), 179-211.
- Balmer, J. M. (2008). Identity based views of the corporation: Insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity and corporate image. *European Journal of Marketing*, *42*(9-10), 879-906.
- Barthes, R. (1977). Image, Music, Text. New York: Hill and Wang.
- Bergkvist, L., Eiderbäck, D., & Palombo, M. (2012). The brand communication effects of using a headline to prompt the key benefit in ads with pictorial metaphors. *Journal of Advertising*, *41*(2), 67-76.
- CliniClowns (2018). *Meerjarenbeleid CliniClowns*. Retrieved from https://www.cliniclowns.nl/files/Meerjarenbeleid_CliniClowns.pdf
- Das, E., & Van Hooft, A. (2015). A Change will do you good: Paradoxical effects of higher degrees of logo change on logo recognition, logo appreciation core values fit, and brand attitudes.

 Nijmegen: Radboud University Center for Language Studies. Retrieved 28.09.2018 from http://www.researchgate.net/publication/276886447.
- Dowling, G.R. (2001) *Creating Corporate Reputations*, Oxford: Oxford University Press.
- Eagly, A.H. & Chaiken, S. (1995). Attitude strength, attitude structure, and resistance to change.

 In R. E. Petty & J. A. Krosnick (Eds.), *Ohio State University series on attitudes and persuasion*, Attitude Strength: Antecedents and Consequences, *4*, 413-432. Hillsdale, NJ, US: Lawrence Erlbaum Associates, Inc.
- Edell, J. A., & Staelin, R. (1983). The information processing of pictures in print advertisements. *Journal of Consumer Research*, 10, 45-61

- Forbes (2017, March 22). Why successful investors focus on competitive advantages, not just profits. Retrieved January 7, 2018, from https://www.forbes.com/sites/forbesfinancecouncil/2017/03/22/why-successful-investors-focus-on-competitive-advantages-not-just-profits/#65741e824e70
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Fishbein, M & Ajzen, I. (2003). Using theory to design effective health behaviour interventions. *Communication Theory*, *13*(2), 164-183.
- Fishbein, M., & Ajzen, I. (2010). *Predicting and changing behavior. The reasoned action approach.* New York: Psychology Press.
- Foroudi, P., Hafeez, K., & Foroudi, M. M. (2017). Evaluating the impact of corporate logos towards corporate reputation: a case of Persia and Mexico. *Qualitative Market Research:*An International Journal, 20(2), 158-180.
- Foroudi, P., Melewar, T. C., & Gupta, S. (2014). Linking corporate logo, corporate image, and reputation: An examination of consumer perceptions in the financial setting. *Journal of Business Research*, *67*(11), 2269-2281.
- Gerritsen, M., Nickerson, C., van Hooft, A., van Meurs, F., Korzilius, H., Nederstigt, U., Starren,
 M., Crijns, R. (2010). English in product advertisements in non-English-speaking countries in Western Europe: Product image and comprehension of the text. *Journal of Global Marketing*, 23(4), 349-365.
- Henderson, P. W., & Cote, J. A. (1998). Guidelines for selecting or modifying logos. *The Journal of Marketing*, *62*, 14-30.
- Henderson, P. W., Giese, J. L., & Cote, J. A. (2004). Impression management using typeface design. *Journal of marketing*, *68*(4), 60-72.
- Hoeken, H., Hornikx, J., & Hustinx, L. (2012). *Overtuigende teksten: Onderzoek en ontwerp* (2nd ed.). Bussum: Coutinho.
- IBM Corp. (2017). IBM SPSS Statistics for Macintosh, Version 25.0. Armonk, NY: IBM Corp.
- Kashif, M., Sarifuddin, S., & Hassan, A. (2015). Charity donation: intentions and behaviour. *Marketing Intelligence & Planning*, *33*(1), 90-102.

- Keller, K.L. (1993). Conceptualizing, measuring, and managing customer based brand equity. *Journal of Marketing*, *57*, 1-22.
- Kohli, C., Leuthesser, L., & Suri, R. (2007). Got slogan? Guidelines for creating effective slogans. *Business Horizons*, *50*(5), 415-422.
- Kohli, C., Suri, R., & Thakor, M. (2002). Creating effective logos: Insights from theory and practice. *Business Horizons*, *45*(3), 58-58.
- Lane, D. (2002). *Hyperstat Online Statistics Textbook*. Retrieved from davidmlane.com/hyperstat/B132137.html
- Logo (2018) In *Oxford Dictionary*. Retrieved November 1, 2018, from https://en.oxforddictionaries.com/definition/logo
- MacKenzie, S. B., Lutz, R. J. (1989). An empirical examination of the structural antecedents of attitude toward the ad in an advertising pretesting context. *The Journal of Marketing*, 48-65.
- Madden, T. J., Hewett, K., & Roth, M. S. (2000). Managing images in different cultures: A cross-national study of color meanings and preferences. *Journal of International Marketing*, 8(4), 90-107.
- Maxwell, J. (1997). Designing a qualitative study. In L. Bickman, and D. J. Rog (Eds.), *Handbook of Applied Social Research Methods* (pp. 69–100). Thousand Oaks, CA: Sage.
- McQuarrie, E. F., & Mick, D. G. (1992). On resonance: a critical pluralistic inquiry into advertising rhetoric. *The Journal of Consumer Research*, *19*(2), 180-197.
- McQuarrie, E. F., & Mick, D. G. (1999). Visual rhetoric in advertising: Text-interpretive, experimental, and reader-response analyses. *Journal of consumer research*, *26*(1), 37-54.
- Melewar, T. C., Foroudi, P., Gupta, S., Kitchen, P. J., & Foroudi, M. M. (2017). Integrating identity, strategy and communications for trust, loyalty and commitment. *European Journal of Marketing*, *51*(3), 572-604.
- Neviarouskaya, A., Prendinger, H., & Ishizuka, M. (2010). Recognition of affect, judgment, and appreciation in text. In *Proceedings of the 23rd international conference on computational linguistics* (pp. 806-814). Beijing: Association for Computational Linguistics.

- Peter, J. (1989), Designing Logos. Folio, 18, 139-141
- Phillips, B. J. (2000). The impact of verbal anchoring on consumer response to image ads. *Journal of Advertising*, 29(1), 15-24.
- Schroll, R., Schnurr, B., & Grewal, D. (2018). Humanizing products with handwritten typefaces. *Journal of Consumer*, 45(3), 648-672.
- Schultz, D.E. & Kitchen, P.J. (1997). Integrated marketing communications in US advertising agencies: an exploratory study. *Journal of Advertising Research*, *37*(5), 7-18.
- Schwartz, S. H., & Sagie, G. (2000). Value consensus and importance: A cross-national study. *Journal of Cross-cultural Psychology*, *31*(4), 465-497.
- Simoes, C., Dibb, S., & Fisk, R.P. (2005). Managing corporate identity: An internal perspective. Journal of the Academy of Marketing Science, 33(2), 153-168.
- Smith, J.R. and McSweeney, A. (2007). Charitable giving: The effectiveness of a revised theory of planned behaviour model in predicting donating intentions and behaviour. *Journal of Community & Applied Social Psychology*, *17*(5), 363-386.
- SOS Children's Villages, (2017). Jaarverslag. Retrieved 27 November 2018, from: https://www.soskinderdorpen.nl/wat-doet-sos/resultaten/jaarverslag
- Teddlie, C., & Yu, F. (2007). Mixed methods sampling a typology with examples. *Journal of Mixed Methods Research*, 1(1), 77-100.
- Thorson, E. (1990). Consumer processing of advertising. *Current Issues and Research in Advertising*, 12(1-2), 197-230.
- UNICEF (2018). *About Unicef: Employment*. Retrieved from https://www.unicef.org/about/employ/index 46148.html
- Urde, M. (1997) *Märkesorientering / Brand Orientation* (Doctoral dissertation). Lund, Sweden: Lund University Press.
- Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing,* 37(7-8), 1017-1040.
- Van Aken, E. M., Smith-Jackson, T. L., & Taylor, G. D. (2007). Improving organizational culture using core values. In 19th International conference on production research, *29*.

 Valparaiso, Chile:

- Van den Bosch, A. L., de Jong, M.D., & Elving, W.J. (2005). How CVI supports reputation.

 Corporate Communications: An International Journal, 10, 108-116.
- Van Hooft, A., Wiskerke, L., & Brink, J. (2007). Het logo: drager van kernwaarden? *Tekstblad*, 13, 1-36.
- Van Riel, C. B., & Van den Ban, A. (2001). The added value of corporate logos An empirical study. *European Journal of Marketing*, *35*(3-4), 428-440.
- Van Riel, C. B., & Balmer, J. M. (1997). Corporate identity: the concept, its measurement and management. *European Journal of Marketing*, 31(5-6), 340-355.
- Wallace R., (2001). Proving our value: Measuring package design's return on investment. *Design Management Journal*, 12(3), 20-27.
- Zajonc, R. B. (1968). Attitudinal effects of mere exposure. *Journal of Personality and Social Psychology*, *9*(2), 1-21.

APPENDIX A. THE QUESTIONNAIRE

Beste deelnemer,

Deelname aan dit onderzoek is volledig anoniem en uw gegevens zullen uitsluitend worden gebruikt voor dit onderzoek. U heeft de mogelijkheid om te allen tijde te stoppen met het onderzoek. Om deel te nemen aan dit onderzoek dient u minstens 18 jaar oud te zijn.

U krijgt nu een aantal logo's te zien en vervolgens worden hier enkele vragen over gesteld.

Het invullen van de vragenlijst duurt ongeveer 5 minuten.

Hartelijk bedankt voor uw deelname!



Ben je be	ekend met dit loge	5?		
	Ja O		Nee	
Welke as	sociaties heb je r	net dit logo?		
I	Positief	Neutraal	Negatief O	
Ben je bek	end met dit logo	?		
	Ja O		Nee	
Welke asso	ociaties heb je m	et dit logo?		
Ро	ociaties heb je m	et dit logo?	Negatief	
Ро	ositief		Negatief	
Po	ositief		Negatief	
Po	ositief	Neutraal O	Negatief Negatief	
Po Ben je beke	end met dit logo?	Neutraal O	Nee	



Welke associaties heb	je met dit logo?	
Positief	Neutraal	Negatief
\circ	\circ	0



Wat vind je van dit log	go?	
Slecht	0000000	Goed
Vind ik leuk	000000	Vind ik niet leuk
Lage kwaliteit	000000	Hoge kwaliteit
Kenmerkend	000000	Niet kenmerkend
Niet interessant	0000000	Interessant



Wat vind je van dit log	go?	
Slecht	0000000	Goed
Vind ik leuk	000000	Vind ik niet leuk
Lage kwaliteit	000000	Hoge kwaliteit
Kenmerkend	000000	Niet kenmerkend
Niet interessant	000000	Interessant



Wat vind je van dit logo?

Betrokkenheid

Sleci	ht OO	000	000	Goed		
Vind ik led	uk O O	000	000	Vind ik niet leu	ık	
Lage kwalite	eit O O	000	000	Hoge kwaliteit		
Kenmerken		000	000	Niet kenmerke	end	
Niet interessa	nt O O	000	00	Interessant		
Wat vind je van dit	logo?					
, , , , , , , , , , , , , , , , , , , ,						
Sleci		000		Goed		
Vind ik leu		000		Vind ik niet leu		
Lage kwalite				Hoge kwaliteit		
Kenmerken		000		Niet kenmerke	end	
Niet interessa	nt O O	000		Interessant		
	ASS.	S				
In hoeverre vind je d	de volgen	de waa	rden pas	ssen bij d	lit log	go?
Hele	emaal					Helemaal
	iet 2	3	4	5	6	wel
Diversiteit en Inclusiviteit	0	\circ	\circ	\circ	0	0
Integriteit (0 0	\circ	\circ	\circ	\bigcirc	\circ

0 0 0 0 0 0



In hoeverre vind je de volgende waarden passen bij dit logo? Helemaal Helemaal 6 niet wel \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Eerlijkheid Creativiteit \bigcirc \bigcirc \bigcirc \circ \bigcirc \bigcirc \bigcirc Professionaliteit \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Verbondendheid



In hoeverre vind je de volgende waarden passen bij dit logo? Helemaal Helemaal \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Professionaliteit \bigcirc \bigcirc Bevlogen \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Ondernemendheid \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Samenwerking



In hoeverre vind je de volgende waarden passen bij dit logo?								
	Helemaal niet	2	3	4	5	6	Helemaal wel	
Vrijheid	\circ	\circ	\circ	\circ	\bigcirc	\circ	\circ	
Plezier	\circ	\circ	\circ	\circ	\circ	\circ	\circ	
Loyaliteit	\circ	\circ	\circ	\circ	\circ	\circ	\circ	
Enthousiasme	0	0	0	0	0	0	0	



Ik ben bere	eid om ge	eld te dor	neren aan o	deze orgo	anisatie.	
Onwaar	2	3	Neutraal	4	5	Waar
Ik ga geld	doneren	aan deze	organisat	ie.		
Zeer	2	3	Neutraal	5	6	Zeer
oneens	2	3	Neutradi	5	0	mee eens
\circ	\circ	\circ	\circ	\circ	\circ	\circ



Ik ben bere	eid om ge	eld te dor	neren aan o	deze orgo	inisatie.	
Onwaar	2	3	Neutraal	4	5	Waar
Ik ga geld	doneren (aan deze	e organisati	e.		
Zeer mee	2	3	Neutraal	5	6	Zeer mee



Ik ben bere	id om ge	eld te don	eren aan d	leze orga	nisatie.	
Onwaar	2	3	Neutraal	4	5	Waar
Ik ga geld (doneren (aan deze	organisati	Э.		
Zeer mee	2	3	Neutraal	5	6	Zeer mee
oneens	0	0	0	0	0	eens
Wat is je	leeftijd?					
Wat is je	geslacht?					
○ Man						
O Vrouw						
O Anders						
Wat is je	nationalite	eit?				
O Nederla	nds					
O Anders,	namelijk					

Wat is je hoogstgen	oten opleiding?	
O Basisonderwijs		
O Voortgezet Onderwijs		
○ МВО		
○ НВО		
O Universiteit		
Heb je in de afgelop Ja Nee	oen 5 jaar gedonee	erd aan een goed doel?
○ Ja	oen 5 jaar gedonee	erd aan een goed doel?
○ Ja		erd aan een goed doel?
○ Ja ○ Nee		erd aan een goed doel?
○ Ja ○ Nee	oneerd aan	
○ Ja ○ Nee Ik heb al eerder gede	oneerd aan	

We thank you for your time spent taking this survey.
Your response has been recorded.

Acknowledgements

I am grateful to dr. van Hooft and dr. Hustinx for their help, their valuable suggestions and their support to finish this thesis.